



# **STRATEGIC PLANNING AND MANAGEMENT FOR HIGHER LEARNING INSTITUTION**

**31/10/2018**

***DELIVERED BY***

**PROFESSOR MOHD RIDZUAN NORDIN  
FPTT, UTEM**

# MOHD RIDZUAN NORDIN

## EDUCATION

1. BSc (Hons) in Chemistry-1985, University of Tasmania
2. PhD in Heterogeneous Catalysis – 1990, University of Tasmania
3. Diploma in Personnel Management – 1997, Malaysian Institute of Personnel Management
4. MBA – 1998, UKM

## WORK EXPERIENCE

1. Lecturer and coordinator of Teleconferencing, USM, 1990 - 1994.
2. VP Academic, ITTAR, KUB, 1995-1997.
3. Director for Academic and Strategic Initiative then Senior Lecturer, UT-MMU, 1997-2003.
4. Associate Professor and Director for Corporate and International Communication, KUTKM, 2007-2003.
5. Professor and Director for Planning and Quality Management, then Dean for Graduate Studies, then Dean for Student Affairs and then Director Academic Innovation and Competitiveness, UMP, 2003 -2015.
6. Professor and PNC-JIM, then PNC-PPF, UTEM, 2015 – Now.

## RELEVANT ROLES

### PRESENT

1. Member, Board of Directors, UTeM Holding
2. Member, Board of Directors, UTeM
3. Member, Board of Directors, Yayasan Alor Gajah
4. Member of the Senate, UTeM

### PAST

1. Chairman, Education Committee, Masjid Tanah Parliamentary Constituency
2. Member, Board of Directors, Yayasan Melaka, Melaka State.
3. Member of the Senate of UMP, KUIM and MMU.
4. Member, Board of Directors, Maktab Koperasi Malaysia, KPDNKK.
5. Member, Board of Directors, Malaysian Institute of Aviation Technology Sdn Bhd (MIAT).
6. Member, Board of Directors, Kolej Yayasan Melaka.
7. Member of Academic Board, The World Technological University, Moscow.
8. Member, Council of Kolej Tunku Abdul Rahman.
9. Member, Advisory Council Institut Kota, Melaka.
10. Member, Advisory Council, Kolej Komuniti Masjid Tanah.

# GAME PLAN

**8.00 AM – 10.00 AM**

**1. STRATEGIC PLANNING AND MANAGEMENT (SPM)**

**10.30 AM - 12.30 AM**

**2. STATES OF THE ART FOR SPM**

**14.30 PM – 15.30 PM**

**3. SPM FOR INSTITUTION OF HIGHER LEARNING**

**15:30 PM – 16:30 PM**

**4. EXECUTION AND ASSESSMENT**

# OBJECTIVES

**AT THE END OF THE ONE DAY TRAINING PROGRAMME,  
PARTICIPANT SHOULD BE ABLE TO :**

- 1. DESCRIBE THE ESSENCE OF STRATEGIC PLANNING AND  
MANAGEMENT**
- 2. APPLY STRATEGIC MANAGEMENT MODEL / TECHNIQUES /  
TOOLS TO APPRAISE ANY ENTERPRISE**
- 3. FORMULATE AND APPRAISE STRATEGIC INITIATIVES FOR IHL**
- 4. ANALYSE THE ROLE OF INDIVIDUALS AND TEAMS FOR  
SUCCESSIONAL IMPLEMENTATION OF STRATEGIC INITIATIVES**

# FEEDBACK ABOUT ONESELF

INDICATE YOUR DEGREE OF AGREEMENT ON THE FOLLOWING **STATEMENTS RELATED TO YOURSELF** USING

1: strongly disagree; 2: disagree; 3: somewhat disagree; 4: undecided  
5: somewhat agree; 6: agree; 7: strongly agree

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1. I always argue for the introduction of challenging initiatives \_\_\_\_\_
2. I always act according to the expectation of others \_\_\_\_\_
3. I always seek input from anyone interested to share \_\_\_\_\_
4. I always review the basis of earlier decisions \_\_\_\_\_
5. I always ignore uncooperative individuals \_\_\_\_\_

