



الجامعة الإسلامية العالمية ماليزيا
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA
يُونِسُورِ سِيْتِي اِسْلَامُ اَنْبَارَا اَجْسِيَا مِلِيْسِيَا
Garden of Knowledge and Virtue

TAWHIDIC EPISTEMOLOGY
LEADING THE WAY

UMMATIC EXCELLENCE
LEADING THE WORLD

KHALĪFAH • AMĀNAH • IQRA' • RAḤMATAN LIL-ĀLAMĪN

RECTOR'S ROADSHOW: ***IIUM GAMBANG CAMPUS***

IIUM STRATEGIC PLAN 2025–2026(2030)

Prof Ar. Dr. Abdul Razak Sopian
Principal Director, OSIC

16 July 2025



IIUM STRATEGIC PLANNING CHRONOLOGY



STRATEGIC PLANNING CHRONOLOGY

16 January 2025

Workshop -
Tawhidic Epistemology in
IIUM: aligning thought,
action, and purpose for
transformative education

28 January 2025

OSIC discussion on
Strategic Planning
(Pre - BOG)

Meeting on New
Financial Sustainable
Model Progress

14 February 2025

Discussion on the
strategic direction of the
university with the
Rector

19 February 2025

Finalisation of 1st consolidation
exercise and pre-discussion on
strategic planning

Presentation of strategic direction
to TS President and discussion

OSIC Discussion on
Strategic Direction

22 January 2025

Workshop on first draft of
IIUM Strategic Planning
with key stakeholders and
thrust champions

13 February 2025

Consolidation exercise
of KPIs from discussion
in workshop on the 13th
February 2025

17 February 2025



STRATEGIC PLANNING CHRONOLOGY

21 Feb 2025

1st draft of strategic planning initiatives and KPIs sent to champions)

13 March 2025

Al Liqa Al Jamaie IIUM's Way Forward Towards Ummatic Excellence

17 March 2025

OSIC discussion with KICT on their thrust and KPIs

24 March 2025

Consolidation and mapping of strategic planning and KPIs for finalisation

BOG No. 75

Presentation on IIUM Strategic Direction and Key Initiatives to BOG members.

27 Feb 2025

Discussion on IIUM Strategic Plan 2025-2026: Thrust 9 Governance bil Hikmah (OLA)

14 March 2025

Hala Tuju Pendidikan Tinggi 2025 Workshop with KPT

20-21 March 2025

OSIC meeting with Rector on IIUM Strategic Plan

25 March 2025



STRATEGIC PLANNING CHRONOLOGY

22 April 2025

Rector's Roadshow to Kulliyah of Education & Kulliyah of Economics and Management Sciences

2 – 3 May 2025

Workshop on Finalisation of IIUM Strategic Plan 2025-2026 (PD Retreat)

29 May 2025

BOG No. 76
Presentation on IIUM Strategic Planning 2025-2026/2030 to BOG members.

22 May
16 -17 June 2025

IIUM Strategic Planning 2025-2026 in Action for Professional and Management (P&M) All Group
-Gombak
-Kuantan
-SASMEC

Presentation on IIUM Strategic Planning to UMC Meeting

26 March 2025

Rector's Roadshow to Kulliyah of Information and Communication Technology

30 April 2025

Rector's Roadshow to Kulliyah Sustainable Tourism and Contemporary Languages

27 May 2025

Rector's Roadshow to Kulliyah @Kuantan Campus

10-12 June 2025

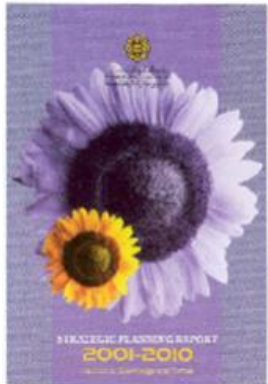
Rector's Roadshow to Kulliyah @Gambang Campus

16 July 2025



PROGRESSION OF IIUM STRATEGIC PLANS

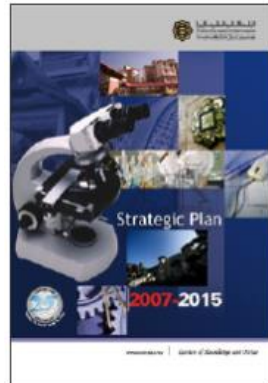
Teaching
Oriented
University



2001 - 2010

Quality
Teaching &
Learning

Islamic-Based
International
University



2007 - 2015

Excellence in
Research Activities

Premier Global
Islamic University by
2020



2013 - 2020

World Class Islamic
Education Excellence,
R&D&I Hub and
University of Choice
of World Class Talent

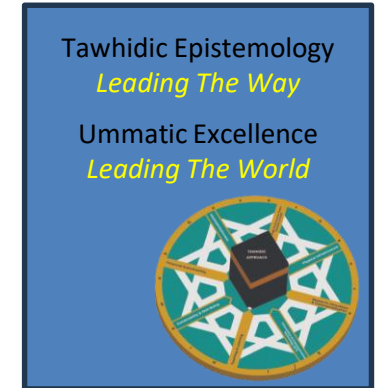
Humanising
Education for
Rahmatan lil alamin



2019/2020, 2021/22,
2023/24

Through Maqasid
Shariah and SDGs

Tawhidic & Ummatic
Islamic University



2025/26 - 2030

Tawhidic
Epistemology as the
Vision & Ummatic
Excellence as the
Mission



IIUM STRATEGIC PLANNING DEVELOPMENT





CRITICAL DIMENSION #01

IIUM Key Elements #01



UNDERSTANDING THE BASIC FUNCTION OF A UNIVERSITY



What is a University?

An institution that produces people to take a leadership role in the intellectual, cultural, economic and social development of the nation and its region, the creation and advancement of knowledge, and the application of knowledge and discoveries to the betterment of communities

(Higher Education Council of Australia, (1992), p.12)

Higher education institutions (HEIs) are expected to fulfil their traditional missions (teaching and research) and in addition, undertake new ones that reflect economic, social and cultural (regional development)

(Goddard, J., Kempton, L. & Vallance, P. (2013) The Civic University: Connecting the Global and the Local, in: R. Cappello, A. Olechnicka & G. Gorzelak (Eds) Universities, Cities and Regions, Loci for Knowledge and Innovation Creation, pp. 43–63)





University Functions

TEACHING



RESEARCH



COMMUNITY SERVICE

The traditional functions of the universities are teaching and research but most contemporary universities also include of providing services to external & internal communities

(Bradley, G. & Lim, D. (1997), "Relevance and quality of universities' community service: as study of Griffith University", Assessment and Evaluating in Higher Education, Vol. 22 pp. 197-210)

Public universities were designed to contribute in terms of teaching, research and service to the development of the nation

(Philip G. Altbach (2008). "The Complex Roles Of Universities In The Period Of Globalization", Higher Education in the World Vol. 3)



1. PENGAJARAN
Teaching

2. PENYELIAAN
Supervision

3. PENYELIDIKAN
Research

4. PENERBITAN
Publication

5. PERUNDINGAN
Consultancy

**6. PENTADBIRAN &
PERKHIDMATAN MASYARAKAT**
*Administration and
Community Service*



Concept of Excellence

وَمَا أَرْسَلْنَاكَ إِلَّا رَحْمَةً لِّلْعَالَمِينَ ﴿١٠٧﴾

O Muhammad! We have sent you to be a real blessing for the people of the world
(Surah No. 21, *Surah al-Anbiyaa* [The Prophets], verse 107)

EXTERNAL
Opportunities
Threats

لَقَدْ خَلَقْنَا الْإِنْسَانَ فِي أَحْسَنِ تَقْوِيمٍ ﴿٤﴾

“We have indeed created man in the finest of molds.”
(Surah No. 95, *Surah al-Tin* [The Fig] verse 4)

INTERNAL
Strengths
Weaknesses



CRITICAL DIMENSION #02

IIUM Key Elements #02



UNDERSTANDING IIUM PHILOSOPHY



The Basis of IIUM Philosophy

The spirit of IIUM philosophy is based on the Holy Qur'ān, in particular the five verses revealed to the Prophet Muhammad SAW namely Al-'Alaq, verses 1 – 5:

*Read! In the name of thy Lord and Cherisher,
Who created man, out of a leech-like clot
Read! And thy Lord is Most Bountiful
He Who taught (the use of) the Pen
Taught man that which he knew not*

According to this philosophy, knowledge shall be propagated in the **spirit of Tawhīd, leading towards the recognition of Allah as the Absolute Creator and Master of mankind**. The spirit behind this recognition of Allah as the Lord of the Worlds (Rabb al-'ālamīn) represents the apex in the hierarchy of knowledge. Thus, all disciplines of knowledge should lead towards subservience of this truth.



The Basis of IIUM Philosophy

The IIUM is grounded on

At National level

1. The statement of the National Philosophy of Education or Falsafah Pendidikan Kebangsaan (FPK).

At University level

2. The University's vision and mission



The Basis of IIUM Philosophy

Falsafah Pendidikan Kebangsaan (FPK)

- The FPK statement highlights several key elements which are:
 - i. The development of individuals' four domain potentials, JERI i.e.
 - a. physical (Jasmani),
 - b. emotional (Emosi),
 - c. spiritual (Rohani), and
 - d. intellectual (Intelektual);
- The University expands this concept to include the Islamic Philosophy of Education domains which are
 - a. H (Hamba Allah),
 - b. A (Alam sekitar) and
 - c. S (Sosial)

- to be referred henceforth as JERIHAS.

These key elements are integrated in a holistic and comprehensive manner with the aim to produce a complete or perfect Insān (insān kāmīl – insān ihsan); who has a firm belief and faith in God, is obedient, and devoted to Him.



The Basis of IIUM Philosophy

IIUM Vision & Mission

Vision

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.

Mission

- 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



CRITICAL DIMENSION #03

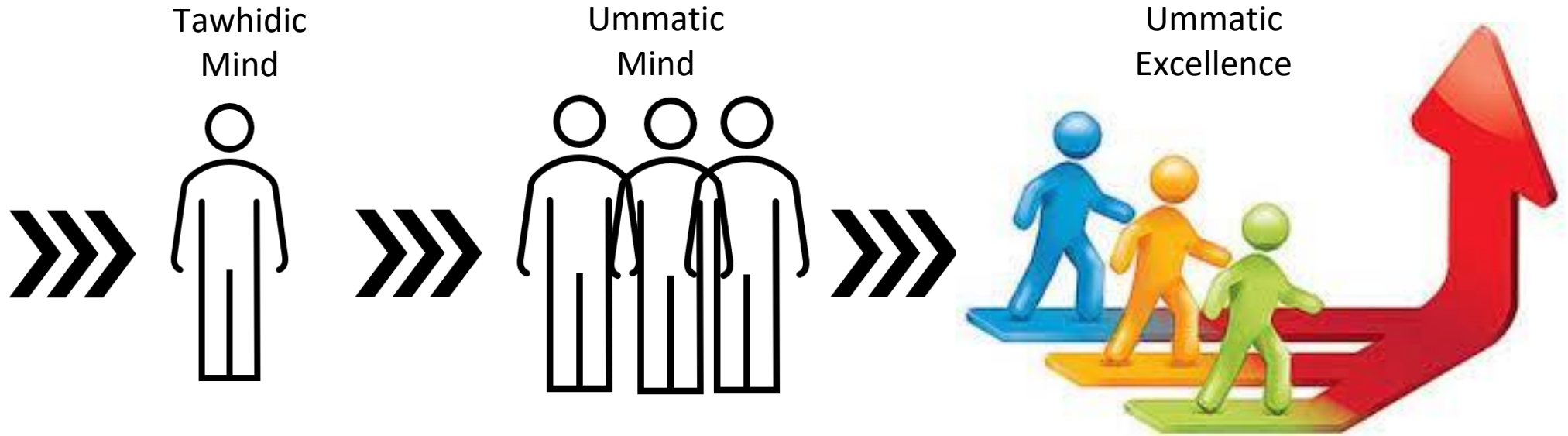
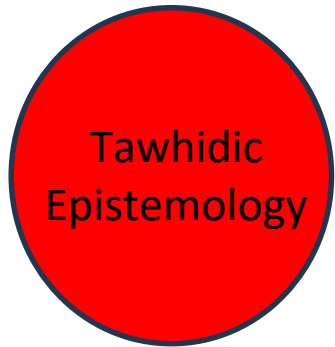
IIUM Key Elements #03



