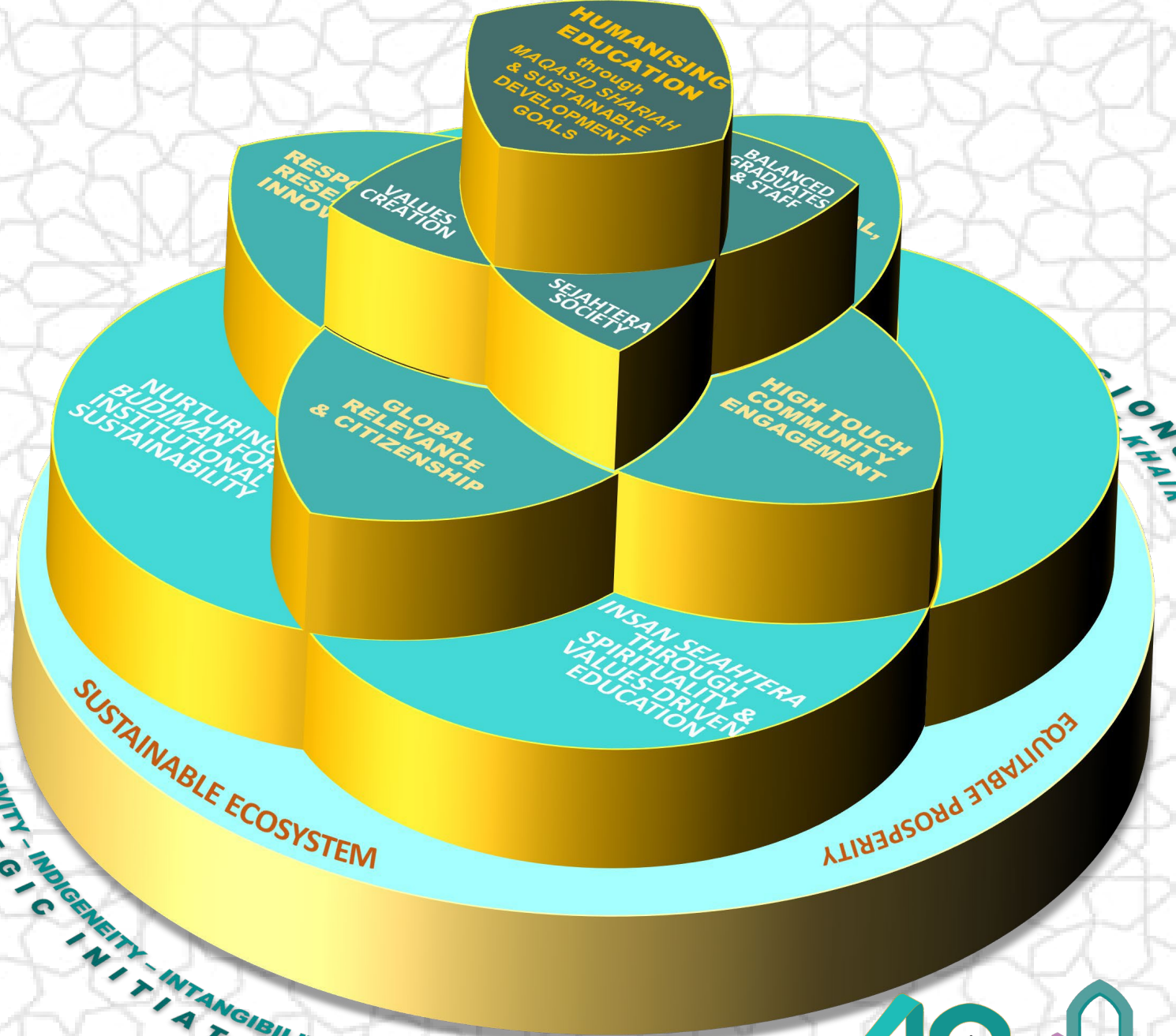


IIUM ROADMAP 2023 – 2024

FRAMEWORK, STRATEGIES AND INITIATIVES

OSIC

INCLUSIVITY-INDIGENITY-INTANGIBILITY
STRATEGIC INITIATIVES



IIUM VISION & MISSION

Inspired by the worldview of *tawhīd* and Islamic philosophy of the unity of knowledge as well as its concepts of holistic education, the University aims at becoming a leading international centre of excellence in education, research and innovation which seeks to restore the dynamic and progressive role of the *ummah* in all branches of knowledge **for the betterment of human life and civilisation.**

1

To undertake the special and greatly needed task of reforming contemporary Muslim mentality and **integrating Islamic Revealed Knowledge and Human Sciences** in a positive manner

