



WEBINAR
**SEJAHTERA ACADEMIC
FRAMEWORK (SAF)**
FOR ALL #2

IIUM ROADMAP 2021-2022

Strategic Outcome:
Institutional Stability

Enabler:
Equitable Prosperity

Champion:
Executive Director
Finance Division



IIUM ROADMAP 2021-2022



Enhance Income Generation



Intensify Asset Utilization



Increase Cost Savings



Increase Productivity



Waqf / Endowment Initiatives



Stakeholders



Students



Staff



KCDIOM



Services Providers & Tenants



Alumni & Retirees



Surrounding Community



Flora & Fauna



EQUITABLE PROSPERITY : DEFINITION

Offering solutions to wealth creation and sharing amidst the economic challenges faced by the University. The solutions also support initiatives related to transformative teaching and learning, responsible research and innovation, high touch community engagement and global relevance and citizenships.

Equitable prosperity is not confined to monetary perspective only, but also include values and other treasures which may be intangible but make up a prosperous society.

Equitable means just (adil) and meets the basic requirement of the relevant strategic outcomes.

Equitable Prosperity ensures that no one is left behind in our strive to achieve a Sejahtera living for the University community and the IIUM Vision & Mission.

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Stakeholders

- 1. Malaysian
- 2. Government



Needs Statement to Prosper

- 1. Produce Talent for the Nation
- 2. Knowledge Creation, Knowledge Dissemination
- 3. Self-Sustaining University

Resources for Distribution

- 1. Balanced Graduate
- 2. Research output
- 3. Reduce Financial Dependency

Supporting Sejahtera Academic Framework

Falsafah Pendidikan Kebangsaan – Balanced Graduate
KHAIR

Students

- 1. UG Students
- 2. PG Students
- 3. Local Students
- 4. International Students
- 5. Disabled Students



- 1. Conducive environment for learning
- 2. Great university experience
- 3. Affordable living in campus
- 4. Student Well-being

- 1. Good T & L infrastructure
- 2. Adequate & Well maintained facilities
- 3. Sufficient fund for student welfare
- 4. Sufficient fund for students activities
- 5. Good Support system – mental & spiritual

Pillars of Learning:
Learning to Know
Learning to Do
Learning to Live Together
Learning to Be
Learning to Become

Insan Sejahtera

Staff

- 1. Academic Staff
- 2. Administrative Staff
- 3. Researchers
- 4. Disabled Staff



- 1. Conducive & safe working environment
- 2. Staff career growth
- 3. Opportunities to do research
- 4. Work life balance
- 5. Efficient Delivery of services

- 1. Sufficient facilities
- 2. Funds for career development
- 3. Funds for staff welfare
- 4. Good Support System – physical, spiritual, emotional

Bi'ah – Pedagogy, Social, Facilities, Support System

Murabbi Competency Framework
Responsible Research

KCDIO Branch Campuses



- 1. Conducive environment for teaching & learning
- 2. Conducive environment for research
- 3. Efficient Delivery of Services
- 4. Green initiatives

- 1. Adequate and up-to-date facilities
- 2. Ample funds for research
- 3. Good environment for collaborations with internal & external parties
- 4. Support for green initiatives

Pillars of Learning

Formal & Non Formal Scope of Learning

Responsible Research



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- 1. Service Providers
- 2. Tenants



Needs Statement to Prosper

- 1. Opportunities to render excellent service
- 2. Conducive business environment
- 3. Rental space with good amenities

Resources for Distribution

- 1. Good vendor/ rental system
- 2. Well maintained facilities

Supporting Sejahtera Academic Framework

Community Engagement
Harmonious Community

Alumni &
IIUM Retirees



- 1. Being part of IIUM family
- 2. Opportunity to give back

- 1. Continuous Engagement
- 2. Culture of giving

Community Engagement
Harmonious Community

Surrounding Community

- 1. Kampung People
- 2. Orang Asli



- 1. Opportunities to interact and exchange of knowledge

- 1. Community Engagement
- 2. Corporate Social Responsible (CSR) activities
- 3. Value – To give, give & give

Community Service
Social Enrichment
Cultural Enrichment

Flora & Fauna



- 1. Protected environment for a Beautiful Garden of Knowledge & Virtue

Well maintained environment for flora & fauna and protection against dangerous flora & fauna e.g monkeys, wild boars, snakes