## FEEDBACK ON UTEM

INDICATE YOUR DEGREE OF AGREEMENT ON THE FOLLOWING **STATEMENTS RELATED TO UTEM** USING

1: strongly disagree; 2: disagree; 3: somewhat disagree; 4: undecided  
5: somewhat agree; 6: agree; 7:strongly agree

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1. The university's priorities are clear \_\_\_\_\_
2. I clearly understand Utem's Strategic Plan \_\_\_\_\_
3. The staff practice Utem's Core Values \_\_\_\_\_
4. Top management provide effective leadership \_\_\_\_\_
5. The coordination of tasks between PTJ is good \_\_\_\_\_
6. Talents are proactively developed \_\_\_\_\_
7. Ownership of responsibilities are clear \_\_\_\_\_
8. Information about works are shared openly \_\_\_\_\_
9. Honest analysis of circumstances is encouraged \_\_\_\_\_
10. Constructive criticism are welcomed \_\_\_\_\_
11. Challenging initiatives are embraced \_\_\_\_\_

# **GAME PLAN**

**8.00 AM – 10.00 AM**

## **1. STRATEGIC PLANNING AND MANAGEMENT (SPM)**

### **OBJECTIVE 1**

**DESCRIBE THE ESSENCE OF STRATEGIC PLANNING AND  
MANAGEMENT**

# PRINCIPLES OF MANAGEMENT (DRUCKERS)

## THE PRACTICE OF MANAGEMENT

1. IS ABOUT HUMAN BEING
2. DEALS WITH INTEGRATION OF PEOPLE IN COMMON VENTURE
3. REQUIRE COMMITMENT TO COMMON GOALS AND SHARED VALUES
4. MUST ENABLE ENTERPRISE AND MEMBERS TO GROW AND DEVELOP AS NEEDS AND OPPORTUNITY CHANGES
5. EVERY ENTERPRISE INVOLVED DIFFERENT WORKS AND REQUIRE DIFFERENT SKILLS, KNOWLEDGE AND ABILITIES
6. NEITHER OUTPUT, QUANTITY NOR BOTTOMLINE IS ADEQUATE PERFORMANCE INDICATOR
7. OUTPUT / RESULT OF ANY ENTERPRISE EXIST ONLY ON THE OUTSIDE