2

To produce better quality intellectuals, professionals and scholars of distinction by integrating quality of faith (*īmān*), knowledge (*‘ilm*), and good character (*akhlāq*) to serve as agents of comprehensive and balanced progress as well as **sustainable development in Malaysia and in the Muslim world**

3

To promote the concept of **Islamisation of human knowledge in teaching, research and consultancy, dissemination of knowledge** and the development of academic excellence in the University

4

To nurture the quality of **holistic excellence imbued with Islamic moral-spiritual values**, in learning, teaching, research, consultancy, publication, administration and student life

5

To exemplify an international community of dedicated intellectuals, scholars, professionals, officers and staff motivated by the **Islamic world-view and code of ethics as an integral part of their work culture**

6

To enhance **intercultural understanding and foster civilisational dialogues** in Malaysia as well as across communities and nations

7

To develop an environment which instills commitment for life-long learning and a **deep sense of social responsibility** among staff and students

SUCCESSFUL TRANSFORMATIONS IN THE LAST 5 YEARS

1

Breaking the silo

- IIUM Flagships.
- Transdisciplinarity.

-----> MISSION 1 & 3

2

Going beyond KPI

- Intangibles matter.
- KIP in APAR and promotion.

-----> MISSION 4

3

Empowering staff and students

- Administrators do research, publication, teaching.
- Student Union.
- Study leave, joint-appointment.

-----> MISSION 2 & 4

4

Mainstreaming university for society

- Community engagement projects.
- Industry-sponsored research.
- Islamisation in action.

-----> MISSION 1, 2 & 7

5

Leading the way

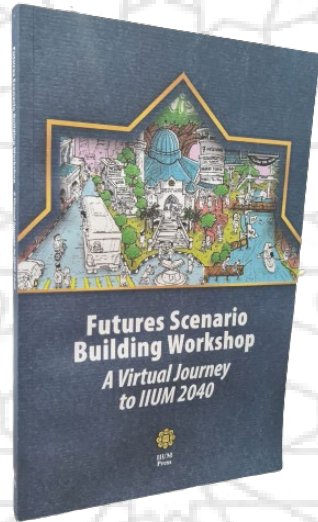
- Global relevance.
- International collaboration

