



ISDEV MONTHLY GRADUATES SUPERVISION

USM APEX Agenda and ISDEV

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APEX dan USM

Setelah 15 tahun semenjak 2008



- APEX adalah jenama USM dan satu-satunya universiti berstatus APEX di Malaysia dan di dunia
- VISI dan MISI USM dibentuk mengikut aspirasi Agenda APEX
- Oleh itu warga USM perlulah bergerak ke arah pencapaian agenda APEX yang diterjemahkan ke dalam VISI dan MISInya
- Tetapi mengapa warga USM sukar untuk menerangkan "Apa itu APEX"?
- Jika warga USM tidak memahami APEX, maka bagaimana warga USM boleh menggerakkan agenda APEX
- Inilah tujuannya kita perlu menyemarakkan kembali AGENDA APEX

THE APEX MANDATE

the
APEX
University
Universiti Sains Malaysia

**Transforming
Higher Education
for a Sustainable
T o m o r r o w**




USM given APEX status – 27 August 2008

Where are we now?

- Did we achieve our 2015 and 2020 targets
- What did we do right and where did we go wrong?
- How do we say to the world or to ourselves that we have achieved the intended APEX goals, or have we not?
- What do we do now?

*Our present effort in 2023 will initially address
for this period*

THE ORIGINAL TRANSFORMATION TIME-LINE



9MP				10MP					11MP					12MP					13MP
2007	2008	2009	2010	2011	2012	2013	2014	2015					2020					2025	BEYOND 2025
Phase 1: Laying Foundation & Developing Excellence									Phase II : Accelerated Excellence										
Sub-Phase 1a: Laying the Foundation				Sub-Phase 1b: Strengthening and Enhancement					Sub-Phase 2a: Excellence					Sub-Phase 2b: Glory and Sustainability <small>To be defined in 11MP</small>					

USM APEX STRATEGY



- Creating our own “blue ocean”
- Vision:

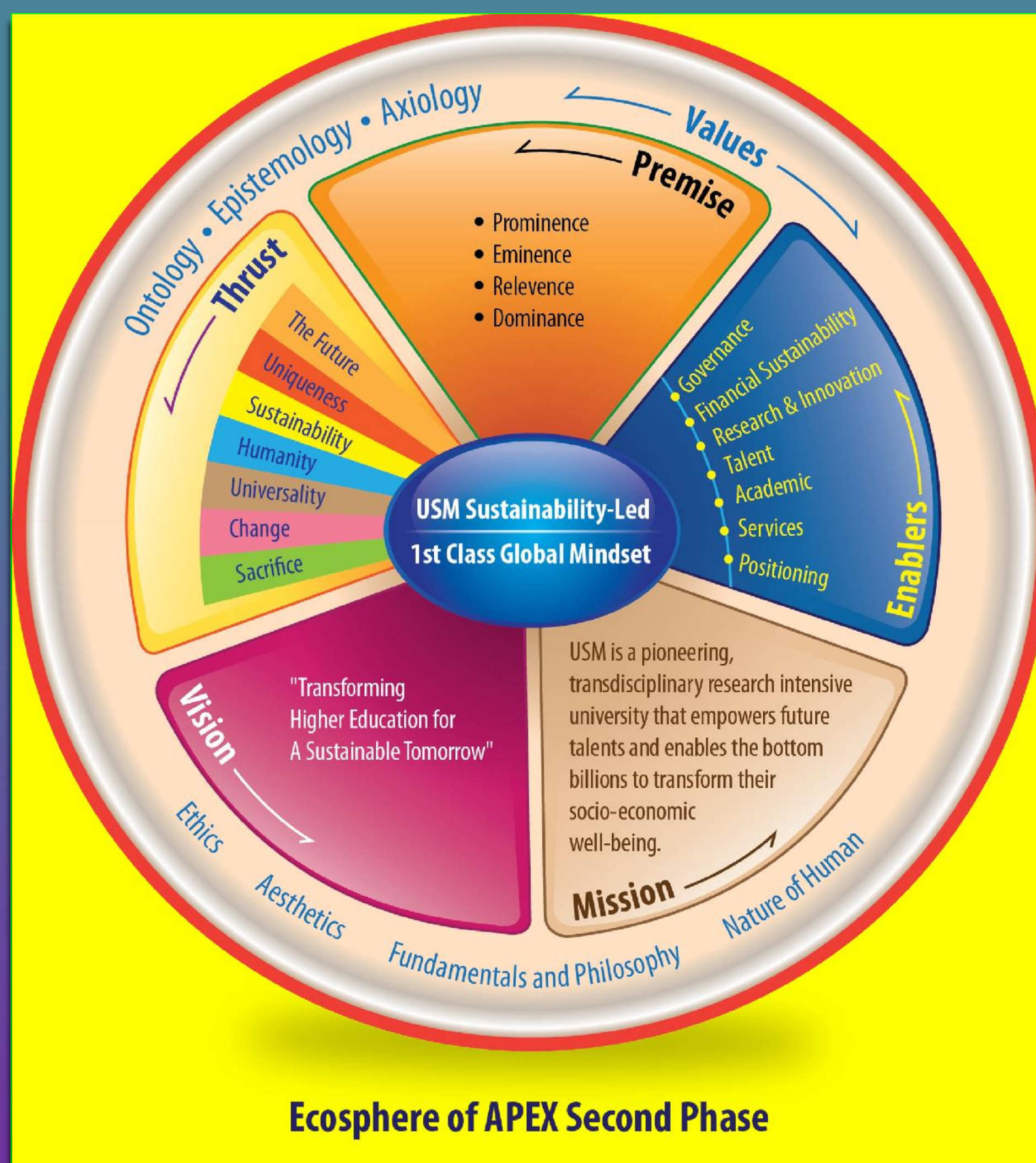
Transforming higher education for a sustainable tomorrow