Education for Sustainable Development



FINANCIAL SUSTAINABILITY STRATEGIES





ENHANCE INCOME GENERATION

Strategic Initiatives	Raising Income Through Academic Programs				
Output	Increase of Income From Academic Program				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> • New innovative programs tailored to client's needs • Attracting more students to join IIUM. • Enrichment of courses offered to students. • Providing more education opportunities. • Producing talents that serve the needs of the market. 	1) Devising aggressive & effective marketing to attract more local students to choose IIUM as top priority	Cost of Local Advertisement	By June 2021	OPM, AMAD & CPS	<ul style="list-style-type: none"> • Lack of infrastructure for micro-credential learning on a bigger scale • Bureaucracy in approval of income generating projects • Investment cost to provide the infrastructure for online and micro-credential courses. • High competition among educational institutions which can offer a similar type of courses. • Tuition fees and quality of education variations among educational institutions. • Balancing between social obligation and operational costs i.e providing subsidy
	2) Strengthening promotional activities via website/social media & student agents to increase intake of international students	Commission to students' agents	By June 2021	International Office, OPM, Alumni Chapters, CPS, AMAD	
	3) Offering of micro-credential courses / online courses	Cost for Content Developers System Applications	To start by December 2021	DRAIL, KCA and KCDIO	
	4) Professional certified programs	Cost for Content Developers	Throughout 2021 -2022	IIBF, INHART, ACADEMY, GSM, Law Centre, IFLA	
Risk	The courses may fail to attract the expected number of students and running at loss.				



ENHANCE INCOME GENERATION

Strategic Initiatives	Expanding Professional Services and Consultancies				
Output	More Income From Professional Services and Consultancies				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> • Recognition of IIUM talents • Promote IIUM's image and reputation as a centre for professional services and consultancies. • Provide opportunity for internal experts to contribute to the society 	<ol style="list-style-type: none"> 1) To capitalize being the Regional Centre of Expertise (RCE) on Education for Sustainable Development and receiving the International Green Gown Award for the 2020 Best Sustainable Institution category to offer our advice and consultancy services. 2) Effective Promotion of Shariah Advisory services, Islamic Banking, Halal Training services and Mental Health advisory services, Sustainable Institution 	Entertainment costs for networking	Throughout 2021-2022	Sejahtera Centre, AIKOL, IIBF, INHART, KIRKHS/CCSC	<ul style="list-style-type: none"> • "Think Big" to secure bigger consultancy projects • Competition from other institutions which are providing a similar type of services. • Conflict between official duties and external services and consultancies. • Additional workload to academic staff.

Risk	Less focus on research activities due to additional workload to generate income for IIUM
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ENHANCE INCOME GENERATION

Strategic Initiatives	Research Product Commercialization				
Output	Marketable Research Products				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Perpetual Income from Patent & Royalty 	<ol style="list-style-type: none"> Provide incentive to researchers for marketable research products . Engaging professional marketers to promote our research products e.g. IIUM publications, Bromalin, Fish Fingerling 	Additional points for APAR	By June 2021	RMC OPM IEC Sdn Bhd	<ul style="list-style-type: none"> To secure funding for producing research products Producing unique and marketable products is challenging. High R&D cost.
Risk	Unprofitable venture or unsaleable products and potential of counterfeit				



ENHANCE INCOME GENERATION

Strategic Initiatives	Enhancement of SASMEC Income				
Output	More Income to be generated from healthcare revenue segment				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Enhance reputation of SASMEC More healthcare services and benefits can be provided to students, staff and communities. 	1) SASMEC Private Wing	Upgrading costs for SASMEC	June 2022	SASMEC	<ul style="list-style-type: none"> Lack of state of the art facilities and equipment at SASMEC. High operating cost to provide quality healthcare services. High R&D cost for new medical product discovery. Insufficient medical specialists to cater for all types of healthcare services.
	2) Commercialize Medical Testing services eg for clinical trials or medical test/diagnostic procedures	Advertisement costs	June 2022		
Risk	<ul style="list-style-type: none"> The legal implication due to staff negligence. Equipment downtime and malfunction. Competition from other public and private hospitals. 				