-----> MISSION 5 & 6

IIUM STRATEGIC PLANNING DOCUMENTS

WHERE

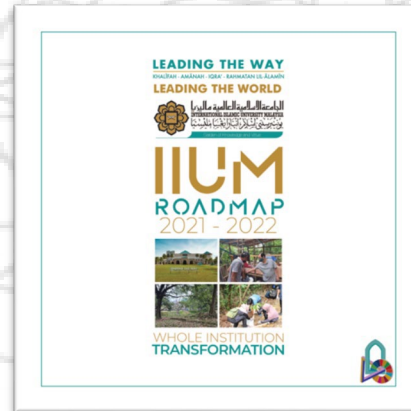
TO GO



IIUM 2040

WHAT

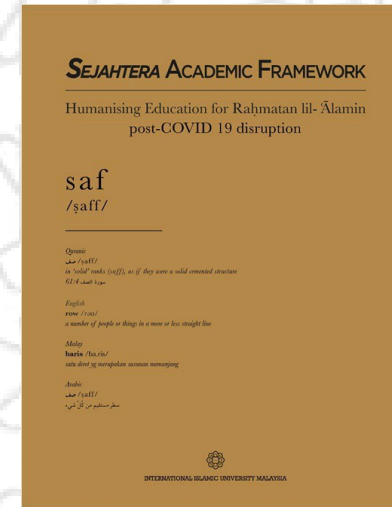
TO DO



IIUM ROADMAP

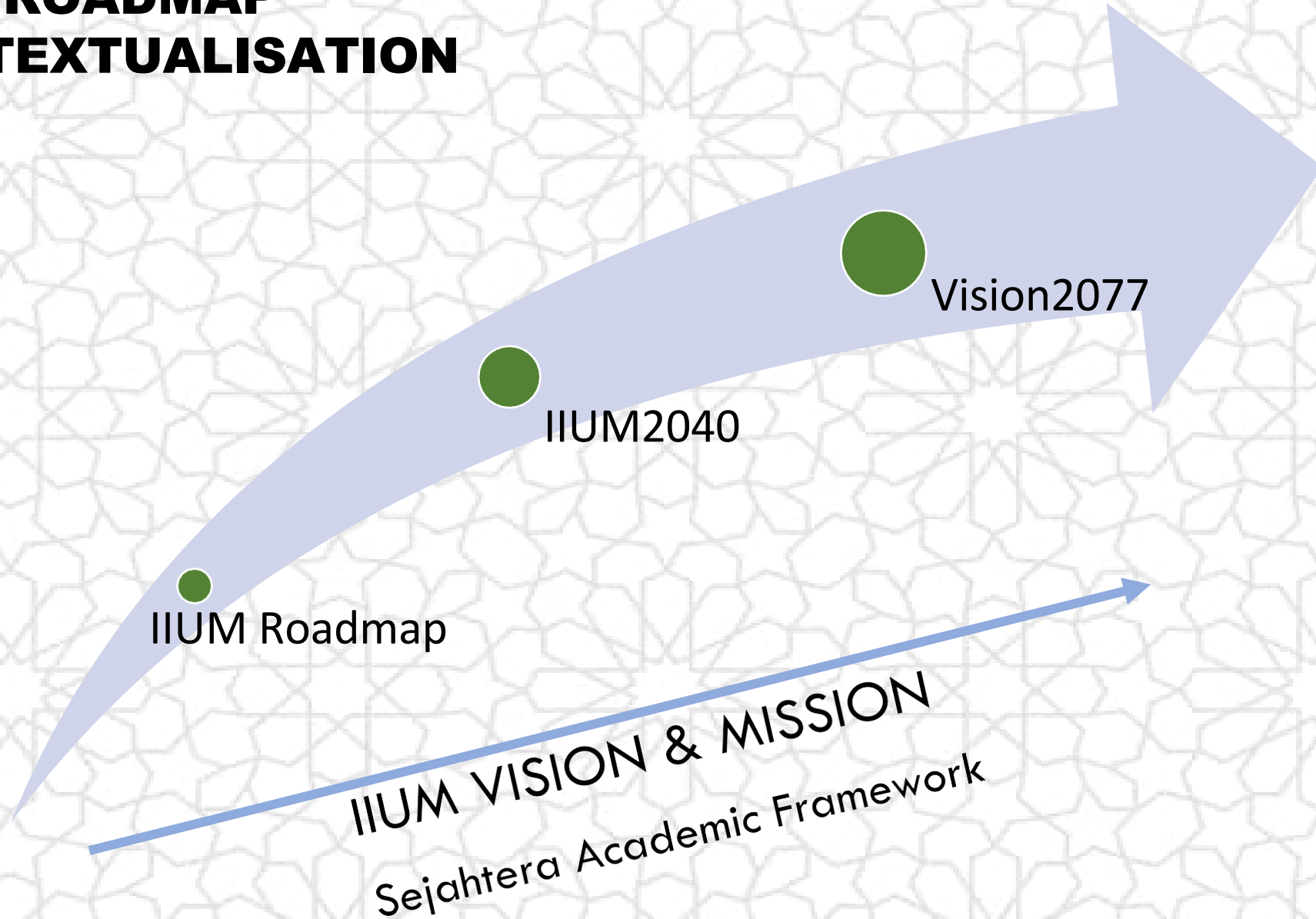
HOW

TO DO



SEJAHTERA ACADEMIC
FRAMEWORK

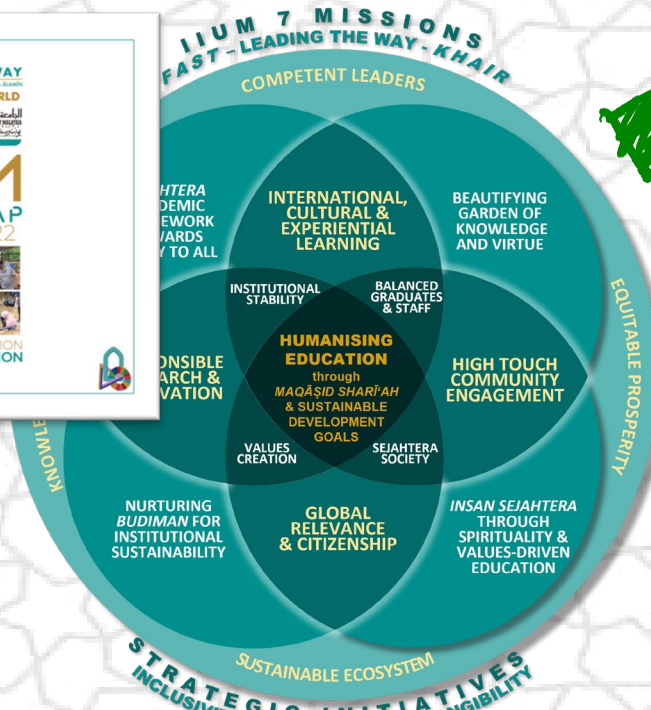
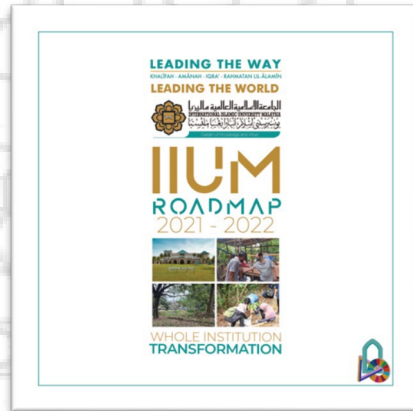
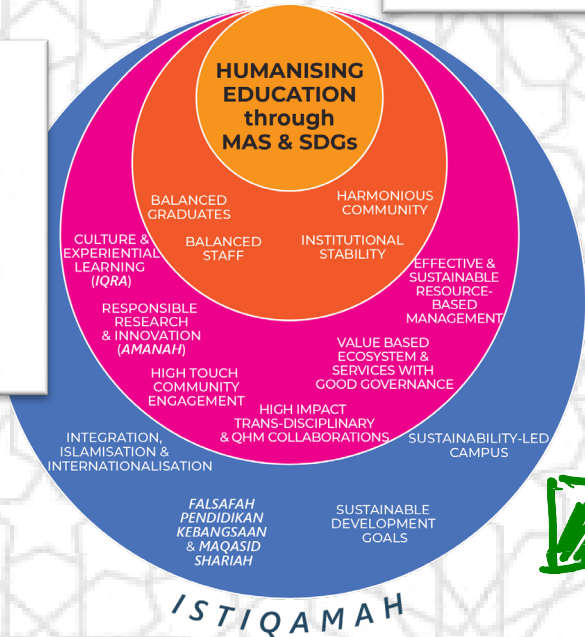
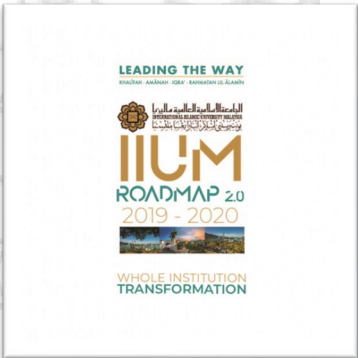
IIUM ROADMAP CONTEXTUALISATION



IIUM 2040 PREFERRED FUTURES

- **IIUM 2040 should seek to:**
 - ❖ Nurture **balanced graduates** who are equipped with values-based education, they are vicegerents and seek to serve humanity. They are seekers of knowledge and understand how to successfully apply what they have learnt from higher education.
 - ❖ Attain financial **autonomy** through *waqf* and preserve academic freedom.
 - ❖ Build a **working culture** that values team work and focuses on the common strategic goals of the organisation by unifying efforts between administrators and academicians.
 - ❖ **Attract the best talent** because the healthy environment of the organisation will only encourage productive individuals to come forth.

IIUM ROADMAP CONTINUITY



IIUM ROADMAP 2023 - 2024

IIUM Roadmap 2023-2024 will be the continuation of IIUM Roadmap 2021-2022.