- Mission:

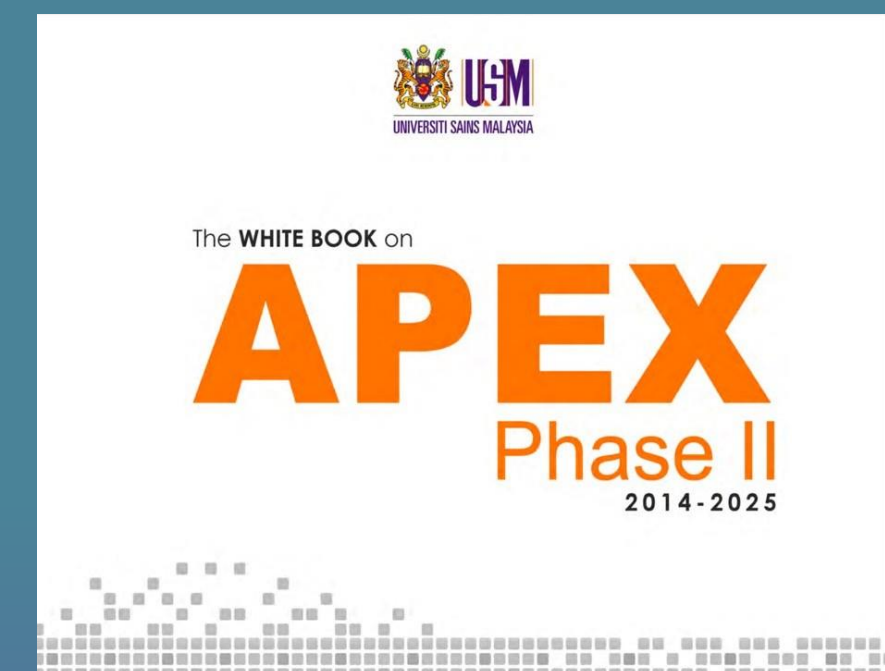
USM is a pioneering, trans-disciplinary research-intensive university that empowers future talents and enables the bottom billions to transform their socio-economic well-being

APEX Thrusts:

Quality, Equity; Availability; Accessibility; Affordability; Appropriateness; The Future, Uniqueness; Sustainability; Humanity; Universality; Change & Sacrifice