CURRENT IIUM DIRECTION



RECTOR'S WAY FORWARD



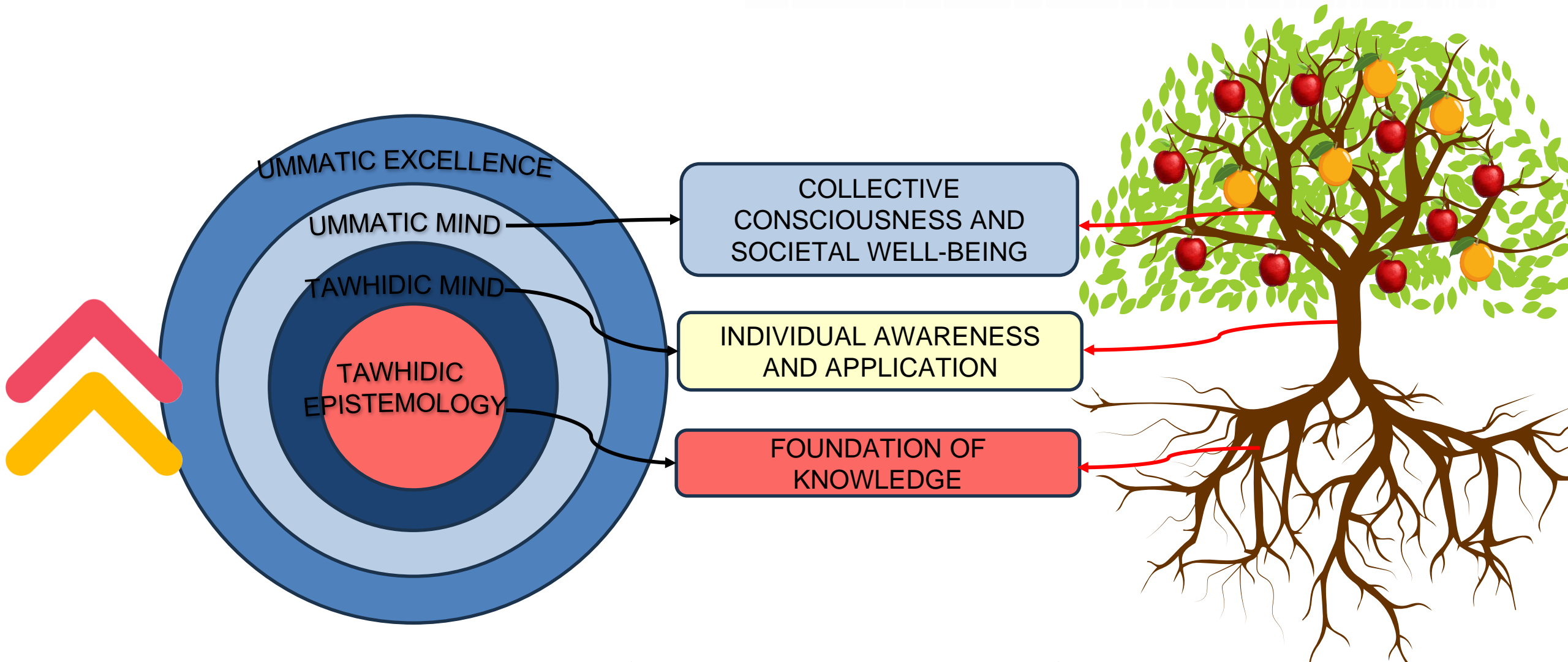
A mindset shaped by Tawhīd, constantly aware of the oneness and unity of God, His attributes, and His creation. It is an intellectual and spiritual orientation that perceives knowledge, life, and existence as interconnected and purposeful.

A mindset inspired by the Prophetic model, embodying practical wisdom and collective consciousness as guided by Islamic teachings. It views itself as part of a global community (ummah), striving for the common good while adhering to the principles of Shari'ah and the Prophetic Sunnah.

The highest standard of ethical, intellectual, and professional excellence that serves the Ummah.



RECTOR'S WAY FORWARD

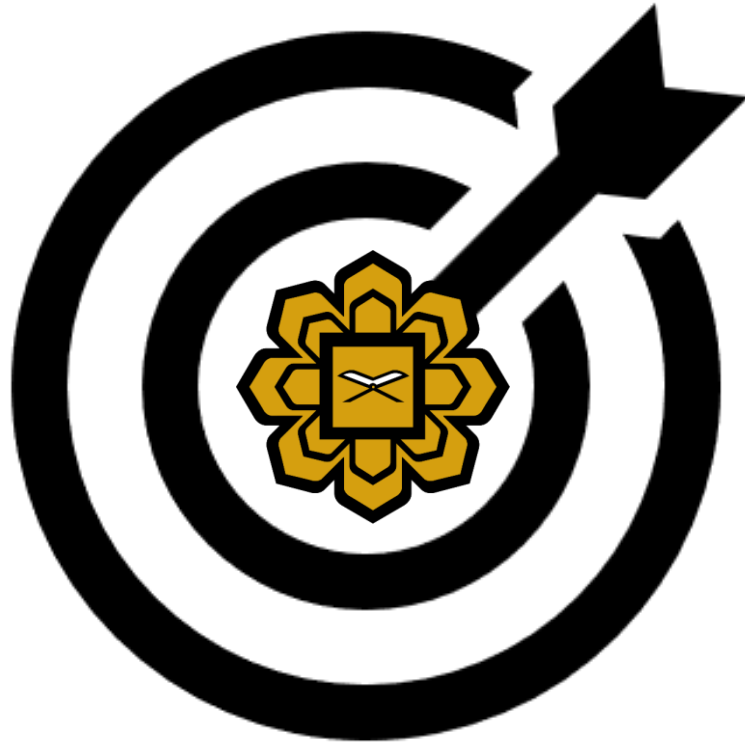


You are the best community ever raised for humanity—you encourage good, forbid evil, and believe in Allah. Had the People of the Book believed, it would have been better for them. Some of them are faithful, but most are rebellious.

(Ali Imran, 3:110)



Direction



- Popularizing Tawhidic Epistemology as abiding guide to learning, research, and balanced curricula development
- Pursuing Ummatic excellence as the goal of the campus' holistic development and programmes



CRITICAL DIMENSION #04



THE CURRENT GOVERNMENT WAY FORWARD





CRITICAL DIMENSION #05



STAKEHOLDER #01 – MOHE (KPT)



Malaysia Education Blueprint (2015 – 2025)

To be replaced

by Malaysia Higher Education Plan (2025 – 2035)



To develop learned, values-driven talent who will contribute to the nation's development



To improve the higher education system based on accessibility, quality, equity, unity & efficiency





STAKEHOLDER #01 – MOHE (KPT)

MyRA[®]
MALAYSIA RESEARCH ASSESSMENT



The MyRA[®] (Malaysia Research Assessment) is a research assessment framework implemented by the Ministry of Higher Education Malaysia to evaluate and enhance the research performance of universities in the country.

SECTION B: Quantity and Quality of Researchers

SECTION C: Quantity and Quality of Research

SECTION D: Quantity and Quality of Postgraduates

SECTION E: Innovation

SECTION F: Professional Services and Gifts

SECTION G: Networking and Linkages

SECTION H: Support Services



Adopt TE approach in research, innovation and commercialisation



STAKEHOLDER #01 – MOHE (KPT)

SETARA, the rating system for Malaysian higher education institutions, is administered by the Ministry of Higher Education (MOHE). It's a rigorous evaluation process that assesses universities and university colleges across teaching, research, and community engagement. The Ministry of Higher Education uses SETARA and MyQuest to ensure the quality and standards of Malaysian higher education.



**BERDAYA SAING
(COMPETITIVE)**



Criteria	Indicator
GENERAL (40%) T1, T3, T4, T5, T6, T7 T8, T9	1.1: Students Quality & Diversity 1.2 : Lecturer Capability 1.3 : Academic Staff Recognition 1.4 : Quality Management System 1.5 : Wakaf, Endowment, and Financial Sustainability 1.6 : Institutional Reputation
TEACHING AND LEARNING (30%) T1, T3, T5, T6, T7, T8	2.1 : Adequacy and Capacity of Academic Staff 2.2 : Student Satisfaction 2.3 : Quality of Graduates 2.4 : Quality of Graduates 2.5 : Program Recognition 2.6 : Lifelong Learning
RESEARCH (20%) T1, T2, T4	3.1 : Critical Mass 3.2: Research Income 3.3 : Quantity of Publications 3.4: Quantity of Publications
SERVICES (10%) T1, T3, T6, T7	4.1 : Income From Commercialization of Ideas 4.2: USR, KTP Or Translation Research With Industry Or Community 4.3 : Education and Training Programs 4.4 : Other Source of Income



STAKEHOLDER #01 – MOHE (KPT)

HALA TUJU KPT

7
*FOKUS
UTAMA*

20
*PROGRAM
SIGNATURE*

FOKUS UTAMA		PROGRAM SIGNATURE
1	PENYEDIAAN BAKAT TERBAIK NEGARA	Program 1: Teknologi AI: Digital dan Keusahawanan Program 2: Pemeraksanaan Industry on Campus (IOC) Program 3: iFUTURE / Mahasiswa Negara
2	KEWIBAWAAN AKADEMIKA DAN WARGA KAMPUS	Program 1: Jaringan Pakar MADANI Program 2: Program KARISMA: Memperkasa academia dan pentadbir IPT Program 3: Sabatikal Industri
3	PEMINDAHAN DAN PERKONGSIAN ILMU	Program 1: Sejahtera MADANI: Pemeraksanaan Komuniti Program 2: Stackable Degree Program 3: Festival of Ideas.
4	PENGANTARABANGSAAN PENDIDIKAN TINGGI	Program 1: Program Pelancongan Pendidikan (Edutourism) Program 2: Pendidikan Rentas Sempadan Program 3: Hub Pendidikan Tinggi ASEAN untuk penyelidikan
5	GOVERNAN DAN KEPIMPINAN	Program 1: Pelan Pemantapan Kepimpinan Program 2: Program Pengukuhan Integriti Program 3: Pemantapan Mata Pelajaran Umum (MPU)
6	KEMAMPANAN KEWANGAN IPT	Program 1: Mewujudkan Keuntungan Syarikat Milik Universiti Awam (SMUA) Program 2: Sumbangan, Endowmen, dan Wakaf
7	INFRASTRUKTUR, DIGITAL DAN KESEJAHTERAAN KAMPUS	Program 1: Digitalisasi Kampus Program 2: Kesejahteraan Kampus Program 3: Inisiatif Green Campus



STAKEHOLDER #02 – MOF & MOHE (KPT)



JPT | JABATAN
PENDIDIKAN
TINGGI

Outcome Based-Budgeting (OBB) 2025

Outcome Based Budgeting (OBB) is not specifically under a single ministry in Malaysia. The Ministry of Finance leads the implementation of OBB, but it is a government-wide initiative that affects all ministries.

Government-wide Initiative:

The system has been implemented in all ministries and applicable statutory bodies that receive operating expenditure from the Treasury.

Enhancing Accountability:

OBB is designed to enhance accountability through government expenditure and improve public sector service delivery.

Shift in Focus:

OBB encourages a shift in focus from input utilization and outputs to outcomes.

Monitoring and Evaluation:

The system emphasizes monitoring and evaluation of programs to ensure they are achieving desired outcomes.