# PRINCIPLES OF MANAGEMENT (DRUCKERS)

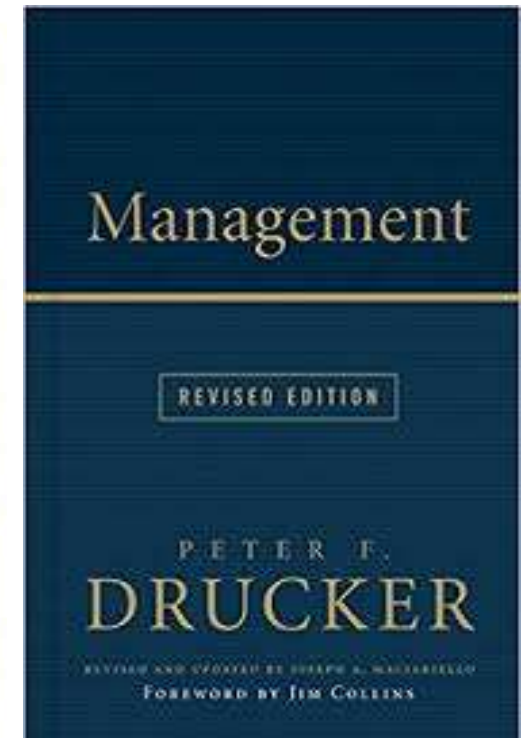
## THE ROLE OF ENTERPRISE

TO CREATE AND SUSTAINABLY EXCEED THE EXPECTATION OF CUSTOMERS

## ROLE OF LEADER

THE VERY BEST LEADERS ARE FIRST AND FOREMOST EFFECTIVE MANAGERS

	LEADERSHIP	MANAGEMENT
ROLE	Visionary / Strategic Thinker	Enterprise Builder / Productivity Expert
FOCUS	Define Purpose / Set Direction	Nurture Organizational Structure / Establish Systems and Processes
APPROACH	Create a Mission Statement	Deliver on the Mission Statement
METHODOLOGY	Evaluate Strengths, Needs and Marketplace	Organize Teams, Plan Budgets, Set Timelines and Maintain Quality
STYLE/TONE	Inspire People / Foster Commitment	Develop Talent / Solve Problems
OUTCOME	Reach Long-Range Goals and Objectives	Manage Projects Effectively and Efficiently

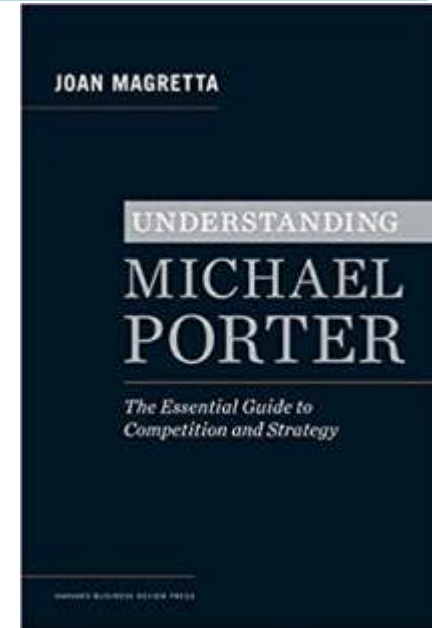


# DEFINING STRATEGIC MANAGEMENT

## COMPETITIVE STRATEGY

IS “ABOUT BEING DIFFERENT” AND “IT MEANS DELIBERATELY CHOOSING A DIFFERENT SET OF ACTIVITIES TO DELIVER A UNIQUE MIX OF VALUES” – MICHAEL PORTER

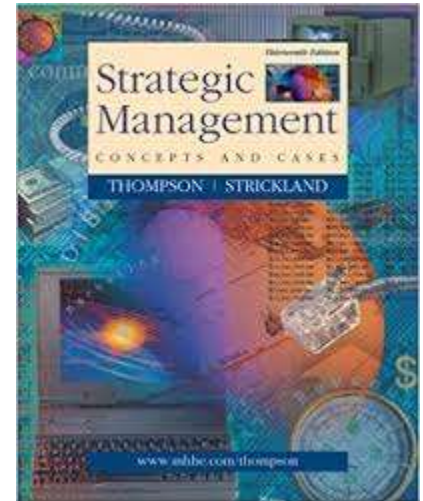
*(MEANT TO ENABLE AN ENTERPRISE TO BE IN A WINNING AND LEADERSHIP POSITION AND TO SUSTAIN THAT POSITION)*



# DEFINING STRATEGIC MANAGEMENT

## STRATEGIC MANAGEMENT

“THE MANAGERIAL PROCESS OF FORMING A STRATEGIC VISION, SETTING OBJECTIVES, CRAFTING A STRATEGY, IMPLEMENTING AND EXECUTING THE STRATEGY AND THEN OVER TIME INITIATING WHATEVER CORRECTIVE ADJUSTMENT DEEMED APPROPRIATE” - THOMPSON AND STRICKLAND