Ecosphere of APEX Second Phase

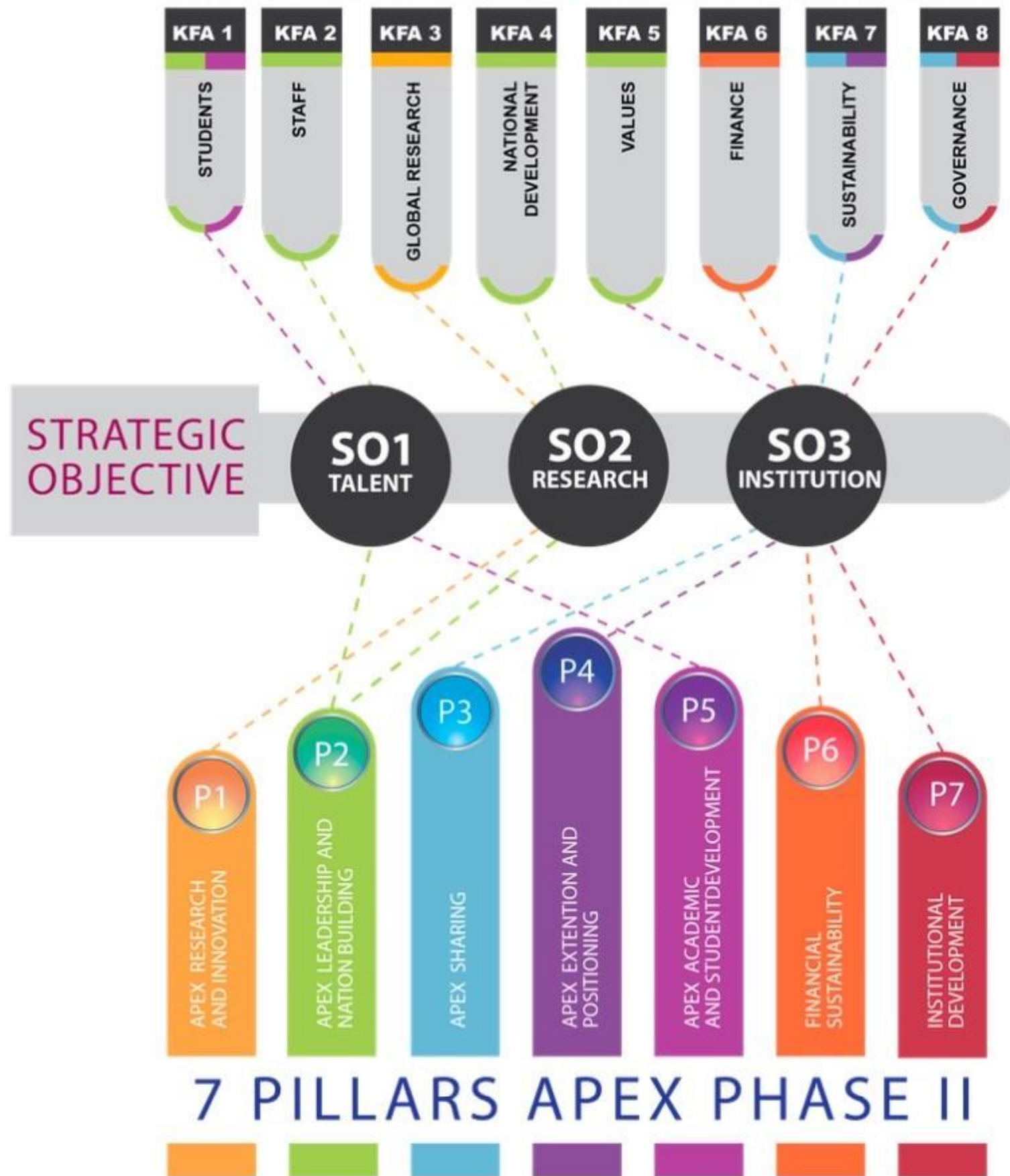


APEX SECOND PHASE FRAMEWORK 2014-2025

• KEY POINTS

- From relevance to eminence
- Global Impact on sustainability
- Knowledge-based
- Sustainability within

8 KEY FOCUS AREAS USM APEX 2020



Effort to Implement
APEX Strategies
through a Strategic
Plan
Apex 2020 Effort
(2016)



USM Strategic Plan



8 Key Focus Areas



Enablers



Aligning the USM – “The Preferred University by Design” Strategic Plan with the APEX agenda
2019 – USM 50 years