T1

T2

T3

T4

T5

T6

T7

T2

Petunjuk Prestasi Utama (KPI)	Sasaran 2025
OUTCOME 1: GRADUAN HOLISTIK, BERCIRI KEUSAHAWANAN DAN SEIMBANG	
KPI 1: Peratus graduan UIAM yang mendapat pekerjaan pada tahun konvokensyen	86.4%
KPI 2: Peratus graduan UIAM yang bekerja sendiri pada tahun konvokensyen	7.5%
KPI 3: Bilangan program Masyarakat/ komuniti berjangka panjang (3 Tahun atau lebih)	5
OUTCOME 2: KECEMERLANGAN BAKAT	
KPI 1: Penerbitan dalam jurnal dan prosiding berindeks bagi setiap staf akademik di UIAM	1
KPI 2: Peratus bakat (akademik) UIAM yang dilantik / diiktiraf sebagai pakar rujuk di dalam dan di luar negara	10%
OUTCOME 3: PENGURUSAN INSTITUSI YANG BERKESAN	
KPI 1: Peratus penjanaan pendapatan sendiri di UIAM berbanding dengan jumlah perbelanjaan operasi keseluruhan	25%
KPI 2: Peratus penjimatan tenaga elektrik	30
KPI 3: Jumlah kutipan tabung endowmen Universiti (RM)	10 juta
KPI 4: Peratus penjanaan pendapatan Wakaf, Endowmen, Zakat dan Sumbangan UIAM berbanding geran mengurus	2.5
OUTPUT 1: GRADUAN HOLISTIK DAN SEIMBANG	
KPI 1: Kursus kokurikulum berkredit yang ditawarkan oleh UIAM pada tahun semasa.	110
KPI 2: Peratus graduan yang mengikuti kursus kemasyarakatan secara formal yang ditawarkan oleh UIAM	70%
KPI 3: Bilangan enrolmen pelajar bukan warganegara	3,400
OUTPUT 2: MENEROKA KERJASAMA DENGAN INDUSTRI	
KPI 1: Bilangan MOU di antara UIAM dengan industri.	20
OUTPUT 3: KECEMERLANGAN BAKAT AKADEMIK	
KPI 1: Bilangan sitasi kumulatif bagi setiap staf akademik UIAM (dalam tempoh 5 tahun).	15



CRITICAL DIMENSION #06



OTHER RATING, RANKING & RECOGNITION

1

Respective and Relevant Local Professional Bodies

2

Respective and Relevant International Professional Bodies

3

Relevant Local and International Qualification & Recognition Agencies

4

Relevant Local and International Rating, Ranking and Recognition

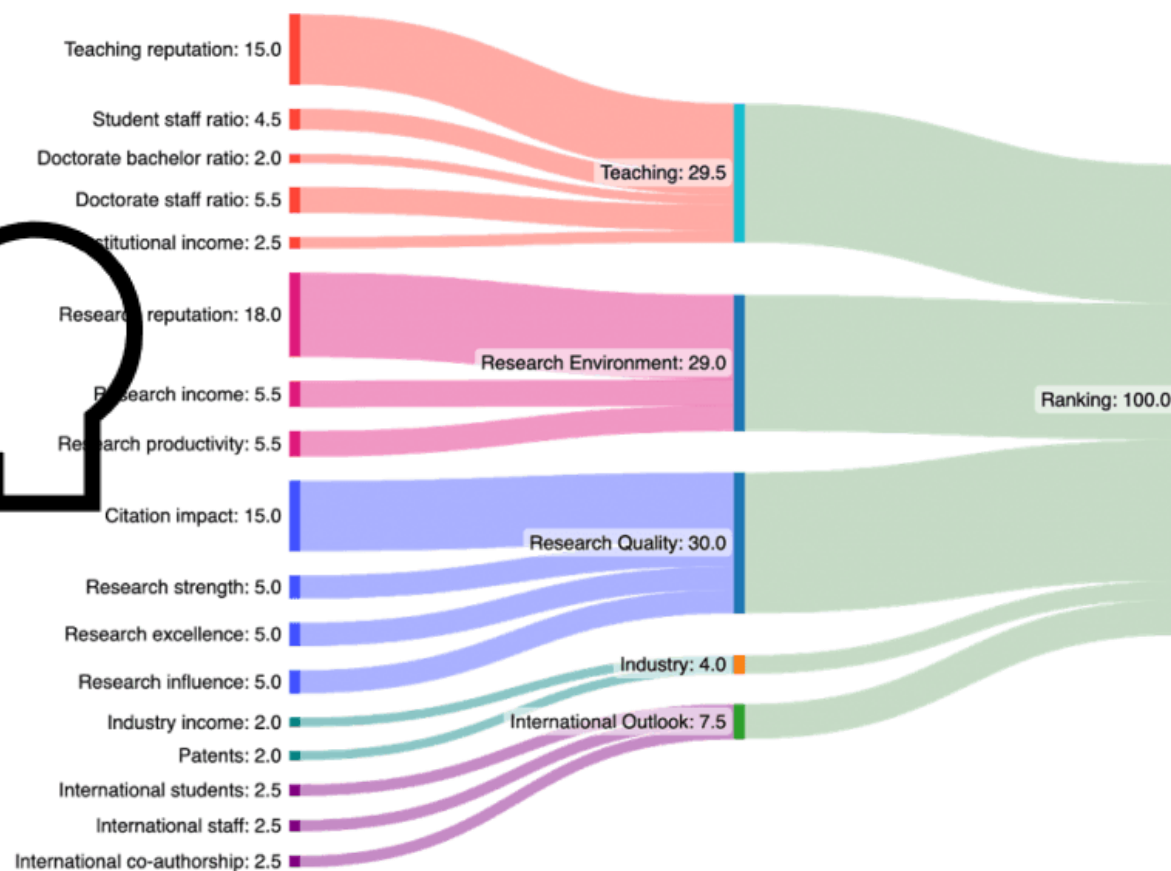


OTHER RATING, RANKING & RECOGNITION

RANKING & RATING



Lens	Weighting	Indicator	Weighting
Research and Discovery	50%	Academic Reputation	30%
		Citations per Faculty	20%
Employability and Outcomes	20%	Employer Reputation	15%
		Employment Outcomes	5%
Global Engagement	15%	International Faculty Ratio	5%
		International Research Network	5%
		International Student Diversity	0%
		International Student Ratio	5%
Learning Experience	10%	Faculty Student Ratio	10%
Sustainability	5%	Sustainability	5%





IIUM STRATEGIC PLANNING FORMULATION



IIUM STRATEGIC PLAN 2025 - 2026

1

Thrust 1:
Tawhidic Epistemology (TE) of Teaching & Learning

2

Thrust 2:
Tawhidic Epistemology (TE) in Research, Innovation & Commercialisation

3

Thrust 3:
High Performance Talent (Staff & Student)

4

Thrust 4:
Financial Sustainability

5

Thrust 5:
Information & Communication Technology

6

Thrust 6:
Physical Infrastructure

7

Thrust 7:
Branding & Internationalisation

8

Thrust 8:
Sustainability & Wellbeing

9

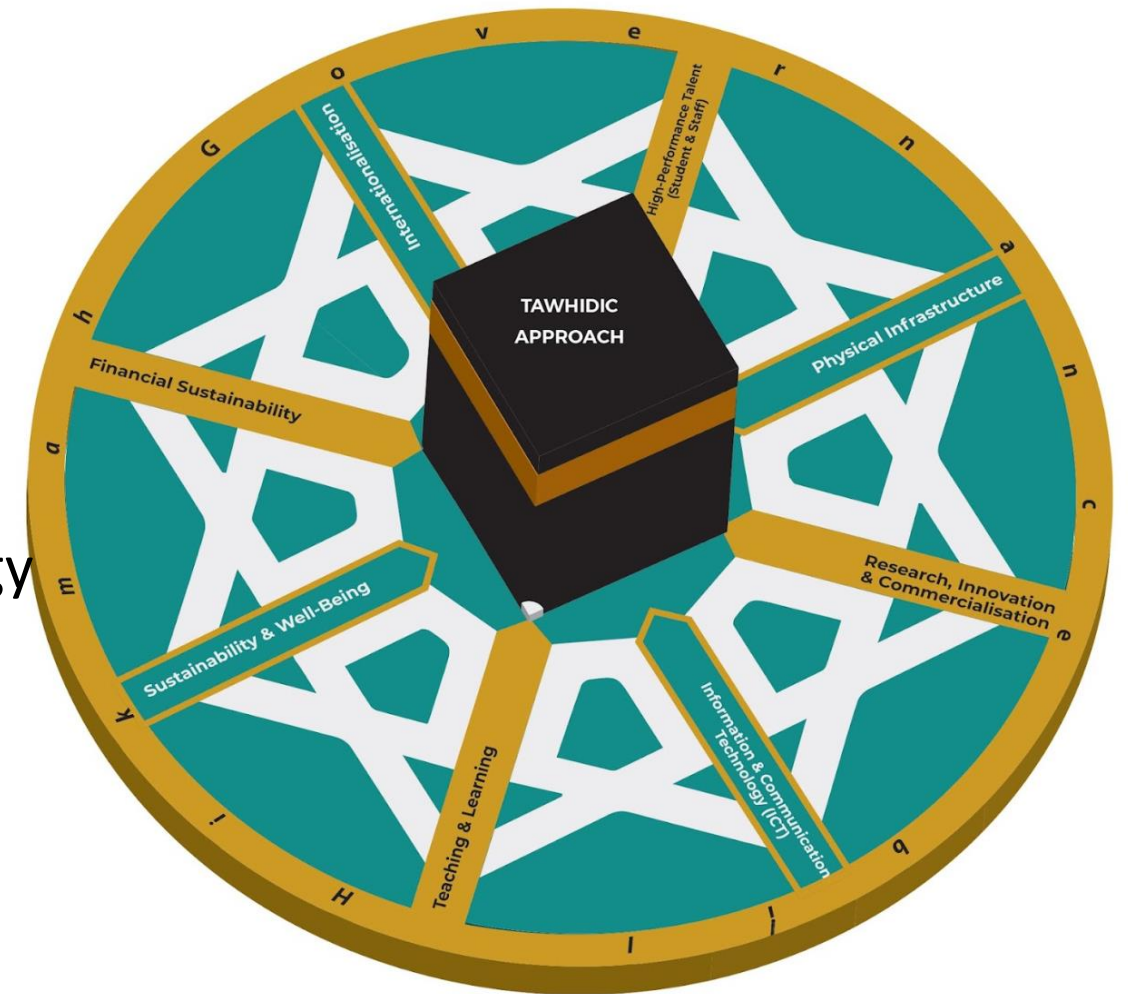
Thrust 9:
Governance bil Hikmah



IIUM Strategy Framework

9 Thrusts:

- T1 Teaching & Learning
- T2 Research & Innovation
- T3 High-Performance Talent
- T4 Financial Sustainability
- T5 Information & Communication Technology
- T6 Physical Infrastructure
- T7 Branding & Internationalisation
- T8 Sustainability & Well-being
- T9 Governance *bil-Hikmah*





5 KEY STRATEGIC FRAMEWORK

1

Nurturing Tawhidic Mind

produce top quality / high-performing graduates with Tawhidic mind

2

Sufficient Financial Resources

responsive to future plans and challenges

3

World Class Research and Innovation Hub

distinguished scholars and conducive ecosystem

4

Visibility

high recognition and good perception

5

Develop & Implement Sustainable Campus initiatives

reflect the principles of Tawhid, fostering a balanced and harmonious relationship between humans, the environment and Allah

IIUM VISION & MISSION

Tawhidic epistemology towards Ummatic Excellence

Thrust 1: Tawhidic Epistemology (TE) of Teaching & Learning	Thrust 2: Tawhidic Epistemology (TE) in Research, Innovation & Commercialisation	Thrust 3: High Performance Talent (Staff & Student)	Thrust 4: Financial Sustainability	Thrust 5: Information & Communication Technology	Thrust 6: Physical Infrastructure	Thrust 7: Branding & Internationalisation	Thrust 8: Sustainability & Wellbeing	Thrust 9: Governance bil Hikmah
Strengthen teaching & learning by anchoring on TE	Adopt TE approach in research, innovation and commercialization	Attract, develop, and retain high-performing staff and students by fostering a culture of excellence, continuous learning, and innovation	Ensure sufficient financial resources and be responsive to future plans and challenges	Strengthen state-of-the-art ICT	Upgrade and maintain physical infrastructure that supports the University's operational needs	Expand global presence, enhance brand recognition, and foster strategic partnerships	Provide and promote a holistic healthy, environmentally responsible, and inclusive environment	Attain the highest standard of good governance
Initiatives: 8	Initiatives: 6	Initiatives: 18	Initiatives: 24	Initiatives: 8	Initiatives: 7	Initiatives: 12	Initiatives: 4	Initiatives: 4
KPI: 15	KPI: 25	KPI: 37	KPI: 28	KPI: 21	KPI: 13	KPI: 27	KPI: 26	KPI: 10

THRUST : 9

INITIATIVES : 91

KPI : 202



KEY STRATEGIC INITIATIVES / ELEMENTS



KEY STRATEGIC INITIATIVES

7 KEY INITIATIVES 2025-2026

1



Increase Critical mass of students

20% Population of undergraduate and postgraduate international students

- provide scholarships especially for international postgraduate students

2



Curriculum Review - Tawhidic Epistemology

Integrating Islamic principles with contemporary knowledge

- create a balanced and holistic education

3



Achieve Budgetary Sufficiency & Efficiency





Endowment for scholarships and Special Budget from the government (RM50mil – RM350mil)