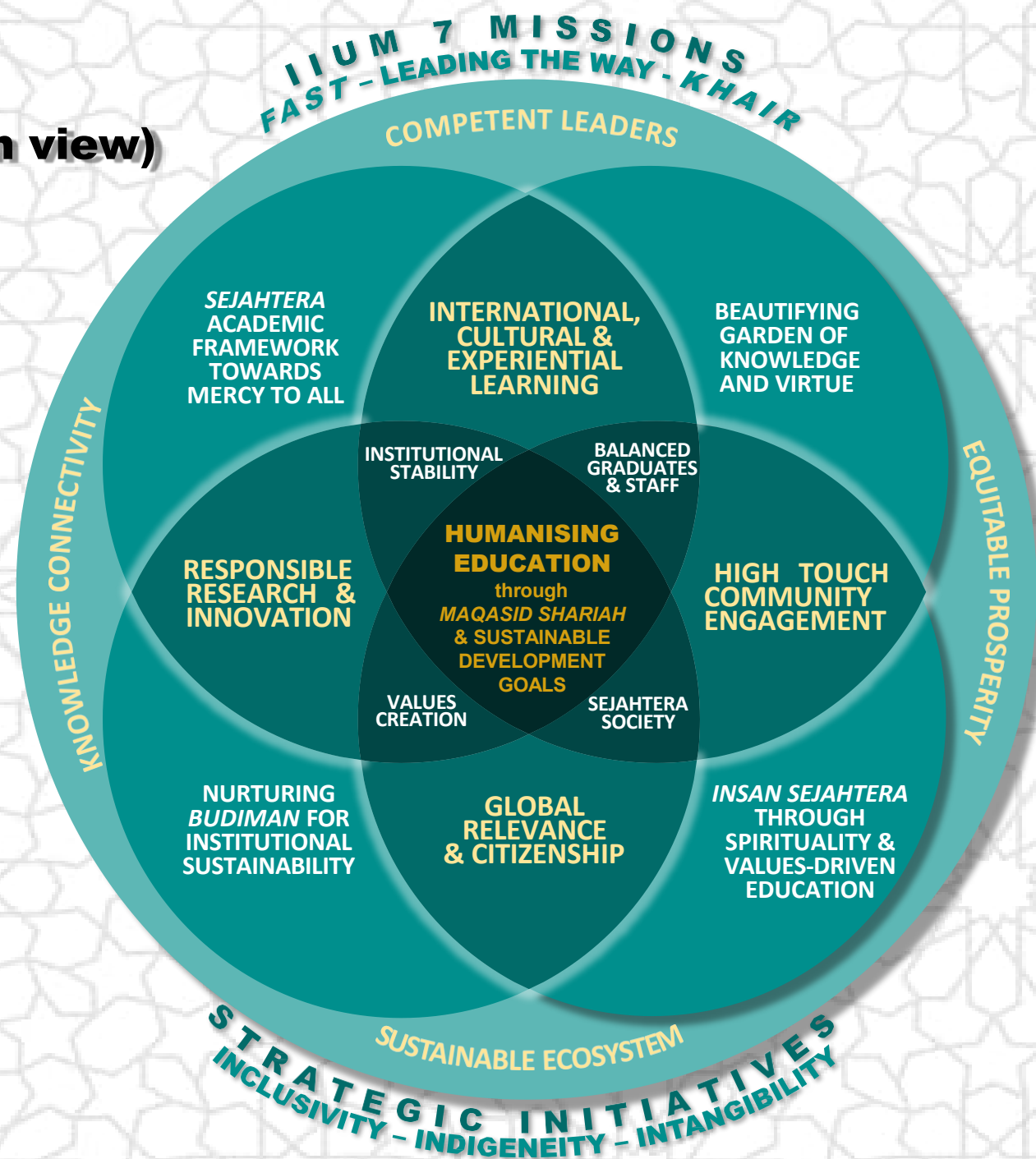
Similar strategy framework but will focus on implementation – through impactful strategies and initiatives.



IIUM ROADMAP 2023-2024

- Strategy Framework (Plan view)

- The framework is made up of overlapping circles resulting in 17 domains.
- As the circles overlap, the shade of the colour becomes darker.
- The darkest shade domain shows where the circles overlap the most (i.e. humanising education).
- Overlapping domains represents the need to work together and eliminate silos.



STRATEGISING IIUM ROADMAP 2023-2024

MAQASID SHARIAH

IIUM Vision and Mission

- As guiding principles
- Which mission needs more focus? M2, M5, M6, M7

Current issues

- Talent management; unclear succession planning
- Financial sustainability; insufficient revenue
- Infrastructure; poor maintenance
- Values; declining social values and skills
- Internationalisation; declining foreign students

Environmental scanning

- Global agenda; SDGs, climate change
- National agenda; Madani, Net Zero 2050, sustainable development
- Future educational trend; co-creation of knowledge, experiential learning, self-learning, university for community, values-based education

Strategies and expected outcomes

IIUM ANNUAL TARGETS FOR 2023-2024

GRADUATE

1. Self employed within convocation year	6%
2. Employed within convocation year	80%
3. Graduate Employability	80%
4. Credited co-curriculum	115 nos
5. UG graduate on time (GOT)	80%
6. UG attrition	6%
7. Student involved in mobility programme	70 students
8. Graduates undergone formal community engagement subject upon graduation	50%

ACADEMIC

9. Academic staff with professional qualification or 6 years cumulative industrial experience	10%
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10. Academic staff with PhD qualification	90%
11. Cumulative citation per academic staff	15 nos
12. Academic staff as principal researcher	70%
13. Micro-credential courses being offered per year	4 nos
14. Publication in indexed journal and proceedings per academic staff	2 nos

INSTITUTION

15. MoU with industry	20 nos
16. Self-generated revenue against total operating expenditure	20%
17. Total electricity saving (baseline 2015)	30%
18. <i>Total student enrolment (by 2024)</i>	<i>28,140 students</i>