No official document – but based on Vice Chancellor’s presentations



No official document – but based on Vice Chancellor’s presentations



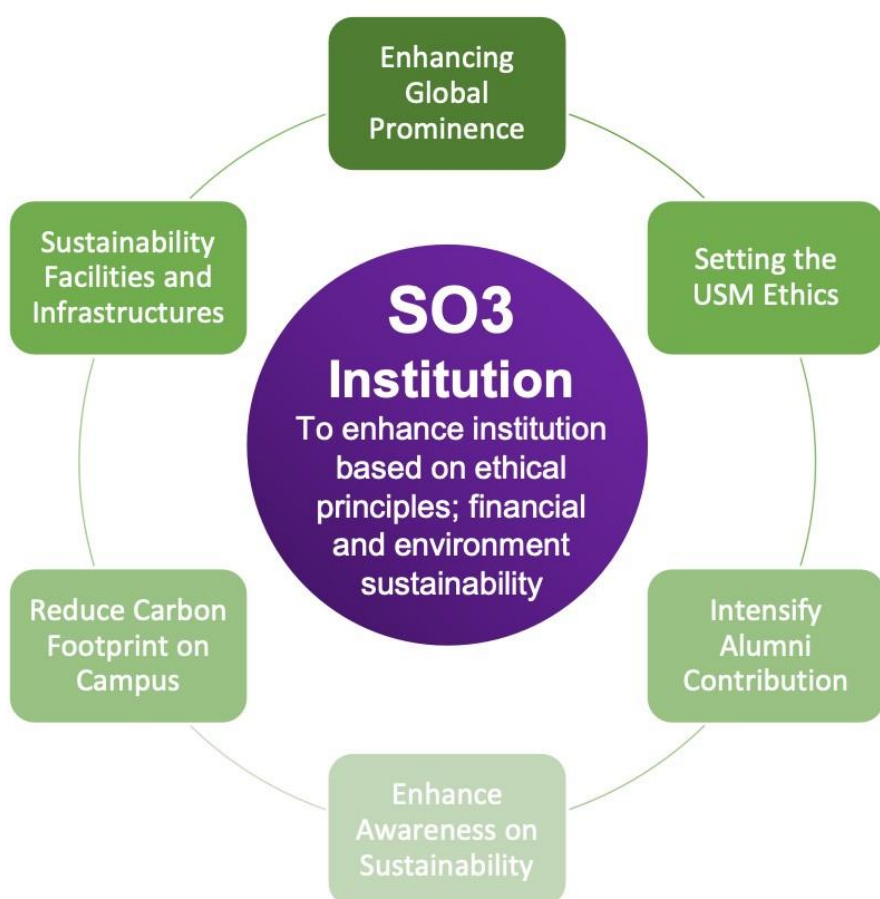
UNIVERSITI SAINS MALAYSIA
Strategic Plan 2022-2024

8th March 2022

Rafiq Adikan

WE LEAD | Transforming Higher Education for a Sustainable Tomorrow

Vision	Transforming Higher Education for a Sustainable Tomorrow
Mission	Pioneering Transdisciplinary Research-Intensive University: Empower future talents and enables the bottom billions to transform their social-economic well-being





Part 1:

Quality Graduates and academic Programs

- Growth, diversity and internationalization
- Graduate employability performance
- Enriching student's experience (HEBAT agenda)
- LIFE and META LIFE programs
- Off-shore programs
- Living Labs
- 3U1I, Bridge@USM, Pitch@USM
- Micro-credentials

Part 2:

Beyond Academia: Moulding Expertise and Linking up with Industry

- Start-up/Spin-off (SUSO)
- Joint labs, joint academic programs and university-industry collaborations
- Gig Economy for additional workforce
- The BJIM effects (community and industry)
- Zakat instruments
- Advanced Health Services (widening the impact)

No official document – but based on Vice Chancellor's presentations



Februari 2019

Dapatan Utama

Berdasarkan penelitian Kajian Impak Program APEX USM 2008 – 2017 yang dijalankan, terdapat beberapa pengajaran yang diperoleh.

Pertama, berkaitan dengan pengurusan kewangan.

Kedua, terdapat pertindihan antara agenda APEX dengan agenda Universiti Penyelidikan (Research University - RU).

Ketiga, kedudukan agenda APEX pada peringkat Kementerian Pendidikan Malaysia (KPM).

Keempat, terdapat banyak pencapaian yang didokumentasikan dan dibentangkan berbentuk naratif dengan tidak ada bukti serta dokumen yang kukuh dan jelas tentang projek yang telah dijalankan.

Projek yang menyasarkan golongan B40 perlu menjelaskan kedudukan sosioekonomi golongan tersebut, iaitu pada sebelum dan selepas projek dilaksanakan.

Selain itu, projek yang dilaksanakan perlu mencerminkan kehebatan dan keterampilan USM sebagai sebuah universiti yang memfokuskan kepada sains dan teknologi yang sensitif terhadap nilai kemanusiaan.



01 Kesedaran dan keterlibatan

Kesedaran tentang agenda APEX dan peningkatan keterlibatan.

Tindakan:

- Ketua PTJ perlu menyampaikan dan memacukan agenda APEX kepada semua peringkat warga PTJ.
- Pensyarah dan staf baru perlu diberikan pendedahan semasa program transformasi yang dikendalikan oleh Pusat Transformasi Insan (PTI).
- Bahagian Sumber Manusia perlu memasukkan agenda APEX sebagai elemen wajib dalam Pembangunan Profesional Berterusan (CPD).