INTENSIFY ASSET UTILIZATION

Strategic Initiatives	Optimize Use of Asset				
Output	No losses in investment of assets				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Cultivate the culture of sharing Offer services to external parties on available research facilities. 	1) Develop Database on available space & facilities in campus including Mahallah	Costs for development of Database System	June 2021	Development Division RSD OCD KCDIO	<ul style="list-style-type: none"> KCDIOM's reluctance to share facilities, sentiment of possessiveness Assets efficiency and economic life declines over time
	2) Present the analysis to the respective KCDIOs and discuss on the possible solutions to close the gaps. Monitor utilization rate	-Nil-	June 2021		
	3) Offer services to external parties on available research facilities		Throughout 2021-2022		
Risk	<ul style="list-style-type: none"> Overuse of assets causing high maintenance cost Insufficient infrastructure at research facilities for rental to external parties. 				



INTENSIFY ASSET UTILIZATION

Strategic Initiatives	Asset Monetization				
Output	Increase In Income from Rental of Assets				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Strengthening IIUM net worth 	<ol style="list-style-type: none"> Enhance marketing for IIUM residential properties – Batu 11 apartments, Desa Bistari condo, ISTAC apartments Capitalize availability of research facilities to offer for services 	Cost of marketing materials	Rentable condition by December 2021	RSD OCD ISTAC KCDIOs	<ul style="list-style-type: none"> Marketing of assets Competition from other premises and facilities nearby. High refurbishment cost of buildings and facilities.
Risk	<ul style="list-style-type: none"> Outstanding debts /bad debts Long payback period 				



INTENSIFY ASSET UTILIZATION

Strategic Initiatives	Real Estate Development				
Output	Increase The Value of Assets				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Increase in IIUM Net worth Creation of new sources of revenue by unlocking of value of real estate businesses. 	<p>1) Explore the possibility of developing the Southzone, Janda Baik Land, Gambang Land, Batu 11 Gombak, Waqf Land (Tan Sri Prof Kamal)</p> <p>2 block Shophouses at IM2</p> <p>4 blocks shophouses at IM7</p> <p>Part of Inocem land for income generation via smart partnership, PFI arrangement</p>	Seed money	By December 2022	Development Division IEF OCD	<ul style="list-style-type: none"> Financing costs Marketing of real estate Land status such as land ownership and purpose of land. Determining the right business and partners for collaboration/venture.
Risk	<ul style="list-style-type: none"> Failure to launch leading to losses Problems with developer / contractor Legal implication to IIUM arising from cease of business operation 				



INCREASE COST SAVINGS

Strategic Initiatives	Campus Sustainability				
Output	Reduce operating costs				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Made IIUM more competitive Increase operation efficiency through cost control 	1) Implement Inventory policy for medical/chemical consumables with expiry dates	Costs incorporated in savings	March 2021	SASMEC MSD Development Division Finance Division KCDIOs	<ul style="list-style-type: none"> To create culture on prudent spending Determine the effectiveness of the cost cutting measures on productivity.
	2) Value for Money purchases through E-Bidding	Upgrading of procurement system	June 2021		
	3) Rationalize appointment of academic administrators	Costs are incorporated in savings	June 2021		
	4) i) Energy savings for electricity & water ii) Green Initiatives iii) Promote Reduce, Reuse, Recycle		Throughout 2021-2022		
Risk	<ul style="list-style-type: none"> Overly cost cutting may affect quality of service delivery 				

INCREASE COST SAVINGS (continued)

Strategic Initiatives	Streamline Redundant Programs and Encourage Timely Graduation				
Output	Reduce operating costs				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Made IIUM more competitive Increase operation efficiency through cost control 	<ol style="list-style-type: none"> Encourage students to graduate on time to save cost while maintaining quality education. Reduce redundancy of programs / services The programs that are running at a loss should be closed 	Costs incorporated in savings	Throughout 2021-2022	DRAIL	<ul style="list-style-type: none"> To create culture on prudent spending Determine the effectiveness of the cost cutting measures on productivity.
Risk	<ul style="list-style-type: none"> Overly cost cutting may affect quality of service delivery 				



INCREASE PRODUCTIVITY

Strategic Initiatives	Lean Management				
Output	Reducing cost inefficiency				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Higher Productivity 	1) Revisit Productivity Ratio: Academic Staff: Student Academic: Administrative staff	-Nil-	March 2021	MSD Development Division Finance Division KCDIOs	<ul style="list-style-type: none"> Upskilling and reskilling of talents
2) Review on contract and part time staff due to new normal	Costs are incorporated in savings	June 2021			
3) Simplification of work processes e.g. Admission process Payment Process					
4) Promote the concept of “gotong royong” for simple maintenance & beautification projects					
Risk	<ul style="list-style-type: none"> Staff dissatisfaction and demotivation Designed training activities fail to enhance staff competency due to inaccurate Training Need Analysis (TNA). 				