IIUM ROADMAP 2023-2024

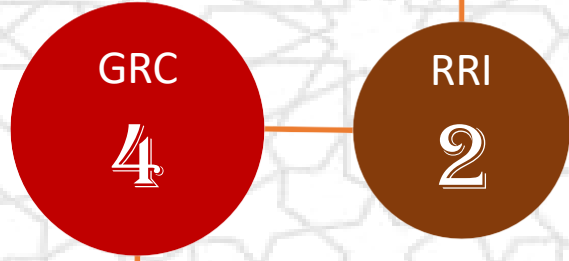
Strategies and expected outcomes

No.	Domain	Strategy	Expected Outcome
1.	International, Cultural and Experiential Learning	Mainstreaming experiential learning among IIUM community focusing on cultural understanding.	IIUM community with iqra' culture (seeking knowledge, learning anywhere, learning by doing).
2.	High-touch Community Engagement	Encouraging Whole Community Transformation towards sustainable society.	Structured and impactful community transformation work.
3.	Responsible Research and Innovation	Transforming society via Responsible Research and Innovation.	More impactful research and innovation providing societal-based solutions.
4.	Global Relevance and Citizenship	Strengthening IIUM brand promotion.	University of choice – by students, by employers, place of employment.
5.	Sejahtera Academic Framework towards Mercy to All	Actualising transformative education via SAF implementation.	Realisation the concept of jamiah insaniah.
6.	Beautifying Garden of Knowledge & Virtue	Instilling a sense of responsibility among IIUM community for the holistic wellness of the campus.	Clean and well-maintained model campus.

IIUM ROADMAP 2023-2024

Strategies and expected outcomes

No.	Domain	Strategy	Expected Outcome
7.	Insan Sejahtera through Spirituality & Values Driven Education	Nurturing intellectuals and scholars (Murabbis) to champion the development of Insan Sejahtera.	IIUM community with balanced personality and competencies.
8.	Nurturing Budiman for Institutional Sustainability	Creating a culture that nurtures the qualities of Budiman.	Individuals who are wise, judicious, courageous and selfless.
9.	Competent Leaders	Strengthening the ecosystem for nurturing competent leaders based on IIUM aspirations.	IIUM community with KhAIR and FAST attributes.
10.	Equitable Prosperity	Generating sustainable revenue and minimising cost through shared resources.	Enhanced wealth generation and sharing.
11.	Sustainable Ecosystem	Maintaining sustainable campus through acculturation of green practices among IIUM community.	Reduced campus carbon footprint.
12.	Knowledge Connectivity	Developing future-ready and sustainable IT solutions.	Increased productivity and efficiency through implementation of analytics and effective IT infrastructure.



IIUM ROADMAP 2023-2024
University-Level
Proposed Initiatives
by Domain

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Mainstreaming experiential learning among IIUM community focusing on cultural understanding.

DOMAIN	INITIATIVES	SUPPORT
International, Cultural & Experiential Learning	<p>1. ENHANCE EXPERIENTIAL LEARNING IN CURRICULUM.</p> <ul style="list-style-type: none"> - via SULAM, EXCEL, entrepreneurship, community & industry-based subjects. 	<p>Mission: 5,6,7 Target: 1,4,8 Issue: 4</p>
	<p>2. Promote cultural intelligence (CQ) among IIUM community.</p> <ul style="list-style-type: none"> - via staff & student mobility / intercultural programme / collaborative online international learning - COIL). 	<p>Mission: 2,4,6 Target: 3,7,8 Issue: 1,4,5</p>
	<p>3. ENRICH INTERNATIONAL POPULATION MIX THROUGH SMART PROMOTION.</p> <ul style="list-style-type: none"> - Smart promotion and marketing tapping international (developed countries) segment. - Targeting fee-paying students. - Feeder system e.g. language centres in feeder countries. 	<p>Mission: 2,5,6 Target: 5,16,18 Issue: 2,4,5</p>

Expected outcome: IIUM community with iqra' culture (seeking knowledge, learning anywhere, learning by doing)..

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Encouraging Whole Community Transformation towards sustainable society.

DOMAIN	INITIATIVES	SUPPORT
High-Touch Community Engagement	1. IMPLEMENT WHOLE KCDIOM CE PROGRAMME. <ul style="list-style-type: none"> - Implement Ibadah Camp in Action (ICIA). - Integration of T&L RRI. - Involvement of IIUM staff, students and external community. - Develop Sejahtera Community Engagement Module. 	Mission: 1,4,7 Target: 3,8,12 Issue: 1,4
	2. Develop an integrated system for research and community. <ul style="list-style-type: none"> - A repository and directory for community-based research findings and applications. 	Mission: 3,4,5 Target: 11,15,16 Issue: 2,5

Expected outcome: Structured and impactful community transformation work.

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Transforming society via Responsible Research and Innovation.

DOMAIN	INITIATIVES	SUPPORT
Responsible Research & Innovation	1. INCREASE HIGH IMPACT COMMUNITY- AND INDUSTRY-BASED RESEARCH. <ul style="list-style-type: none">- Encourage community-based and industry-based research and innovation.- Prioritise impactful research projects.- Facilitate staff attachment with industries.- Develop tool for measuring research impact.	Mission: 1,3,4 Target: 9,12,15 Issue: 2,4,5
	2. Intensify Research on SDG. <ul style="list-style-type: none">- Facilitate and promote research on SDG.- Track and document SDG-focussed research.	Mission: 1,2,3 Target: 11,12,14 Issue: 2,4,5

Expected outcome: More impactful research and innovation providing societal-based solutions.