02 Pemantauan dan Penilaian

Memantapkan sistem pemantauan dan penilaian agenda APEX secara berterusan

Tindakan

- Menyemak semula peranan dan terma rujukan Jawatankuasa Pemandu APEX.
- Memberikan nafas baru kepada Bahagian Perancangan Institutsi dan Strategik supaya dapat menggalas tugas sebagai sekretariat kepada Jawatankuasa Pemandu APEX.
- Bahagian Perancangan Institutsi dan Strategik perlu membangunkan penanda aras serta petunjuk prestasi untuk pemantauan dan penilaian APEX.

Enam Strategi

01 Kesedaran dan keterlibatan

Kesedaran tentang agenda APEX dan peningkatan keterlibatan

02 Pemantauan dan Penilaian

Memantapkan sistem pemantauan dan penilaian agenda APEX secara berterusan

03 PPAG

Pengurusan Tertinggi Universiti perlu membantu Pusat Penyelidikan Arkeologi Global (PPAG) mencari sumber dalaman atau luaran bagi tujuan merealisasikan potensi PPAG sepenuhnya.

04 Wujudkan Sinergi

Mewujudkan sinergi antara PTJ yang menyumbang kepada agenda APEX.

Menentukan semula strategi 06

Menentukan semula keutamaan universiti dalam konteks agenda APEX.

CCB 05

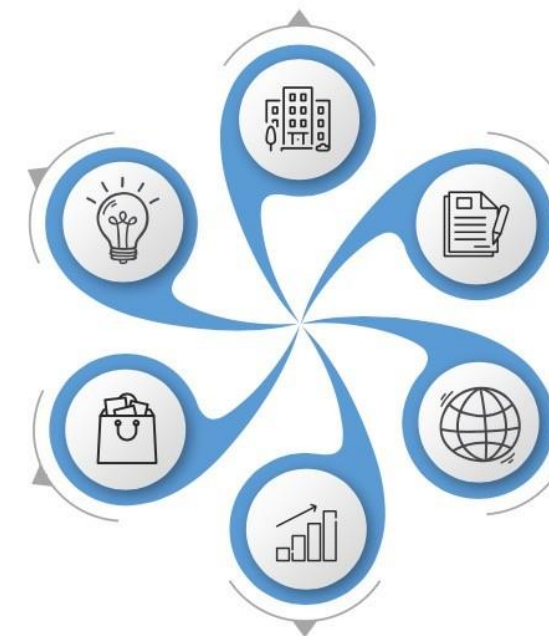
Menstrategikan semula hala tuju Pusat Biologi Kimia (CCB).

06 Menentukan semula strategi

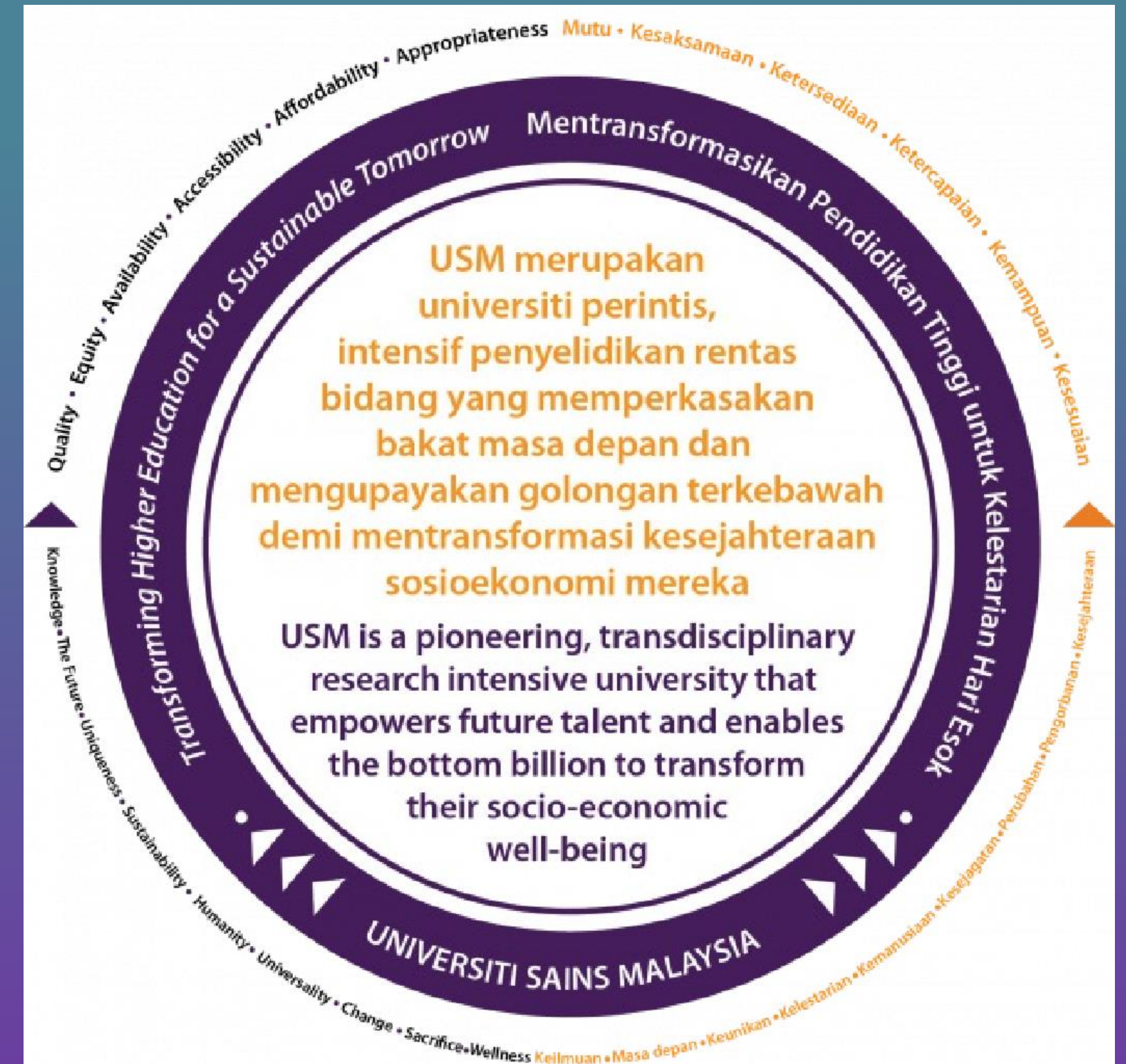
Menentukan semula keutamaan universiti dalam konteks agenda APEX.