- increase student population and maintenance/development infrastructure



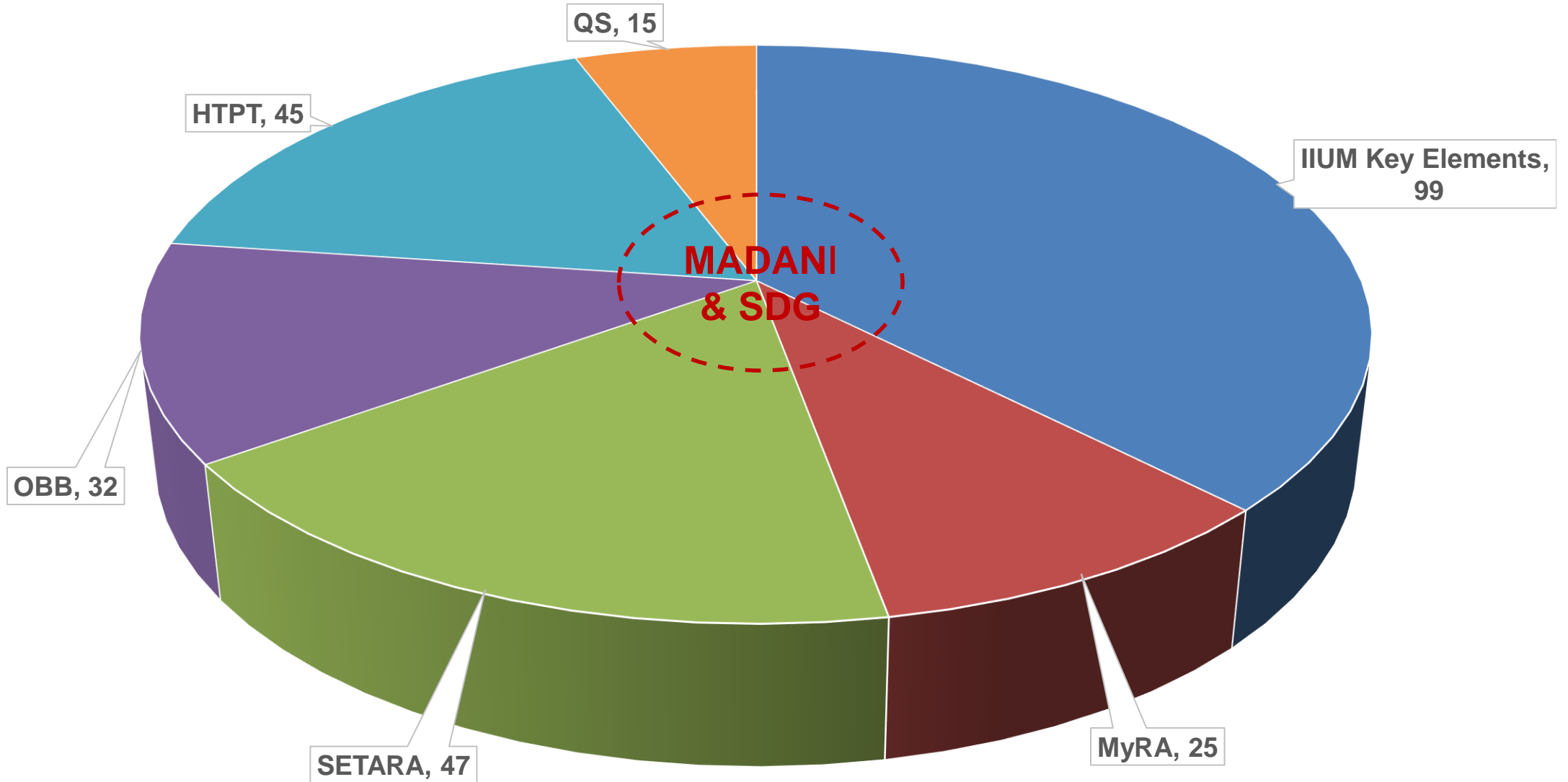
KEY STRATEGIC INITIATIVE

7 KEY INITIATIVES 2025-2026

- 4** **Position IIUM as a Leading Islamic Research Institution**
Recognition for addressing issues affecting the ummah
 - counter Islamophobia, futures and sustainability studies, ASEAN studies, global dialogue
- 5** **Tawhidic Leadership**
Global model for transformative and ethical leadership
 - competency based talent development
- 6** **Increase networking and collaboration**
Engagement and collaboration with IIUM Alumni
 - leverage on local and international alumni
- 7** **Conducive Working and Living Environment**
promote students and staff wellbeing
 - healthy working and living environment: Classrooms, Laboratories, Libraries, Mahallahs, etc,



IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION



IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL

DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS
TE 1: Tawhidic Epistemology in Teaching & Learning Strategic Objective: Strengthen tawhidic epistemology in academic programmes	1.1 Develop and standardise a university-wide TE framework aligned with the existing academic discipline-specific applications	1.1.1 Percentage of development of a revised academic framework	X					
	1.2 Development of teaching and competency module on TE	1.2.1 Percentage of development of teaching and competency module on TE	X					
		1.2.2 Percentage of lecturers involve / participate in teaching and competency module on TE	X					
	1.3 Review curricula to identify and consolidate element TE in the existing curriculum	1.3.1 Percentage of programme with TE element being identified and consolidated	X					
	1.4 Implement a TE-aligned LMS with AI-driven content.	1.4.1 Percentage of progress development of TE-aligned LMS (Learning Management System) with AI-driven content	X					
		1.4.2 Percentage of courses accessible through the LMS with AI-driven analytics to support learning outcomes	X					
	1.5 Expand online courses and short-term learning programs.	1.5.1 Number of micro-credential courses across various disciplines.			X			
		1.5.2 Number of enrolment of participants in lifelong learning courses.	X					
		1.5.3 Development of Stackable Degree Guidelines for Higher Education Institutions				X		
		1.5.4 Number of credit-bearing co-curricular courses offered by IIUM					X	
		1.5.5 Percentage of graduates participating in formal community courses offered by IIUM					X	
	1.6 Strengthening transdisciplinary teaching and learning aligned with the unity of knowledge.	1.6.1 Number of transdisciplinary programmes	X					
	1.7. Integrate AI technology into curriculum and entrepreneurship	1.7.1% of undergraduate programmes integrated with AI element				X		
		1.7.2 Number of entrepreneurship courses integrated with AI element				X		
	1.8 Strengthening SETARA achievement	1.8.1 Percentage Score of SETARA			X			

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS	
<p>TE 2: Tawhidic Epistemology in Research, Innovation & Commercialisation</p> <p>Strategic Objective: Adopt TE approach in research, development, innovation, and commercialisation</p>	2.1 Establish fully operational research and innovation hubs.	2.1.1 Number of new Centres/Institutes established. (i) Centre for Peace, Dialogue and Xenophobia (ii) International Institute of Futures Studies (iii) Centre for International and ASEAN Studies (iv) Centre for Islam-Confucianism Dialogue	X						
		2.1.2 Amount (RM) of research grants secured.	X	X					
	2.2 Establish dedicated research clusters for tawhidic and ummatic-driven projects.	2.2.1 Number of research projects launched focusing on tawhidic and ummatic issues.	X						
		2.2.2 Number of indexed articles on tawhidic and ummatic-driven research being published.	X						
		2.2.3 Number of funds secured for Tawhidic and ummatic research.	X						
	2.3 Strengthening collaboration with industry and global universities.	2.3.1 Number of Research Collaboration Activities with National Agencies through MoUs/MoAs	X	X				X	
		2.3.2 Number of Research Collaboration Activities with International Agencies through MoUs/MoAs		X	X	X		X	X
		2.2.3 Number of new MOUs between IIUM and industry		X				X	
		2.3.4 Number of joint Research Projects participated (with 2 or 3 external agencies)		X		X		X	

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS	
TE 2: Tawhidic Epistemology in Research, Innovation & Commercialisation	2.4 Enhancing Research Leadership and Capacity	2.4.1 Percentage of lecturers actively serving as principal investigators (PIs) in research and consultancy projects (MyRA, SETARA).		X	X		X		
		2.4.2 Percentage of grant applications among the non-PI	X						
	2.5 Boosting Research Funding and International Collaborations	2.5.1 Amount (RM) of research grants received per lecturer (SETARA).		X	X				
		2.5.2 Number of staff sent abroad for research activities (MYRA, SETARA)		X	X	X			
	2.6 Enhancing Research Excellence, Policy Impact, and Industry Engagement for Sustainable Innovation	2.6.1 Ratio of articles published in indexed journals and refereed proceedings per academic staff (SETARA, OBB & MyRA)			X	X	X	X	
		2.6.2 Percentage of total research grants sourced from international funding (SETARA).			X	X	X		
		2.6.3 Cumulative citation count per academic staff (5 years)			X	X			X
		2.6.4 Number of policy papers contributing to national and global policymaking.			X				
		2.6.5 Percentage of other publications being published over the number of academic staff.			X				
		2.6.6 Percentage of sponsored research mode PG supervisees			X				
		2.6.7 Number of research projects that contribute to industry productivity, service quality, and technology innovation.		X					
		2.6.8 Percentage of academic talent appointed/recognised as reference experts						X	
		2.6.9 Percentage of compliance with RDCI policy across all IIUM research initiatives.				X			
		2.6.10 Number of postdoctoral researchers				X			
2.6.11 Number of unique patents granted				X		X			
2.6.12 Organise Festival Of Ideas (FOI) 2025 during IIUM Takrim 2025				X		X			

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS
<p>TE 3: High Performance Talent (Staff and students)</p> <p>IIUM is committed to cultivating high-impact leaders among students and staff, guided by the principles of Tawhidic Epistemology. Students are nurtured to be ethical, competent, and globally influential, while staff play a vital role in mentorship, innovation, and institutional excellence. By fostering a culture of leadership, integrity, and professionalism, IIUM empowers its community to lead with values, purpose, and innovation, driving meaningful change for the Ummah and the world.</p> <p>Strategic Objective: Attract, develop, and retain high-performing staff and students by fostering a culture of excellence, continuous learning, and innovation</p>	3.1 Develop a structured talent & leadership program for academic and administrators.	3.1.1 Number of modules produced for structured talent & leadership program such as: Module 1-Ummatic Agent, Module 2-Financial Sustainability and Module 3-HR Management	X			X		
		3.2 Conduct training on talent & Leadership Programme and critical areas	3.2.1 Number of participants attending talent & leadership programme	X			X	
	3.2.2 Number of Medical Doctor enrolled in programme to become Specialists		X			X		
	3.2.3 Number of specialist enrolled in Sub Specialty		X			X		
	3.2.4 Number of SASMEC staff trained on Shariah Based Competency Talent		X			X		
	3.2.5 Number of staff trained in Institutional Leadership and TnL modules		X			X		
	3.3 Implement a structured mentorship program for administrators.	3.3.1 Number of participants attending mentorship training programme (as mentor).	X			X		
		3.3.2 Number of participants attending mentorship programmes (as mentees).	X			X		
	3.4 Attract and retain top international talent through incentives and research opportunities.	3.4.1 Number of research grants and incentives provided for local and international talent. Eg: Professor Fellows	X					
		3.4.2 Number of visiting professorship and scholar-in-residence programmes.	X					
		3.4.3 Number of International Scholars involved in research and academic engagements.	X					
		3.4.4 Number of staff recognised with international certifications/ fellowships	X					

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS	
TE 3: High Performance Talent (Staff and students)	3.5 Introduce a performance-based incentive aligned with SSPA to reward high performance staff.	3.5.1 Duration of preparing Performance-based incentive policy.	x						
	3.6 Enhance the IIUM Succession Planning Framework.	3.6.1 Duration of preparing IIUM Succession Planning Framework that consist of competency dictionary, processes and assessment tools.				x			
	3.7 Develop training programmes and partnerships with industries for academic staff upskilling	3.7.1 Percentage of increase industry-experienced lecturers				x	x		
		3.7.2 Percentage of lecturers have industry experience or professional certification				x			
		3.7.3 Percentage of lecturers undergoing industrial sabbatical over total sabbatical leave					x		
	3.8 Facilitate applications for national awards	3.8.1 Percentage of increase national-level award-winning academic staff				x			
		3.8.2 Percentage of increase international-level award-winning academic staff				x			
		3.8.3 Percentage of increase multi-award-winning academic staff				x			
		3.8.4 Number of staff applying for national/international award			x				