INCREASE PRODUCTIVITY

Strategic Initiatives	Effective Cost Per Student				
Output	Low cost per student compared to industry				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Education as social investment 	<ol style="list-style-type: none"> Reduce Operational Cost and Increase student Intake Increase the number of student intake (i.e., offer more online courses, promote executive programs, etc.) 	-Nil-	Throughout 2021-2022	AMAD CPS DRAIL Finance Division KCDIOs	<ul style="list-style-type: none"> To have a common and accepted formula for cost per student in the industry (standard cost)
Risk	<ul style="list-style-type: none"> Stringent policy on student fees imposed by the MOHE. Poor debt collection system. 				



WAQF INITIATIVES

Strategic Initiatives	Diversity Sources of Waqf				
Output	More contributions for Waqf and return in Waqf Investment				
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Able to spread the risk of loss of contributions/ sponsorship 	1) Expand philanthropy base to include non-muslim, tap on IIUM Alumni & collaborations with GLCs and other corporate bodies	Entertainment expenses	March 2021	IEF Alumni Relations Division	<ul style="list-style-type: none"> Getting contributions during economic downturn
<ul style="list-style-type: none"> Waqf Economy 	2) Running a business with the Waqf Fund to enable it to be self-sustaining e.g. Dialysis Centre, Patin Buah fish project	-Nil-	Throughout 2021-2022	IEF KCDIOs	
Risk	<ul style="list-style-type: none"> Irregular contributions affect planning of sponsorship disbursement 				



WAQF INITIATIVES

Strategic Initiatives					
Strengthen Governance of Waqf					
Output					
Regulated Waqf administration					
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Gaining Public Trust on Waqf Management 	1) Full Block Chain Governance to enhance transparency and reduce bureaucracy	Cost for developing block chain applications	December 2021	IEF OLA KICT ITD	<ul style="list-style-type: none"> Overcoming the present Waqf regulations / requirement at state level.
Risk	<ul style="list-style-type: none"> Changes in policies of the University or the Government. Restriction and regulation by the State Religion Department 				
Strategic Initiatives					
Enhance Waqf promotional package					
Output					
More appealing in Waqf promotion's material and presentation					
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Increase in Waqf fund collection 	1) Promote customization of ROI Identify market segment Tagline "The only asset you bring with you"	Entertainment expenses	March 2021	IEF	<ul style="list-style-type: none"> Competition from internal and external in canvassing the donation
Risk	<ul style="list-style-type: none"> Deviation of Waqf Spirit 				



WAQF INITIATIVES

Strategic Initiatives					
Professional Management of Waqf					
Output					
Transparency in managing the Waqf fund and contribution received according to Shariah compliance					
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> Establishment of Waqf Centre in IIUM 	1) i) Establish Structured Waqf Management ii) Appointment Professional Fund Raiser iii) Turn Will as Waqf	<ul style="list-style-type: none"> Promotional expenses Fees for Fund Raiser 	December 2021 to June 2022	IEF	<ul style="list-style-type: none"> Compliance with the State Waqf Act.
Risk					
<ul style="list-style-type: none"> Changes in the regulation by the State Religion Department on the Waqf concept. Misappropriation of fund 					
Strategic Initiatives					
Collaboration with IIUM Alumni on Endowment					
Output					
Increase in contribution from IIUM Alumni					
Impact	Action Plans	Financial Implication	Duration	Accountability	Challenges
<ul style="list-style-type: none"> “Giving Back” culture among alumni 	1) JV projects with our alumni on profitable ventures	-Nil-	December 2021	IEF Alumni Relations Division	<ul style="list-style-type: none"> Getting the interest and to sustain the interest of alumni to “give back”
Risk					
<ul style="list-style-type: none"> Contribution from “infamous” alumni may affect IIUM’s good reputation Ensure the validity of the sources of monetary contribution (i.e money laundering) 					



THANK YOU