Tindakan:

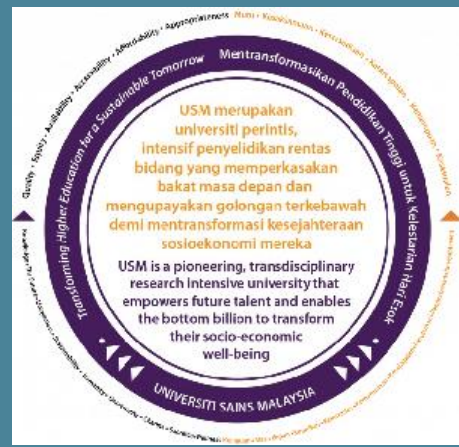
- 1. Masa Hadapan
 - 2. Kelainan
 - 3. Kelestarian
 - 4. Kemanusiaan
 - 5. Kesejagatan
 - 6. Perubahan
 - 7. Pengorbanan
 - 8. Keilmuan
 - 9. Kesejahteraan
- Pengagihan semula sumber berdasarkan keutamaan ke arah agenda APEX yang selari dengan agenda matlamat pembangunan mampan (sustainable development goals).



- We agreed that the USM's VISION and MISSION is the APEX agenda
- This is how we explain APEX
- We need to dissect the VISION and MISSION of USM to provide better understanding and ownership amongst the citizens of USM
- We also need to suggest proxy indicators to measure the attainment of the Mission and Vision of USM
- This will then assist USM in monitoring its progress in the APEX agenda



Explaining USM's Vision Statement (how do we dissect?)



• Transforming



- What is the meaning of the word transforming?
- How do we measure?
- What are examples of USM transforming work?

(what)

• Higher Education



- What is the meaning of higher education?
 - The Ministry of Higher Education
 - Other institutions of higher learning
 - The higher education system
- Or are we referring to everything that USM does and initiate?

for

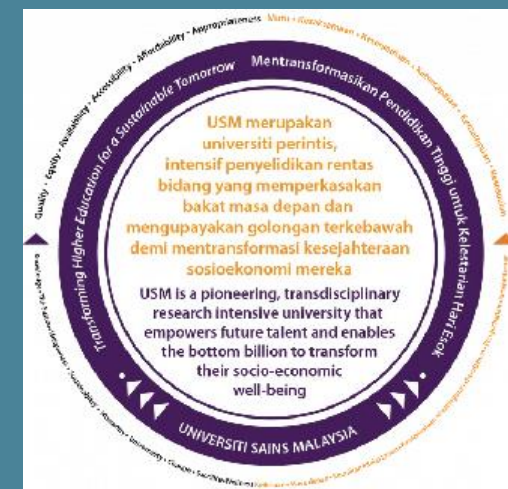
• A Sustainable Tomorrow



- How do we define "a sustainable tomorrow"
- Are we referring to all the SDGs or this is referring to sustainability in general
- How do we measure that USM has played the major role to ensure a sustainable tomorrow, because USM has transformed higher education and has made higher education as a main enabler to help with a sustainable tomorrow?