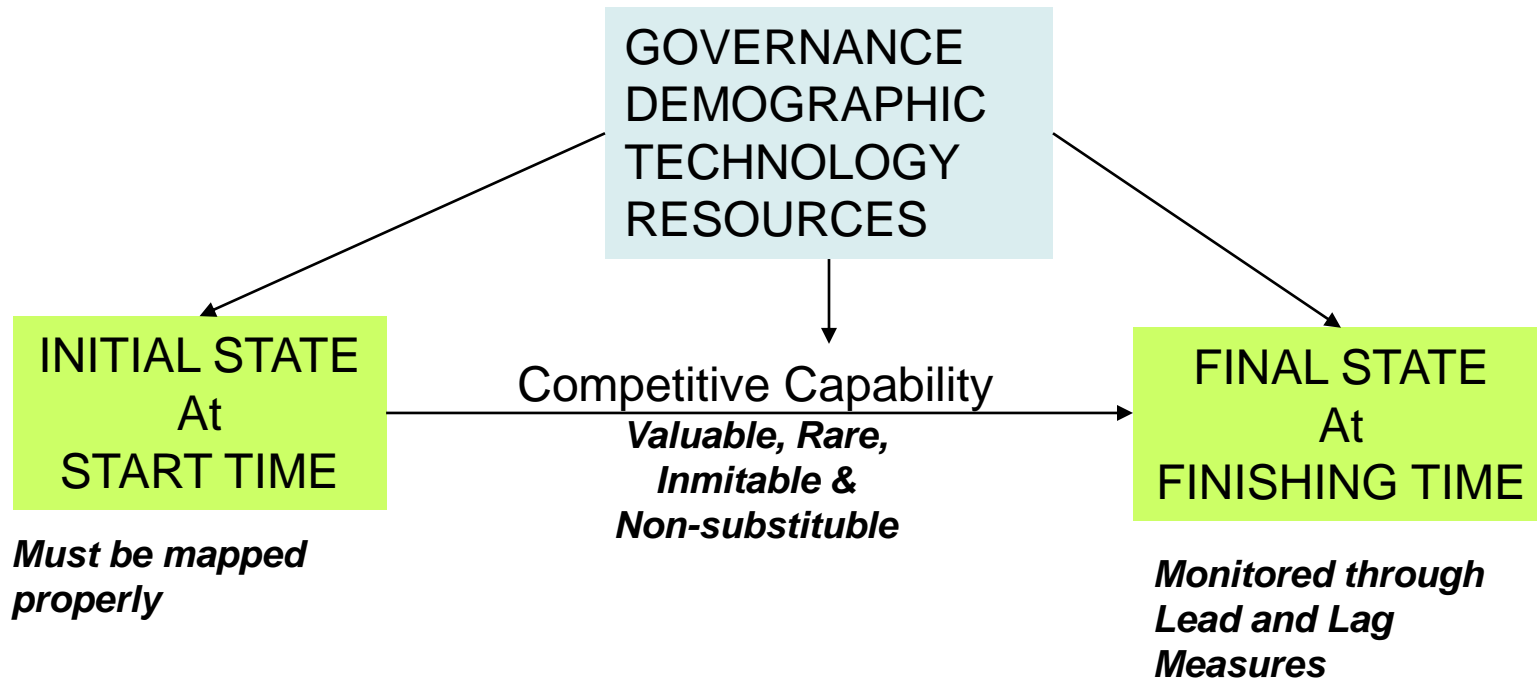


## STRATEGIC PLANNING

AN ORGANISATION'S PROCESS OF DEFINING ITS STRATEGY OR DIRECTION AND MAKING DECISIONS ON ALLOCATING RESOURCES TO PURSUE THIS STRATEGY  
-WIKIPEDIA