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS	
TE 3: High Performance Talent (Staff and students)	3.9 Developing a pipeline of future research leaders in critical fields	3.9.1 Number of emerging research experts with at least 5 years of service remaining	X						
		3.9.2 Number of long-term research successors with at least 10 years of service left.	X						
		3.9.3 Number of Associate Professors increase across faculties	X						
	3.10 Develop characteristics of Ihsan Ummatic through programmes	3.10.1 No of Programmes	X						
	3.11 Enhance Employability and Career Readiness of Graduates	3.11.1 Percentage of Bachelor graduates employment rate based on Tracer Study				X			
		3.11.2 Percentage of IIUM graduates employed in the year of convocation						X	
		3.11.3 Percentage of IIUM graduates self-employed in the year of convocation						X	
		3.11.4 Percentage of graduated students receive monthly income more than RM3,000.00	X						
	3.12 Strengthening MADANI initiatives through the roadmap for student development (Eg: IIUM FLY HIGH, MAHASISWA MADANI, IIUM MINDS, Syarahan Madani, KAMI MADANI)	3.12.1 Percentage of completion of roadmap	X						
	3.13 Enhance English Language competency for occupational purposes	3.13.1 Number of students participation in programmes	X						
3.14 Obtain recognition in national/international competitions	3.14.1 No of Awards	x							

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS	
TE 3: High Performance Talent (Staff and students)	3.15 Foster Inclusivity and Support for Students with Disabilities	3.15.1 No of programmes	X						
	3.16 Implement Holistic Student Index Based on Generic Student Attributes (GSA) Using Eight (8) Domains from the Malaysian Qualification Framework	3.16.1 Increase employer perception survey score by X% compared to previous year			X				
	3.17 Increase the quality of talent by empowering and expanding the implementation of Industry on Campus (IoC) initiatives (HLPT F1P2)	3.17.1 Number of students obtaining professional certification at IoC facilities					X		
		3.17.2 Number of lecturers/academic staff at IoC facilities participating in industry attachment					X		
	3.18 Streamlining redundancy between academic and cocurricular courses	3.18.1 No of service learning courses under the purview of ODRSDCE					X		

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS	
TE 4: Financial Sustainability Strategic Objective: Ensure sufficient financial resources and be responsive to future plans and challenges	4.1 Introduce open channel for undergraduate programmes in 2024.	4.1.1 Amount from Open Channel & iMET	X		X		X		
	4.2 Diversify university's revenue by providing non-subsidised academic programmes.	4.2.1 Amount from Strategic Business Unit	X		X		X		
	4.3 Create an ecosystem to establish and implement ODL in IIUM and enable refugees to be in Malaysian Education System (Tertiary Education)	4.3.1 Amount from Open and Distance Learning (ODL) & Qatar Foundation For Development	X			X		X	
	4.4 Ensure sustainable finances for research	4.4.1 Amount from Research Commercialisation & Consultancy (Grants)	X	X	X			X	
		4.4.2 Amount from Research Commercialisation & Consultancy (Revenue)	X	x	X			X	x
	4.5 Collaborate with external APEL centre to bring in more APEL A and APEL C candidates as IIUM students and collaborate with external parties for offering selected IIUM programmes offshore (overseas & local).	4.5.1 Amount from APEL & Offshore (local and overseas)	X			X		X	
	4.6 Ensure university's main expenses for Teaching & Learning are sourced from a 'relevant', 'valid' and stable stream of revenue.	4.6.1 Amount from Revision of Recurrent Fees, Entrance Fees & Accommodation Fees	x			x		x	

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS
TE 4: Financial Sustainability	4.7 Ensure optimum amount of student intake through various enablers	4.7.1 Amount from Student Intake – UG, PG, International Students & Promotion	X		X		X	
	4.8 Increase productivity and performance of IIUM Holdings (HTPT F6P1)	4.8.1 Amount from IIUM Holdings Group Dividend Payouts through Landbank Development	X		X	X	X	
		4.8.2 Increase in IIUM revenue through dividend payments from Holding (HTPT F6P1)				X	X	X
		4.8.3 Total consolidated profit from subsidiary companies (RM million)						
	4.9 Undertake asset restructuring exercise	4.9.1 Amount from Asset Optimisation	X		X	X	X	
	4.10 Provide an alternative source of funds to finance University's expenditure (T&L, Maintenance & Repair) in the long run.	4.10.1 Amount from Endowment & Zakat	X		X	X	X	
		4.10.2 Percentage of revenue from Waqf, Endowment, Zakat, and Donations compared to the university's Operating Grant (HTPT F6P2)	X			x	X	X
	4.11 Undertake cost saving exercises from Development Division initiatives	4.11.1 Amount of Cost Savings from Development Division Initiatives.	X				X	X
	4.12 Undertake cost saving exercises from Medical expenses.	4.12.1 Amount of Cost Saving from Medical Expenses.	X					
	4.13 Undertake cost saving exercises from ICT initiatives	4.13.1 Amount of Cost Saving from ICT Initiatives	X				x	
	4.14 Undertake revenue optimisation from ICT initiatives	4.14.1 Amount of Revenue from ICT initiatives	X					x
	4.15 Undertake Cost Saving exercises from Shared Resources & Scientific Equipment.	4.15.1 Amount of Cost Saving from Shared Resources & Scientific Equipment	x					

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS
TE 4: Financial Sustainability	4.16 Undertake exercises to optimise revenue from Shared Resources & Scientific Equipment	4.16.1 Amount of Revenue from Shared Resources & Scientific Equipment	X		x		X	
	4.17 Undertake Cost Saving exercises from Human Resources	6.17.1 Amount of Cost Saving from Human Resources	X					
	4.18 Undertake Cost Saving exercises from Holistic & Responsible Procurement	4.18.1 Amount of Cost Saving from Holistic & Responsible Procurement	X					
	4.19 Undertake Cost Saving exercises from updated Credit Management	4.19.1 Amount of Cost Saving from Credit Management	X					
	4.20 Undertake Cost Saving exercises related to Service Gratuity with approval from the Ministry of Higher Education	4.20.1 Amount of Cost Saving from Service Gratuity	X				X	
	4.21 Increase funds to offer scholarship packages to Muslim poor and war-torn countries.	4.21.1 Amount of funds accumulated	X					
	4.22 Percentage of self-generated income compared to total operating expenditure	4.22.1 Percentage score of OBB					X	
	4.23 Establish financial aid, scholarships, and tuition incentives for high-achieving international students.	4.23.1 Number of International Student as recipient	x					
	4.24 Strengthening OBB	4.24.1 Percentage score of OBB					x	

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENT S	MyRA	SETARA	HTPT	OBB	QS	
TE 5: Information & Communication Technology Strategic Objective: Strengthen ICT towards state-of-the-art technology	5.1 Improving Campus Connectivity and WiFi Coverage for Seamless Information Access	5.1.1 Percentage of WiFi coverage	x			x			
		5.1.2 Percentage completion of WiFi upgrading initiatives in all campuses	x						
		5.1.3 Percentage completion of network infrastructure upgrading initiatives in all campuses	x						
	5.2 Optimizing University Resource Management	5.2.1 Percentage completion of User and Functional Requirements of Comprehensive Asset Management System	x						
		5.2.2 Percentage development and implementation of the Comprehensive Asset Management System	x						
		5.2.3 Number of IT Capacity Planning exercises conducted annually	x						
		5.2.4 Implementation of Virtual Digital Infrastructure (VDI) at IIUM	x						
	5.3 Improving University Core Application Enterprise Solution	5.3.1 Percentage of Migration and redevelopment of the University Systems from the Oracle platform to the Opensource platform	x						
	5.4 Enhancing ICT Service Delivery & User Experience	5.4.1 Number of mobile apps and web-based services enhancement annually	x						
	5.5 Strengthening University Cybersecurity Compliance	5.5.1 Certification of Information Security Management System ISO 2701:2022	x						
		5.5.2 Establishment of IIUM Security Operating Centre	x						

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS	
TE 5: Information & Communication Technology	5.6 Supporting University Operations with AI Solutions	5.6.1 Establishment of IIUM Artificial Intelligence Centre	X						
		5.6.2 Number of books learned by the Large Language Model (LLM)	X						
		5.6.3 Number of AI application trainings in teaching and learning	X						
		5.6.4 Number of AI application trainings in research and innovation	X						
		5.6.5 Number of AI application trainings in administration	X						
	5.7 Supporting University Management with Big Data Analytics	5.7.1 Percentage of completion of the student analytics dashboard	X						
		5.7.2 Percentage of completion of the institutional analytics dashboard	X						
		5.7.3 Percentage of completion of the research analytics dashboard	X						
		5.7.4 Number of analytics training programs for data owners	X						
	5.8 Implementing Effective ICT Governance and Compliance	5.8.1 Achievement of COBIT Maturity Level 4	X						

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS
TE 6: Physical Infrastructure Strategic Objective: Upgrade and maintain physical infrastructure that supports the University's academic, research, and operational needs.	6.1 Implementation of sustainability projects (Energy Savings Gombak & Kuantan, Non-Revenue Water, Solar Gombak, Solar Kuantan)	6.1.1 Total cost savings in energy consumption.				X	X	X
		6.1.2 Total cost savings in water consumption.						
		6.1.3 Award Recognition for Sustainability Initiatives.	X					
	6.2 Implementation of new sustainability projects	6.2.1 New sustainability project initiated.	X					
	6.3 Upgrading of the facilities and infrastructure through application of budget under "Projek Penyelenggaraan Fasiliti (Usang)" and RMK on annual basis.	6.3.1 % of projects completed as per approved schedule.	X					
	6.4 Conduct Building Condition Assessment (BCA).	6.4.1 Number of buildings being assessed.						
	6.5 Ensure optimum level satisfaction among student and staff with regards to IIUM's physical infrastructure and facilities	6.5.1 Score of student satisfaction index on learning environment (SETARA).				X		
		6.5.2 Score of satisfaction rate among students and staff on IIUM's physical and digital infrastructure. (Sistem Kajian Pengesanan Graduan (SKPG))	X					

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS
TE 6: Physical Infrastructure	6.6 Expansion of research laboratories and co-working spaces.	6.6.1 Number of central facilities for research and innovation facilities for each campus.	X					
		6.6.2 Number of accredited laboratories/research facilities based on core competencies (MYRA).		X				
		6.6.3 Establish an intergrated management and maintenance system for research facilities/Labs.	X					
	6.7 Improvement of the facilities and infrastructure to meet universal accessibility standards.	6.7.1 Number of upgraded areas/spaces for inclusivity and accessibility.	X					
		6.7.2 No. of MyOKU audit conducted at identified building (by DSU) per year.	x					

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS
TE 7: Internationalisation & Branding Strategic Objective: Expand global presence, enhance brand recognition, and foster strategic partnerships to drive growth and collaboration	7.1 Reinforce IIUM as a global hub for Islamic education and thought leadership.	7.1.1 Number of collaboration with international institutions focusing on Islamic knowledge development.	X					
	7.2 Increase international collaborations with leading organisation.	7.2.1 Number of active MOU and MOA with leading universities worldwide (MYRA).		X				
	7.3 Enhance and empower an active IIUM alumni association network.	7.3.1 Number of global IIUM alumni gathering in major cities organised.	X					
		7.3.2 Percentage of annual increment of updated Global IIUM Alumni Database	X					
		7.3.3 Number of mentorship programme between international alumni and student development	X					
	7.4 Expand student and staff mobility programs for academic enrichment	7.4.1 Number of out-bound student participation (MYRA, SETARA)			X	X		
		7.4.2 Number of in-bound student mobility (MYRA, SETARA)			X	X		
	7.5 Increasing international student enrolment and diversity	7.5.1 Percentage of international students enrolled as of 31st December in the assessment year (SETARA)				X		
		7.5.2 Percentage of international students from war-torn countries, Muslim poor countries, Muslim minority countries.	X					
		7.5.3 Number of international student enrolments	X					X

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS
TE 7: Internationalisation & Branding	7.6 Enhancing staff internationalisation (7.6.1 Percentage of full time international lecturers			X			
	7.7 Improving institutional global rankings and subject recognition	7.7.1 Position in Times Higher Education World University Rankings (SETARA)	X		X			
		7.7.2 Position in QS World University Rankings (SETARA)	X		X			
		7.7.3 Number of Subjects listed in the Top 400 in the Current Global Subject Ranking (SETARA).	X		X			
		7.7.4 Increase IIUM’s ranking in Islamic studies and epistemology globally.	X					
	7.8 Strengthen IIUM's media presence and digital footprint.	7.8.1 Number of new digital media content to increase global engagement.	X					
		7.8.2 Number of engagements through multilingual social media campaigns.	X					
	7.9 Strengthen IIUM's role in OIC's and ASEAN's higher education framework.	7.9.1 Number of institutional membership in OIC and ASEAN higher education bodies.	X					