HOW DO WE KNOW THAT WE ARE PROGRESSING TOWARDS ATTAINING OUR VISION?

Explaining USM's Mission Statement (how do we dissect?)



• USM is a pioneering
and



- USM must always lead and be the first (the pioneer)
- USM must be creative and innovative to produce new blue-oceans
- How do we measure this? Do we know our present status compared with others?

• USM is a transdisciplinary
Research-Intensive university
that



- How much are we leading in transdisciplinary research?
- Is transdisciplinary research our culture? Can we measure this?
- Should we re-strategize our research work towards more trans-disciplinary effort?
- Will this give more impact?

• Empowers future talent and
• Enables the bottom billion
to



• Transform their economic social
well-being

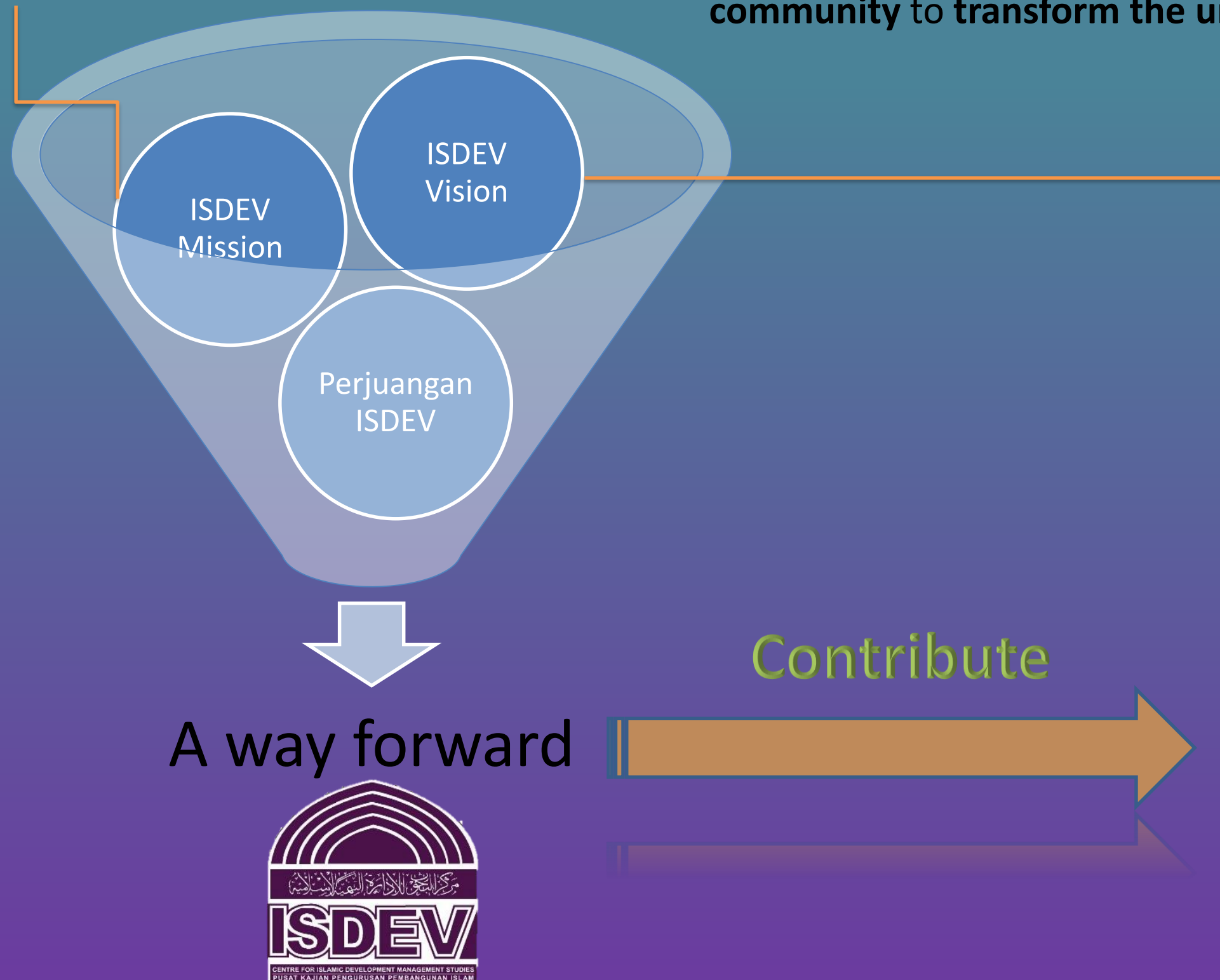


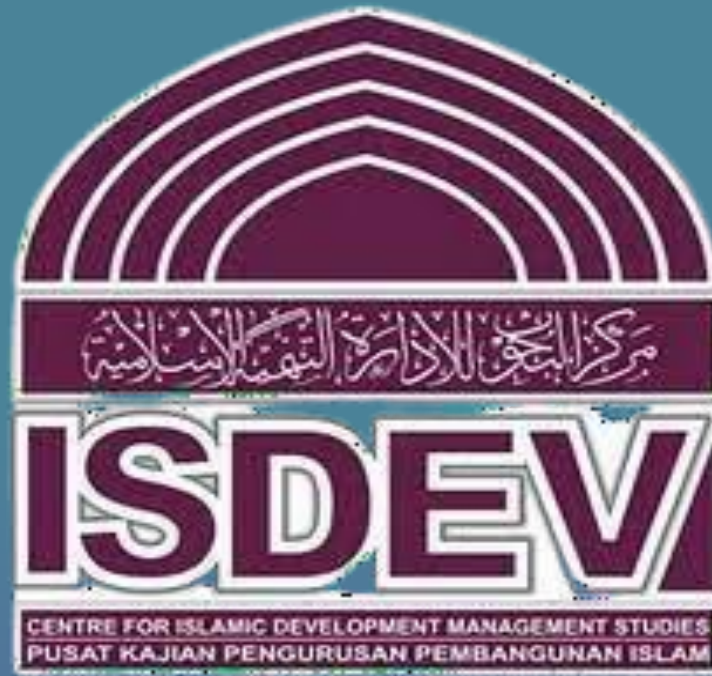
- How effective are we at doing both the “empowering” and the “enabling” effort?
- This perhaps involve our teaching, supervising and training efforts – capacity building?
- How can we link our research outputs to these efforts?
- The effectiveness of the process and the attainment of the outcome
- Outcome here is “transforming their economic social well-being”
- How and what do we measure?
 - That future talent has been empowered by USM
 - That the bottom billion has been enabled by USM
 - That both has transformed their economic social well-being

- A task force to address the followings
 - Aligning USM's Vision and Mission to the present challenges and the future MEGATRENDS – **sustaining relevance and impact**
 - What are the proxy indicators that USM must start measuring, including retrospectively before 2008, until now and beyond? – **We can monitor our progress**
 - Identifying enabling strategies and processes to facilitate the attainment of the APEX Vision and Mission – **Aligning strategies, activities towards the GOAL**
