

Tajuk : UNIMAS Launches Book On Its Strategy Planning

UNIMAS launches book on its strategy planning

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KUCHING: Universiti Malaysia Sarawak (UNIMAS) launched a book on its strategy planning entitled 'UNIMAS Strategy 2015' at the university this morning.

The launching is part of UNIMAS' 20th anniversary celebration this year.

The book aims to share with stakeholders and clients, UNIMAS' strategy towards 2015. It is also the university's response to phase two of the National Higher Education Strategic Plan (NHES) themed 'Strengthening and Enhancement' which is from year 2010 to 2015.

The launching ceremony was officiated by Deputy Minister of Higher Education, Dato' Saifuddin Abdullah, in the presence of UNIMAS Vice Chancellor, Prof Datuk Dr Khairuddin Ab Hamid and members of the UNIMAS top management at the Gallery Room of University House.

It was also attended by UNIMAS staff unions (PPAU, PPU & KESAUMAS) and students' representatives (MPP).

Meanwhile, with respect to phase one of NHES - 'Laying the Foundation', UNIMAS has been one of the most successful universities in achieving the needs of phase one, said a statement from UNIMAS yesterday.

It said in phase one of NHES, UNIMAS had developed an extensive system of performance measurement called UNIMAS BSC.

The project was based on the concept of Balanced Score Card that originated from two famous professors from Harvard, Norton and Kaplan. UNIMAS BSC was developed in-house by the Quality Assurance Division (QAD) of UNIMAS from 2009 to 2011.

In support of UNIMAS BSC is an online application system called PerforMS which manages the formulation of strategic actions by various Faculties/Institutes/Centres/Divisions (F/I/C/D) in UNIMAS, monitors the progress of action plans and measures the achievement of UNIMAS KPI.

This system is also developed in-house by the Centre of ICT and Services (CICTS) and launched by the Vice Chancellor in 2010.

UNIMAS has also produced various other systems that are necessary to lay down the right foundation for its progress and achieve the spirit of phase one NHES, said the statement.

Among them are iRIS (Integrated Research Information Systems), InMinds (Intelligent Mining Database System), UNIMAS CSO (Customer Satisfaction Online), e-Prestasi (annual performance assessment), e-Course Outline, e-Voting and many others.

UNIMAS has done well and many in achieving the requirement of phase one NHES.

It pointed out during 2009

to 2011, the QAD has diligently started the project towards implementing phase two NHES 'Strengthening and Enhancement'.

Various workshops, surveys, interviews, analyses, brainstormings and other relevant activities were organised during that period. The number of such activities total up to no less than 85 various activities.

QAD started developing the strategy towards increasing the outputs by UNIMAS and enhancing all the necessary processes.

By 2011, the execution of the UNIMAS strategy had started and many projects to support the strategic plan had been launched.

Having established and commended all these efforts towards phase two NHES, UNIMAS is ready to share with its stakeholders the essence of its strategy. The project to write the book thus started in early this year until its launching today, explained the statement.

It added the underlying backbone of UNIMAS strategy are two important pillars - the UNIMAS BSC and Strategic Review Initiatives.

The UNIMAS BSC has a total of 23 KPI that must be achieved from 2011 to 2015.

Out of the 23 KPI, 3 are lead indicators while the rest are lag indicators. Amongst the lead indicators are employee satisfaction survey and UNIMAS student employer survey.

Monitoring of these KPIs by the use of the application system PerforMS requires each F/I/C/D to submit online their commitments and Performance Indicators (PIs) for the next two years.

At the end of each year, the QAD will conduct the Performance Audit to verify the achievements of those PIs.

Altogether, there are four perspectives under the UNIMAS BSC viz the Financial, Customer, Internal Process and Learning & Growth.

Each of these perspectives has several Strategic Objectives (Sos) and its KPI.

UNIMAS outlined nine Sos or key result areas in the few years, said the statement. It said amongst these SOs are optimising student-related expenditure, achieve high graduate employability, pursue research excellence in niche areas, develop competent staff and many others.

QAD has also outlined few critical activities to disseminate, cascade and ensure the successful implementation of UNIMAS strategy.

The most important of all is the process called FOCUS-I which is a six-monthly meeting between QAD as the Secretariat to UNIMAS strategy and members of the top management.

During the FOCUS-I session, data of performance and analysis were presented and critical issues discussed while

problems were solved.

Hitherto, UNIMAS has commenced several projects to execute its strategy. Some of these projects are COPIA-2, Q-ReServis, GradPhD, MyMohes, 5S, ICC, C-Process, UNIMAS Records, Academic Programme Benchmarking, Institute Benchmarking and many others.

It is envisaged that by 2015, UNIMAS should have increased its productivity and services many folds.

At the same time, UNIMAS is also in the process of preparing for the formulation of its own Blue Ocean Strategy and is expected to start by 2016, the beginning of phase three NHES, the statement informed.

There are several unique features of UNIMAS Strategy 2015, it pointed out.

As opposed to the conventional Top-Down methodology of strategy implementation, UNIMAS adopted a Bottom-Up concept meaning commitments from F/I/C/D form the most important element in developing the various action plans.

It added as a check and balance measure, the management will be adopting the so called Outcome Based Budgeting (OBB) system by 2013. This means UNIMAS will allocate fund to where the KPIs are being supported or produced.

Another feature worth mentioning about UNIMAS strategy is the fact that F/I/C/D has been grouped into two: Producer and Services groups.

Most of the faculties and institutes fall under the Producer group because they are responsible to produce the outputs required by the stakeholders while the other department offering support services are grouped in the Services group.

The statement added QAD also introduced four core values for staff to uphold, namely, Perseverance, Innovative, Collegiality and Sincerity.

Another transformational feature of this strategy is the introduction of 'STM Triple A'. This acronym stands for the culture of Strategising, Target setting, Measuring, Aligning, Analyzing and Auditing.

These six cultures must be inherent in UNIMAS working environment and each of UNIMAS staff is expected to commit to it, said the statement.

And as part of the launching programme, QAD has also produced a song called 'Transformasi UNIMAS' to disseminate the important message related to UNIMAS strategy.

"It is hoped that with the launching and implementation of UNIMAS Strategy 2015, UNIMAS will leap-frog its performance and change its landscape into an excellent university," concluded the statement.