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS
TE 7: Internationalisation & Branding	7.10 Expanding University-Community Engagement and Knowledge Transfer Programmes (KTP & USR) (SETARA)	7.10.1 Number of new community-related projects and number of communities receiving/benefiting from the project		X				
		7.10.2 Number of developed structured KTP and USR programmes in collaboration with government agencies, NGOs, and industry players			X			
		7.10.3 Number of established long-term partnerships with local and international communities to co-develop sustainable community-based projects			X			
		7.10.4 Number of grant and incentives provided for academic staff who are leading impactful KTP and USR initiatives			X			
	7.11 Strengthening International Talent Engagement and Student Diversity to Foster Cross-Cultural Exchange and Global Networking	7.10.6 Number of external communities in KTP and USR initiatives				X		
		7.11.1 Number of International Leadership Camp organize at IIUM	X					
		7.11.2 Number of participation in International Competition	X					
	7.13 Enhance IIUM’s branding and visibility through international education expos and partnerships.	7.11.3 Number of recognition/ awards from International Educational Bodies	X	X	X			X
		7.13.1 Number of international education expos and partnerships	X					

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS	
TE 8: Sustainability & Wellbeing Strategic Objective: Provide and promote a holistic healthy, environmentally responsible, and inclusive environment that supports the long-term well-being of individuals and communities	8.1 Strengthening energy-efficient systems and renewable energy sources.	8.1.1 Percentage of electricity savings (OBB)				X	X	X	
		8.1.2 No. of renewable energy sources (ES6, ES8)						X	
	8.2 Develop initiatives to attain Green Campus Certification for IIUM.	8.2.1 Percentage of progress towards achieving Green Campus Certification for IIUM/ Green Building Certification) (ES6)							X
		8.2.2 Number of initiatives related to Energy efficiency initiative (ES6)							X
		8.2.3 Number of initiatives related to e-waste management (ES6-indirect)							X
		8.2.4 Number of initiatives related to Green transport (Baseline initiatives: micromobility lane, electric buggy) (Example of initiatives: EV Car - UMC, EV charging station, EV shuttle bus)					X		
		8.2.5 Number of capacity building related to green campus (training, educational materials, and activities for internal and surrounding activities at national, regional and international level) (ES3)							X
		8.2.6 Number of campus-wide waste recycling centers (ES7).							X

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS	
TE 8: Sustainability & Wellbeing	8.2 Develop initiatives to attain Green Campus Certification for IIUM.	8.2.7 Percentage of sustainability-related courses to total course (EE3)						X	
		8.2.8 Number of publications on environment and sustainability (economic, social and environmental)	X						
		8.2.9 Number of ummatic excellence (community engagement) programmes related to environment and sustainability (in direct ES5*)						X	
		8.2.10 Percentage of carbon emission reduction (ES7) through reduction in waste sent to landfill as part of carbon emission reduction efforts					X	X	
		8.2.11 Percentage increase in green areas on campus through the planting of additional trees.					X	X	
	8.3 Promote holistic wellness from spiritual, mental and physical aspects by expand counselling and health awareness programs.	8.3.1 Number of implementation of mental health interventions programmes					X		
		8.3.2 Number of Healthy Lifestyle Programme					X		
		8.3.3 Percentage of staff participation in IIUM wellness index survey	X						
		8.3.4 Percentage of student participation in IIUM wellness index survey	X						
		8.3.5 Percentage of staff with normal BMI	X						
		8.3.6 Percentage of students with normal BMI	X						
		8.3.7 Number of staff undergoing basic medical check-ups	X						

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS
TE 8: Sustainability & Wellbeing	8.4 Sustainable engagement with surrounding community	8.4.1 Percentage of implementation of Community and University appraisal system.	X					
		8.4.2 Number of Knowledge Transfer Programmes (KTP) and USR projects implemented in the year of assessment			X			
		8.4.3 Percentage of integration of University Social Responsibility (USR) and Knowledge Transfer Programme (KTP) activities into academic staff Key Performance Indicators (KPIs) to encourage active participation.			X			
		8.4.4 Development and implementation of KPT INSPIRASI Programme projects					X	
		8.4.5 Ratio of academic staff to USR/ Knowledge Transfer Programme (KTP) activities to ensure active staff involvement				X	X	
		8.4.6 Number of long-term community engagement projects (3 years or more						X

IIUM STRATEGIC PLAN 2025 – 2026 MAPPING WITH CRITICAL DIMENSION

Thrust & Strategic Objective	Initiatives	KPI	IIUM KEY ELEMENTS	MyRA	SETARA	HTPT	OBB	QS	
TE 9: Governance bil-Hikmah Strategic Objective: Attain the highest standard of good governance	9.1 Develop IIUM Governance Framework to support IIUM strategic plan	9.1.1 Percentage of Development of the IIUM Governance Framework	X						
		9.1.2 Number of revisions and updates of current policies to meet current needs and development of IIUM and to address issues related to governance and bureaucracy	X						
	9.2 Enhance IIUM staff on integrity and Governance compliance	9.2.1 Number of university leaders (academic and administrative staff) Grade 12 and above trained on integrity and governance compliance					X		
		9.2.2 Number of academic staff (not holding administrative post) trained on integrity, governance and university policies					X		
		9.2.3 Number administrative and technical staff trained on integrity, governance and university policies (Grade 10 and below)					X		
		9.2.4 Effectiveness of integrity enhancement programmes conducted at IIUM					X		
	9.3 Strengthening the governance structure with clear accountability.	9.3.1 Total number of governance-related certifications attained such as MS ISO17025, MS ISO14000, MS ISO31000, GMP, GLP ISO/IEC27001.				X			
		9.3.2 Number of new relevant governance and compliance certifications applied, such as MS ISO17025, MS ISO14000, MS ISO3100, GMP, GLP, and ISO/IEC27001.				X			
	9.4 Ensure continuous compliance with certification standards through regular audits, assessments, and corrective action plans.	9.4.1 Percentage of KCDIO audited by internal auditor		X					
		9.4.2 Percentage of completion of Follow Up Audit LKAN (14 issues)		X					



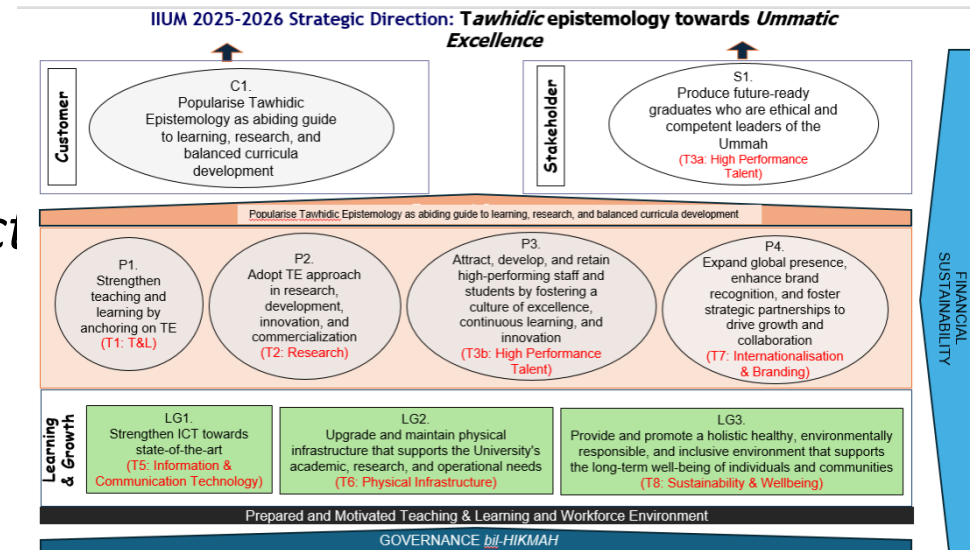
STRATEGY MAP





Strategy Map

- Contains strategic objectives
 - i. *What agency wants or must achieve*
 - ii. *Strategic objectives are linked in a causal-effect relationship, across multiple perspectives*
 - iii. *Perspectives denote areas of concern*
- Using the standard Strategy Map design (*perspective arrangement*)
- Formulating Strategic Objectives for the “Outcome Perspectives”, normally referring to agency’s customer and stakeholder (value proposition / expectation)



One page of overall strategies

Arrangement of perspectives in the STRATEGY MAP

STRATEGIC DIRECTION

- Determine the Agency' VISION & MISSION
- Identify YOUR CUSTOMER / STAKEHOLDER

Stakeholder / Customer

- What do our customers expect from us?
- What must we achieve to make our stakeholder satisfied
- Any obligations to generate income?

Outcomes

Internal Process

- What business processes must be given emphasis in order to meet/exceed the customer/stakeholder's expectations?
- Teaching/Learning/Research, Customer management process, operational excellence

Drivers

Learning & Growth

- What are the strategic foundations our team in the Kulliyyah must have to best deliver the prioritised processes above?
- Human Capital/Competency + Information Capital/Technology + Organisational Capital/Culture

Enablers

IIUM 2025-2026 Strategic Direction: *Tawhidic* epistemology towards *Ummatic Excellence*



Customer

C1.
Popularise Tawhidic Epistemology as abiding guide to learning, research, and balanced curricula development

Stakeholder

S1.
Produce future-ready graduates who are ethical and competent leaders of the Ummah
(T3a: High Performance Talent)

Popularise Tawhidic Epistemology as abiding guide to learning, research, and balanced curricula development

Internal Processes

P1. Strengthen teaching and learning by anchoring on TE
(T1: T&L)

P2. Adopt TE approach in research, development, innovation, and commercialization
(T2: Research)

P3. Attract, develop, and retain high-performing staff and students by fostering a culture of excellence, continuous learning, and innovation
(T3b: High Performance Talent)

P4. Expand global presence, enhance brand recognition, and foster strategic partnerships to drive growth and collaboration
(T7: Internationalisation & Branding)

Learning & Growth

LG1. Strengthen ICT towards state-of-the-art
(T5: Information & Communication Technology)

LG2. Upgrade and maintain physical infrastructure that supports the University's academic, research, and operational needs
(T6: Physical Infrastructure)

LG3. Provide and promote a holistic healthy, environmentally responsible, and inclusive environment that supports the long-term well-being of individuals and communities
(T8: Sustainability & Wellbeing)

Prepared and Motivated Teaching & Learning and Workforce Environment

GOVERNANCE *bil-HIKMAH*

FINANCIAL SUSTAINABILITY



STRATEGY TRUST CHAMPION



IIUM VISION & MISSION

Tawhidic epistemology towards Ummatic Excellence

Thrust 1: Tawhidic Epistemology (TE) of Teaching & Learning	Thrust 2: Tawhidic Epistemology (TE) in Research, Innovation & Commercialisation	Thrust 3: High Performance Talent (Staff & Student)	Thrust 4: Financial Sustainability	Thrust 5: Information & Communication Technology	Thrust 6: Physical Infrastructure	Thrust 7: Branding & Internationalisation	Thrust 8: Sustainability & Wellbeing	Thrust 9: Governance bil Hikmah
Strengthen teaching & learning by anchoring on TE	Adopt TE approach in research, innovation and commercialization	Attract, develop, and retain high-performing staff and students by fostering a culture of excellence, continuous learning, and innovation	Ensure sufficient financial resources and be responsive to future plans and challenges	Strengthen state-of-the-art ICT	Upgrade and maintain physical infrastructure that supports the University's operational needs	Expand global presence, enhance brand recognition, and foster strategic partnerships	Provide and promote a holistic healthy, environmentally responsible, and inclusive environment	Attain the highest standard of good governance
Initiatives: 8 KPI: 15	Initiatives: 6 KPI: 25	Initiatives: 18 KPI: 37	Initiatives: 24 KPI: 28	Initiatives: 8 KPI: 21	Initiatives: 7 KPI: 13	Initiatives: 12 KPI: 27	Initiatives: 4 KPI: 26	Initiatives: 4 KPI: 10
Champion: Deputy Rector (Academic & Internationalisation)	Champion: Deputy Rector (Research, Innovation, Development and Commercialisation)	Champion: Deputy Rector (Student Development and Community Engagement)	Champion: Executive Director Finance Division	Champion: Digital Chief Officer	Champion: Deputy Rector (Research, Innovation, Development and Commercialisation)	Champion: Deputy Rector (Academic & Internationalisation)	Champion: Executive Director Management Services Division	Champion: Legal Adviser