 - Identify the owners of the data for the the proxy indicators and to integrate effort towards an APEX Vision and Mission Dashboard monitoring system – **A responsible party to avoid the mistake of “no person land”**
 - How to explain the Vision and Mission of USM to all stakeholders, especially to LGU, our staff and students? – **the spirit of belonging as ONE TEAM (HODs have a critical role)**
 - Outcome: Now everyone can explain what APEX is and we know how we are progressing, because now we have goals, targets and KPI for APEX

Transforming knowledge based on the Islamic Development Management discipline for a more Sustainable Tomorrow

Leading the Islamic Development Management discipline is a trans-disciplinary research-intensive centre that enables the formation of holistic individuals who empower the community to transform the universal well-being





Blue
Ocean
Strategy

Creating our own and
new pathway on Islamic
Development based on
Quran & Hadith from
holistic worldview within
three main strategy:

No imitation
but innovation

No competition
but
collaboration

No
benchmarking
but nourishing

JEMAAH
KEBENARAN

Ciri-ciri
Operasional

Mesti melahirkan dan
mempunyai warga
yang berkualiti

Tauhid [Rasa Bertuhan & Rasa
Kehambaan]
Fiqh [Berperaturan Syariah,
Sistem operasi berteraskan Islam]
Tasawwuf [Akhlak: Mahmudah vs
Mazmumah]

18 ciri-ciri warga
yang berkualiti

Well Scholar
Valley Scholar
Oceanic Scholar

End Objective:
Mardhatillah

Renewed APEX Framework 2023

1. Identifying the goals of APEX

- To understand Vision & Mission better; identify the gap

2. Better positioning of APEX agenda

- To sell what we have done better : internally & externally; branding, marketing

3. Talent Management

- To review current policies

4. New Approaches in Research & Innovation

- To revisit strategies

5. Digitalization

- Data analytics

6. Financial sustainability

7. Global Prominence

8. All other owners of the strategic canvasses to focus on how to attain the intended outcomes to help achieve the APEX agenda

THANK YOU