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Strengthening IIUM brand promotion.

DOMAIN	INITIATIVES	SUPPORT
Global Relevance & Citizenship	<p>1. STRENGTHEN PROMOTION AND MARKETING.</p> <ul style="list-style-type: none"> - Enhance promotion and marketing to potential students. - Promote IIUM brand to public, parents, industries. 	<p>Mission: 3,5,7 Target: 3,9,13,18 Issue: 2,3,5</p>
	<p>2. Establish Majlis as-Syuyukh (مجلاس شيوخ).</p> <ul style="list-style-type: none"> - Council of Scholars. - Relevantisation of knowledge. - Make our scholars visible and reachable globally. 	<p>Mission: 1,3,5 Target: 9,11,16 Issue: 5</p>
	<p>3. Advocate Climate Change Agenda.</p> <ul style="list-style-type: none"> - Integrate into curriculum. - Expand Centre for Climate Change (Policy and Law). - Multi-disciplinary approach. 	<p>Mission: 1,2,3, Target: 2,13 Issue: 4,5</p>
	<p>4. Leverage on internationally-recognised chairs and centres for RLA.</p> <ul style="list-style-type: none"> - Chairs and centres to become the door to global platforms. 	<p>Mission: 1,3,5 Target: 11,12,16 Issue: 1,2,5</p>

Expected outcome: University of choice – by students, by employers, place of employment.

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Actualising transformative education via SAF implementation.

DOMAIN	INITIATIVES	SUPPORT
Sejahtera Academic Framework Towards Mercy to All	<p>1. IMPLEMENT LIFELONG LEARNING THROUGH FLEXIBLE AND GLOBAL EDUCATION.</p> <ul style="list-style-type: none"> - Attractive and innovative education programmes. - Micro-credential, APEL-Q, MOOC. 	Mission: 4,6,7 Target: 1,2,13 Issue: 2,5
	<p>2. Showcase IIUM success stories through SAF 2.0 for global relevance and recognition.</p> <ul style="list-style-type: none"> - Identify examples of best practices. - Enhance SAF focusing on the How To. - Organise programmes that will promote Ummatic and Global Bi'ah at the University. 	Mission: 1,3,4 Target: 6,11,18 Issue: 4,5
	<p>3. Groom 'world class' Murabbi.</p> <ul style="list-style-type: none"> - Murabbi trainings. - Related policies and methodologies. 	Mission: 2,4,5 Target: 5,6,10 Issue: 1,4

Expected outcome: Realisation the concept of jamiah insaniah.

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Instilling a sense of responsibility among IIUM community for the holistic wellness of the campus.

DOMAIN	INITIATIVES	SUPPORT
Beautifying Garden of Knowledge & Virtue	1. Enculturate Bi'ah Solehah. <ul style="list-style-type: none"> - Emphasise on behavioural change. - Enhance physical masterplan of all campuses. - Integrate inclusivity. 	Mission: 2,4,5 Target: 5,17 Issue: 2,3,4
	2. DEVELOP CAMPUS EDU-TOURISM. <ul style="list-style-type: none"> - Integrate knowledge and culture experience. 	Mission: 2,3,6 Target: 15,16,18 Issue: 2,3,5
	3. Promote holistic wellness through healthy lifestyle. <ul style="list-style-type: none"> - Holistic approach to wellness from aspects of spirituality, 'aql, mental and body. 	Mission: 2,4 Target: 5,6 Issue: 1,2,4

Expected outcome: Clean and well-maintained model campus.

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Nurturing intellectuals and scholars (Murabbis) to champion the development of Insan Sejahtera.

DOMAIN	INITIATIVES	SUPPORT
Insan Sejahtera through Spirituality & Values Driven Education	1. IMPLEMENT MAHALLAH TRANSFORMATION PROGRAM TO ALL CAMPUSES. <ul style="list-style-type: none">- Empower students towards self-management.- Develop entrepreneurship and social-skills among students.	Mission: 2,4,6 Target: 1,5,6 Issue: 2,3,4
	2. Realise Sejahtera work culture through KhAIR and FAST. <ul style="list-style-type: none">- Inculcate sense of belonging among staff and students.- Inculcate ethics, professionalism and values such as empathy, volunteerism and collegiality among staff and students.- Enhance competency, service quality & productivity, efficiency among staff through on-the-job training & experience	Mission: 2,4,5 Target: 16,17,18 Issue: 1,4,5

Expected outcome: IIUM community with balanced personality and competencies.

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Creating a culture that nurtures the qualities of Budiman.