STRATEGIC PLANNING IMPLEMENTATION

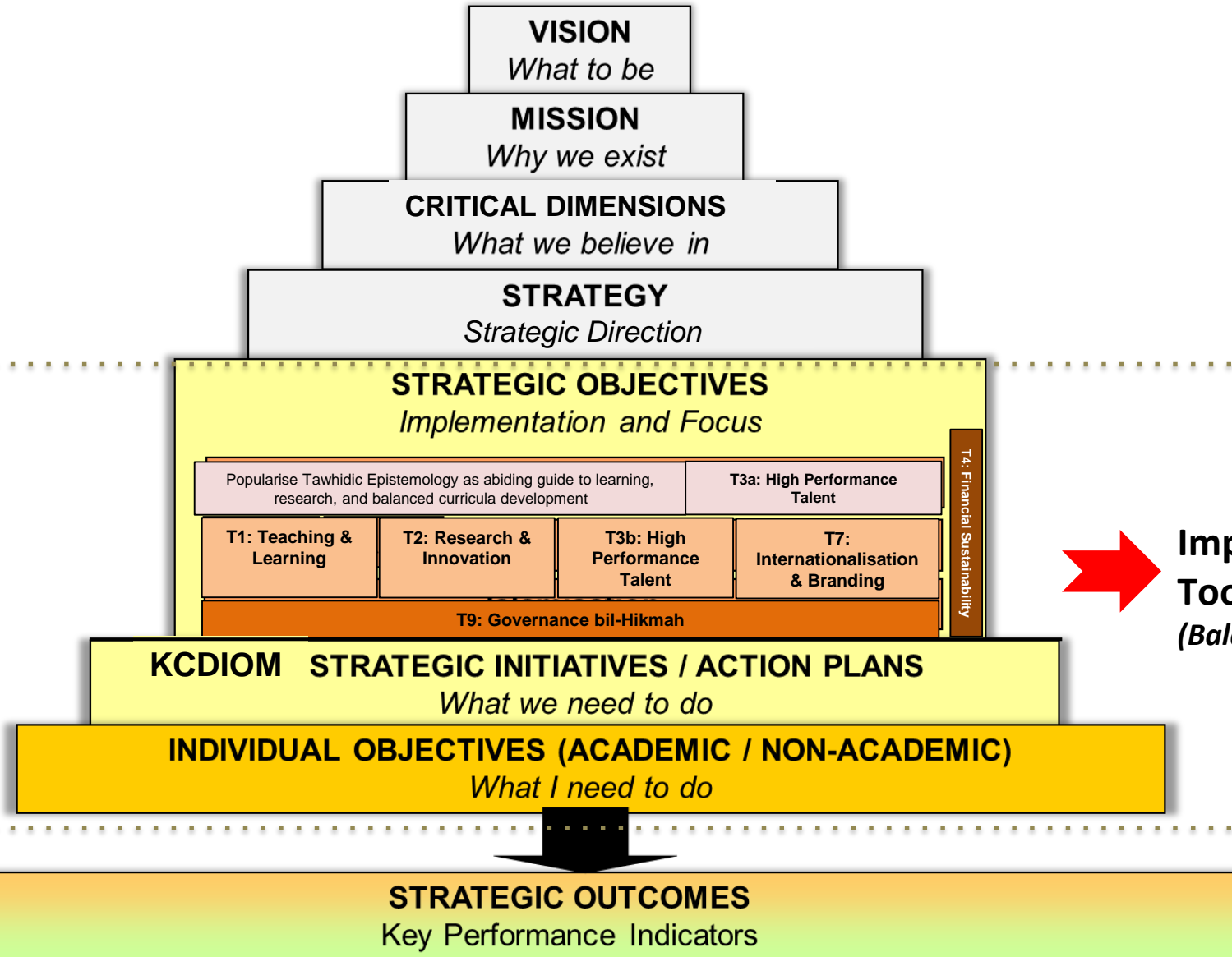


STRATEGIC MANAGEMENT MODEL

Formulation
Stage

Implementation
Stage

Evaluation
Stage

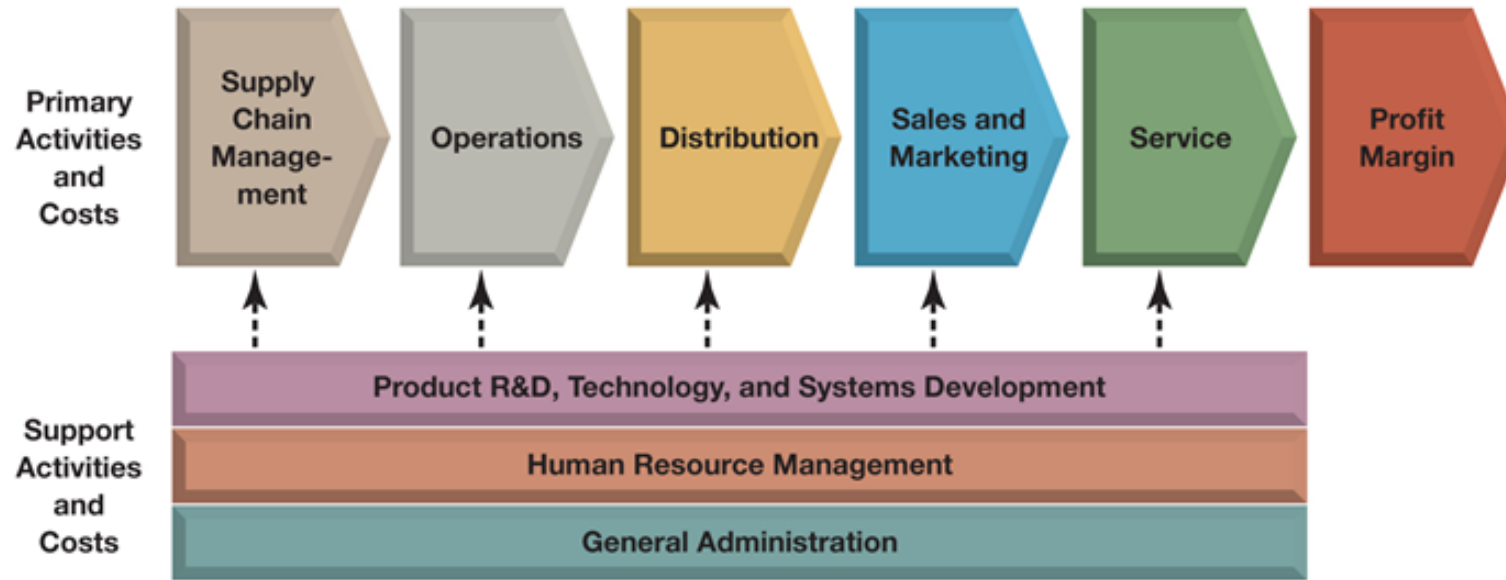


* Adapted from the generic strategic management model

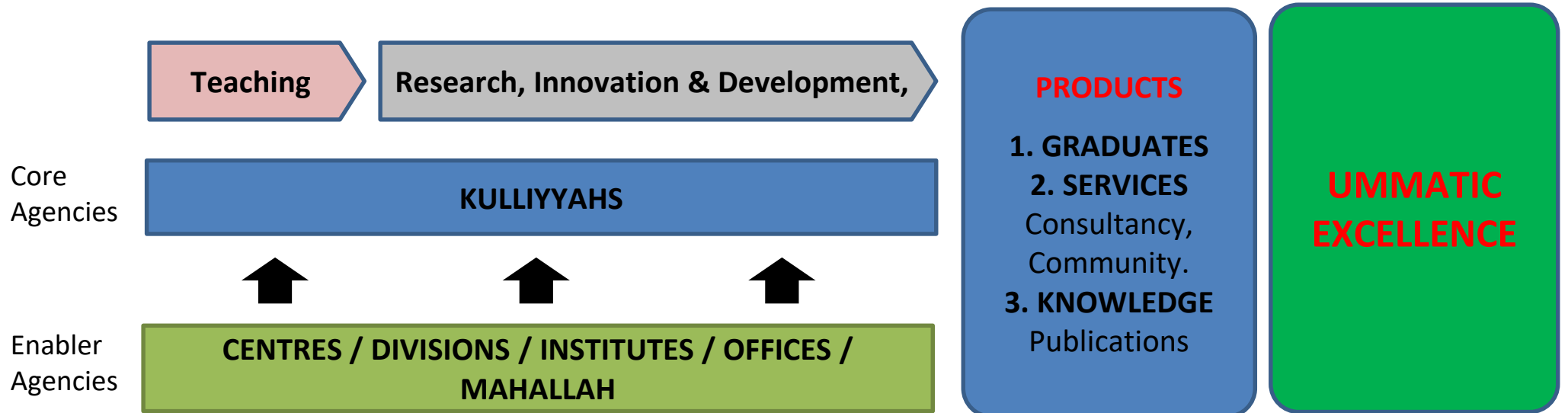


VALUES CHAIN

A Company's Value Chain



IIUM Value Chain





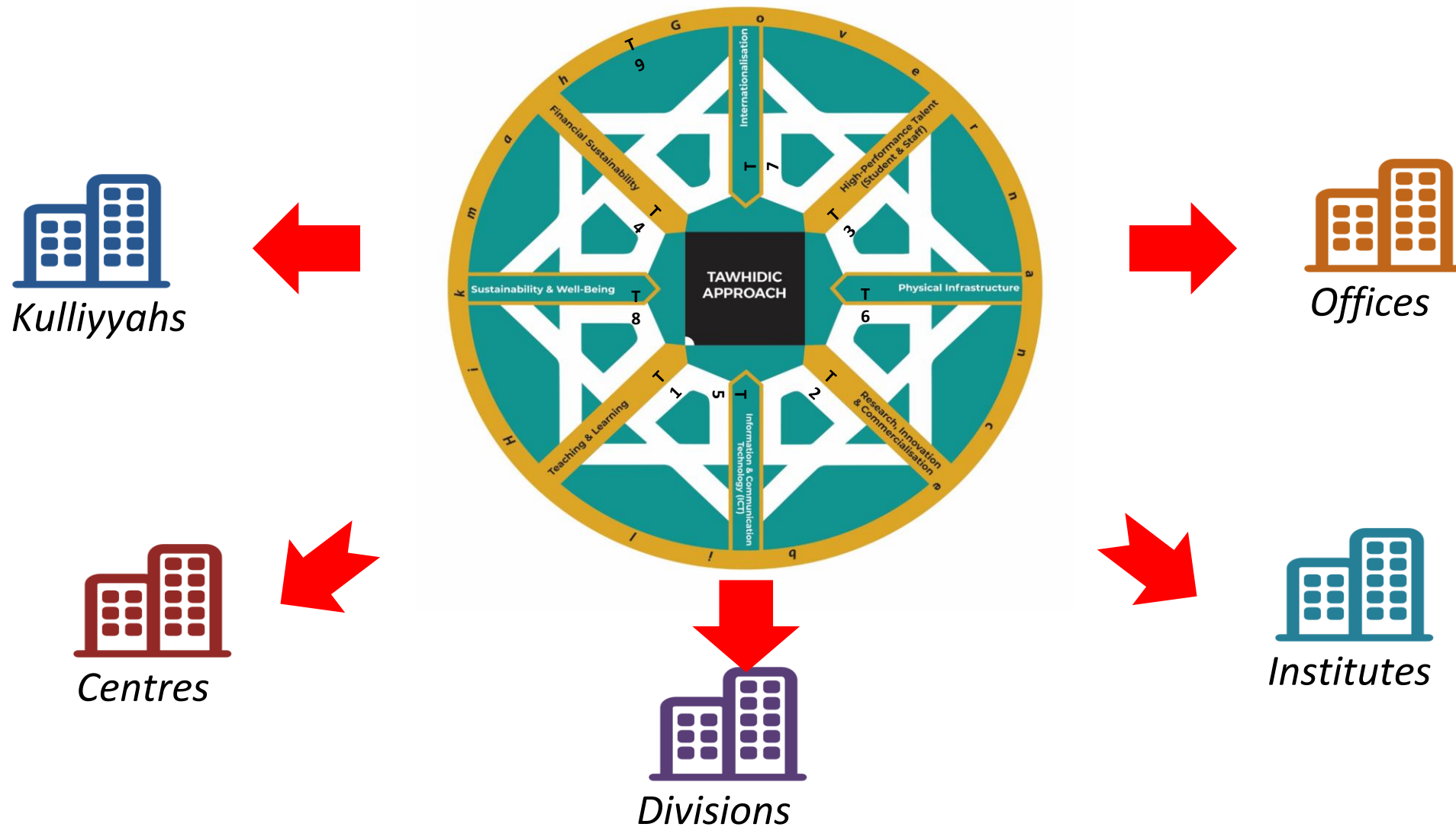
STRATEGIC PLANNING MONITORING TOOL



Implementation Tool (Balanced Scorecard)