DOMAIN	INITIATIVES	SUPPORT
Nurturing Budiman for Institutional Sustainability	1. Establish IIUM Leadership Centre. <ul style="list-style-type: none">- Emphasise on coordination and synchronisation trainings in IIUM for more effective and efficient training programmes.- Inculcate IIUM brand among IIUM community (Budiman module).	Mission: 2,5,6 Target: 3 Issue: 1,2,4
	2. Leverage Budiman for inspiration. <ul style="list-style-type: none">- Mentor-mentee.- Alumni as Budiman.	Mission: 2,4,5 Target: 10,12,14 Issue: 1,4

Expected outcome: Individuals who are wise, judicious, courageous and selfless.

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Strengthening the ecosystem for nurturing competent leaders based on IIUM aspirations.

DOMAIN	INITIATIVES	SUPPORT
Competent Leaders	1. Implement One Department One Eminent Scholar. <ul style="list-style-type: none">- Academic reputable scholars (sheikh/icon) for each programme/department.- As Murabbi, mentor, role model, others.- 3 tiers of scholar – national, regional and global.	Mission: 1,3,5 Target: 9, 11,18 Issue: 1,4,5
	2. DEVELOP A POOL OF TRANSFORMATIVE PROFESSIONALS. <ul style="list-style-type: none">- Among academic administrators and administrators.- Through succession planning / professional training / chartered manager / diploma on HEI administrator).	Mission: 2,4,5 Target: 9, 10 Issue: 1,4

Expected outcome: IIUM community with KhAIR and FAST attributes (e.g. humility, dynamic, benevolence, compassionate, courageous, integrity, professionalism, intellectualism, scholarship and approachable).

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Generating sustainable revenue and minimising cost through shared resources.

DOMAIN	INITIATIVES	SUPPORT
Equitable Prosperity	1. Incentivise KCDIOM to generate revenue. <ul style="list-style-type: none"> - Review of policies. 	Mission: Target: 13,16 Issue: 2,3
	2. EXPLORE AGGRESSIVELY NEW AND CREATIVE WAYS TO GENERATE INCOME. <ul style="list-style-type: none"> - Transformation towards endowment model. - Royalty-based income generating programmes (e.g. new university setup), offshore campus. - Collaboration with external parties for T&L infrastructure sponsorships. - Alumni and donors. 	Mission: Target: 15,16,18 Issue: 2,3,5
	3. Increase business-process efficiency. <ul style="list-style-type: none"> - Reduce wastage. - Remove inefficient SOP. 	Mission: 2 Target: 16,17 Issue: 2,4

Expected outcome: Enhanced wealth generation and sharing.

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Maintaining sustainable campus through acculturation of green practices among IIUM community.

DOMAIN	INITIATIVES	SUPPORT
Sustainable Ecosystem	1. TOWARDS NET ZERO CAMPUS. <ul style="list-style-type: none">- Implement green initiatives within campuses.- Promote transformative and creative green practices.- University-wide integration of sustainability awareness and knowledge into curriculum.	Mission: 2,3,4 Target: 16,17 Issue: 2,3,4

Expected outcome: Reduced campus carbon footprint.

IIUM ROADMAP 2023 – 2024: Proposed initiatives

Strategy: Developing future-ready and sustainable IT solutions.

DOMAIN	INITIATIVES	SUPPORT
Knowledge Connectivity	1. ESTABLISH INTELLIGENT ONE-STOP CENTRE. - Integrated and IT-enabled OSC for students, staff and other customers.	Mission: 4,7 Target: 5,6,18 Issue: 1,2,5
	2. Ensure future proof IT system. - Enhance systems to support SAF and other initiatives. - Migrate to open source.	Mission: 3,7 Target: 16,18 Issue: 3,5
	3. Promote knowledge sharing culture. - Enhance KM portal. - Engage creators to share contents.	Mission: 1,3,5 Target: 11,13,14 Issue: 1,5

Expected outcome: Increased productivity and efficiency through implementation of analytics and effective IT infrastructure.

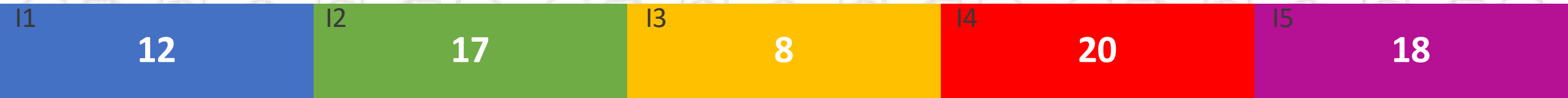
IIUM ROADMAP 2023-2024

University-Level Proposed Initiatives by Support

Mission 1-7



Current Issue 1-5



Annual Target 1-18