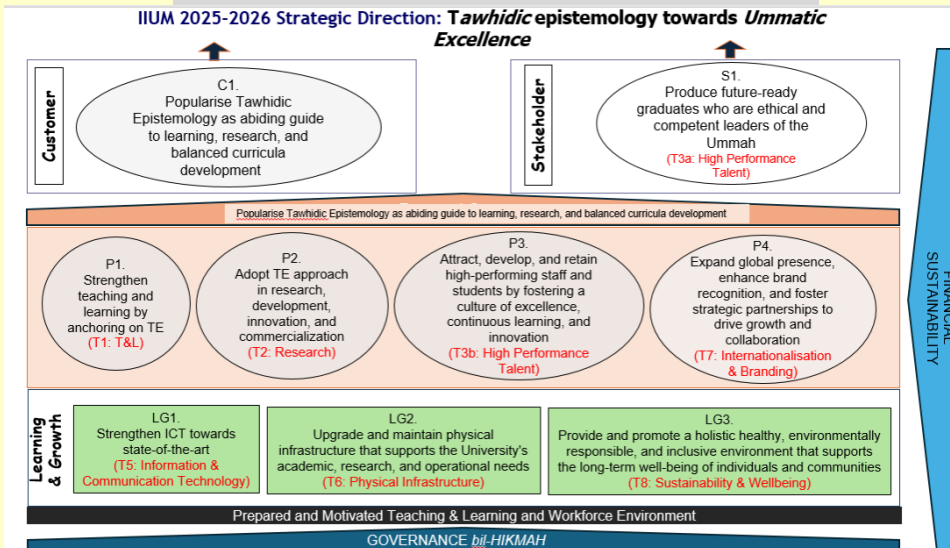
IIUM Guiding Framework





BSC Components

Strategy Map (Strategic Objectives)



The strategy direction

Scorecard (Performance Indicators + Strategic Initiative)

PERSPECTIVE : STAKEHOLDER		STRATEGIC MEASURES (LT: 2025 / MT: 2020)					STRATEGIC INITIATIVES	ACCOUNTABILITY	DEADLINE (Due Date)
STRATEGIC OBJECTIVES	KEY IHASAN INDICATOR (KII)	TARGET			REPORT (Frequency)	KPI OWNER			
		2017	2020	2025					
S1: Produce holistic, entrepreneurial & marketable graduates with Islamic values & global outlook	S1.1 % of graduates with employed status as of convocation (MEB#1/MKPI) (Baseline=76.2%)	80%	82%	85%	Annually	DR(A&P)	Treated like a "Project" with clear start and end date + dedicated resources + may require budget	Rector	December 2017
	S1.2 % of graduates become entrepreneurs within 6 to 12 months after graduation (MEB#1) (Baseline = 3%)	3%	5%	7%	Annually	DR(SA)	Integrated data collection with evidence	DR(A&P) + All Kulliyahs	December 2017
	S1.3 % of employer satisfied with IIUM Graduates (QS) (Baseline = TBD)	TBD	TBD	TBD	Annually	DR(SA)	Improve the process flow that ease the researchers & contributors		
	S1.4 No. of awards received for students achievements i. National (Baseline = TBD) ii. International (Baseline = TBD)	TBD	TBD	TBD	Annually	DR(SA)	Identify areas of improvement based on the previous audit findings	DR(A&P)	December 2017
S2: Produce excellent talents, academic scholars, research experts & educational leaders with Islamic values & global outlook	S2.1 % of academic staff appointed as Principal Investigators (MyRA) (Baseline = TBD)	80%	90%	100%	Quarterly	DR(R&I)	Integrated data collection with evidence	DR(R&I)	December 2017
	S2.2 No. of awards received for staffs achievements (MyRA*) i. National (Baseline = TBD) ii. International (Baseline = TBD)	TBD	TBD	TBD	Annually	ED (MSD)	Improve the process flow that ease the researchers & contributors	Rector	December 2017
							Establish central database	Rector	December 2017

Measuring the performance of each strategy

Action plans to close the gap



PERFORMANCE MONITORING

Monitoring the **IIUM Strategic Plan** using the **Balanced Scorecard (BSC)** is an effective approach to align institutional goals with measurable performance indicators.

IIUM will monitor performance using:

- **Scorecard dashboards**
 - **Quarterly/Annual reports** against targets
 - **Performance reviews** involving each Champions
-

Benefits of Using BSC at IIUM

- Aligns daily operations with the university's **vision and mission**
- Promotes **evidence-based decision making**
- Ensures **accountability** at all levels
- Enhances **transparency**



ACHIEVEMENTS



2026 QS WORLD RANKING



IIUM

INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA

Office for Strategy
and Institutional Change

Congratulations

**International Islamic
University Malaysia**

651-700
2022

651-700
2023

711-720
2024

661-670
2025

613
out of 8,467
evaluated
institutions
2026



OFFICIAL IIUM





2024 Top Islamic Uni/Colleges by UniRank

2024 Top Islamic Universities/Colleges

[University degrees](#)

[f](#) [✉](#) [whatsapp](#) [telegram](#) [email](#) [share](#)

Rank	University	Country
1	Universiti Islam Antarabangsa Malaysia	my
2	Universitas Muhammadiyah Sumatera Utara	id
3	Cairo University	eg
4	Jordan University of Science and Technology	jo
5	Universitas Muhammadiyah Jakarta	id
6	Universitas Islam Indonesia	id
7	Universitas Muhammadiyah Prof. Dr. Hamka	id
8	Universitas Islam Negeri Sunan Ampel Surabaya	id
9	Umm Al-Qura University	sa
10	Universitas Muhammadiyah Yogyakarta	id
11	Al-Imam Muhammad Ibn Saud Islamic University	sa
12	University of the Punjab	pk
405	Islamic Azad University, Dehloran	ir
406	Islamic Azad University, Anar	ir
407	Maiwand institute of Higher Education	af
408	Islamic Azad University, Osku	ir
409	Islamic Azad University, Aligudarz	ir
410	Islamic University of Mohamed Bin Ali Al Sanussi	ly
411	Islamic University of Kyrgyzstan	kg
412	Osol Al-Deen University College	iq
413	Islamic Institute of Tajikistan	tj
414	Islamic Azad University, Parsabad Moghan	ir
415	Islamic Azad University, Izeh	ir
416	Islamic Azad University, Esfarayen	ir
417	Universitas Islam Sumatera Barat	id
418	Pamir Institute of Higher Education	af
419	Islamic Azad University, Ramhormoz	ir
420	Jaamacada Koonfur Galbeed Soomaaliya	so
421	Jaamacadda Culumta Cafimadka	so
422	Universitas Islam Attahiriyah	id

Interesting? Do not forget to share these faith-based university rankings with your friends now. [University degrees](#) [Ranking services](#)

UniRank™ University Rankings Universities by Country More

uniRank / Religious Universities / Top Islamic Universities and Colleges

Top Islamic Universities and Colleges in the world

[University degrees](#)

2024 uniRank University Ranking

Introduction

What are the most popular Islamic Universities in the world? uniRank answers this question by publishing the 2024 uniRank University Ranking of the **top Islamic Universities and Colleges in the world** meeting the following uniRank selection criteria:

- being chartered, licensed or accredited by the appropriate **higher education-related organization** in each country
- offering at least three-year bachelor's degrees or postgraduate master's or doctoral degrees
- delivering courses predominantly in a traditional, non-distance education format

Our aim is to provide a non-academic *League Table* of the top Islamic faith-based Colleges and Universities in the world based on valid, unbiased and non-influenceable web metrics provided by independent web intelligence sources rather than data submitted by the Universities themselves.

Find out the top 200 universities in the world and each continent according to uniRank (July edition):

- [Top 200 Universities in the World](#)
- [Top 200 Universities in North America](#)
- [Top 200 Universities in Latin America](#)
- [Top 200 Universities in Europe](#)
- [Top 200 Universities in Africa](#)
- [Top 200 Universities in Asia](#)
- [Top 50 Universities in Oceania](#)

Find out the top 200 universities for three major languages spoken in several countries: [University degrees](#) [Ranking services](#)

- [Top 200 Universities in the English-speaking world](#)
- [Top 200 Universities in the Spanish-speaking world](#)
- [Top 200 Universities in the Arabic-speaking world](#)

Find out the top higher education institutions officially affiliated with a religion and denomination:

- [Top religiously affiliated Universities in the world](#)

Discover a list of OEG members that support open education and offer free online courses:

- [Open Education Global Universities](#)

Universities on Social Media

Explore which universities have a social media presence and the top 200 most popular ones on Facebook, Twitter, Instagram and YouTube:

- [Universities on Facebook](#)
 - [Top 200 Universities on Facebook](#)
- [Universities on Twitter](#)
 - [Top 200 Universities on Twitter](#)
- [Universities on Instagram](#)
 - [Top 200 Universities on Instagram](#)
- [Universities on Youtube](#)
 - [Top 200 Universities on YouTube](#)
- [Universities on TikTok](#)
- [Universities on LinkedIn](#)



2025 EMPLOYERS' CHOICE by TALENBANK



Congratulations

TALENBANK has announced that **INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA** has been officially acknowledged as one of the **“2025 EMPLOYERS’ CHOICE”** based on **2025 Talentbank’s National Graduate Employability Index (GE Index)**



- ECONOMICS
- FINANCE
- HOSPITALITY MANAGEMENT
- LAW
- NURSING
- PHARMACY
- PSYCHOLOGY
- QUANTITY SURVEYING
- TOURISM



 ccscium
 iium_ccsc
 ccsc_iium



100% Achievement OBB 2024

Congratulations

IIUM has successfully achieved 100% Outcome-Based Budgeting (OBB) for the year 2024.

Among all comprehensive universities, IIUM is the only one to reach this milestone

PENCAPAIAN KPI UNIVERSITI KOMPREHENSIF

UA	*JUMLAH KPI	BIL. KPI TIDAK MENCAPAI SASARAN	KPI TIDAK MENCAPAI SASARAN	2023	2024		PRESTASI
					SASARAN	SEBENAR	
UniSZA	9	1	1. Kutipan dana wakaf, endowmen, zakat dan sumbangan tunai	-	RM10 juta	RM3.3 juta	33%
USIM	9	3	1. % penjanaan pendapatan	24%	20%	19%	95%
			2. % peningkatan enrolmen pelajar (Sarjana Muda)	3.6%	5%	0.5%	10%
			3. % peningkatan prestasi kewangan syarikat	175,031	183,782	-491,257	(367%)
UMS	9	1	1. % Keuntungan syarikat	5.3%	18%	9%	50%
UNIMAS	9	3	1. Bil. pensyarah menjadi penyelidik utama GP	444	500	427	85%
			2. Pendapatan anak syarikat	-	RM2.2 juta	RM1.2 juta	55%
			3. Kutipan dana wakaf, endowmen, zakat dan sumbangan tunai	-	RM3 juta	RM2.7 juta	88%
UITM	15	8	1. Nisbah penerbitan per staf	0.99	1.3	1.01	78%
			2. Jumlah penerbitan berindeks	5,354	10,000	5,475	55%
			3. Indeks tadbir urus tangkas	0.83	0.9	0.82	91%
			4. Bil. paten didaftarkan	10	13	10	77%
			5. Jumlah hasil (UHSB Group)	RM71.6 juta	RM101.3 juta	RM69.1 juta	68%
			6. Jumlah hasil (UTVSB Group)	RM27.0 juta	RM27.0 juta	RM25.7 juta	95%
			7. Kutipan dana endowmen	RM6.6 juta	RM7.5 juta	RM0.8 juta	11%
			8. Kutipan dana wakaf, zakat & sedekah	RM12.7 juta	RM14.1 juta	RM13.6 juta	96%

UIAM : Pencapaian KPI 100%

*Jumlah KPI tidak termasuk GE

Pencapaian KPI kurang 70%

Bahagian Governan IPTA, Jabatan Pendidikan Tinggi



SWAAKREDITASI





“ There are times when a leader must move out ahead of the flock, go off in a new direction, confident that he is leading his people the right way. ”

Nelson Mandela (Long Walk to Freedom)



Nothing is Impossible,
but
too Impossible, I think is impossible



"It always seems
impossible until it's done."

This quote highlights the initial perception of difficulty before achieving a goal.

Nelson Mandela (1918-2013)



THANK YOU

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