# STRATEGIC IMPLEMENTATION

## THE EFFECT OF DRIVING FORCES AND THE NEED TO QUANTIFY TRANSFORMATION



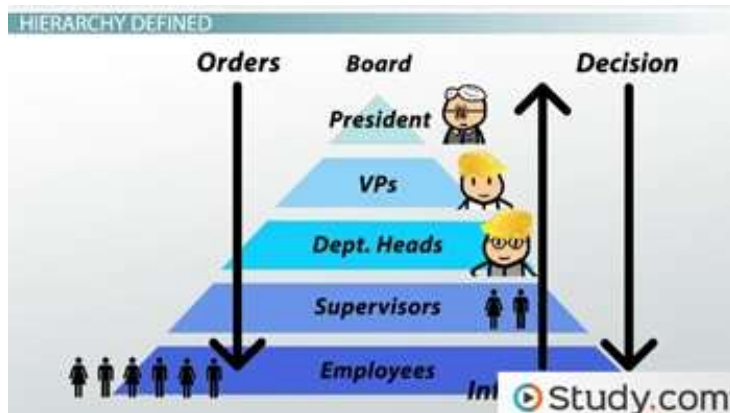
# KOTTER MODEL OF CHANGE

**STRATEGIC MANAGEMENT IS MANAGEMENT OF CRITICAL CHANGE THAT INVOLVE MULTIPLE STEPS**

1. ESTABLISH A SENSE OF URGENCY
2. CREATE GUIDING COALITION
3. DEVELOP A CHANGE VISION
4. COMMUNICATE THE VISION FOR BUY-IN
5. EMPOWER BROAD-BASED ACTION
6. CREATE SHORT TERM WINS
7. NEVER LET UP
8. INCORPORATE CHANGES INTO THE CULTURE

# ORGANIZATIONAL STRUCTURE

**ORGANISATIONAL STRUCTURE IS A TRUE ARTEFACT OF ITS CULTURE THAT INDICATE HOW AN ENTERPRISE OPERATES**



## HIERARCHY VS NETWORK / DISTRIBUTED

Also change of appropriate leadership style from command based to enlightened, such as servant leadership and lateral leadership.

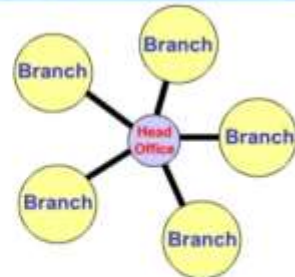
From organizations as "machines" ...

... to organizations as "organisms"

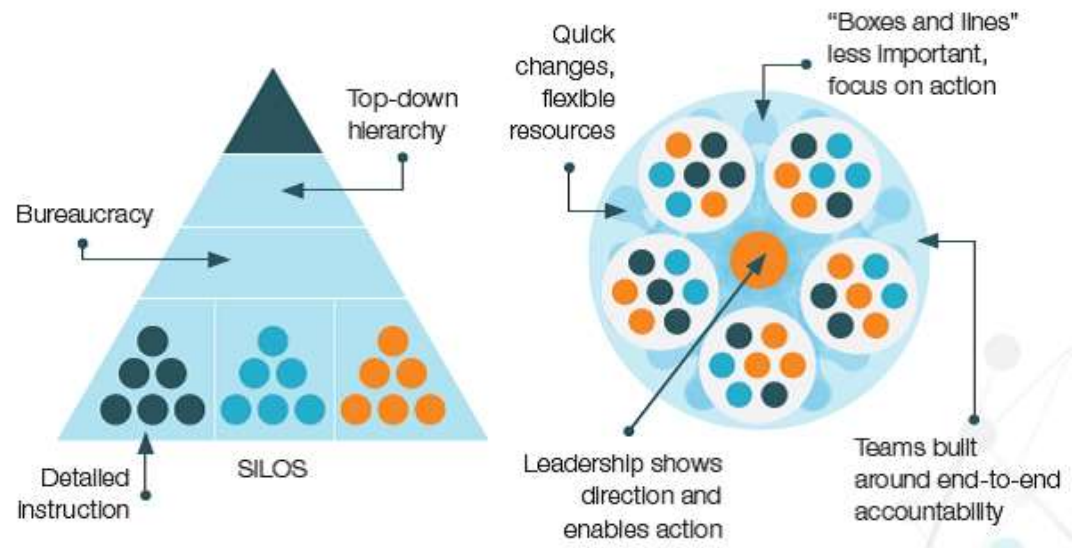
## Centralised or Decentralised?



● **Centralisation** means keeping major responsibilities at the centre of the organisation



● **Decentralisation** involves giving decision-making power to an organisation





# NATURE OF INSTITUTION OF HIGHER LEARNING (IHL)

## IHL IS A COMPLEX ENTERPRISE UNDERTAKING SERVICE FUNCTIONS AND COMPRISED OF PROFESSIONALS AND ACADEMICS

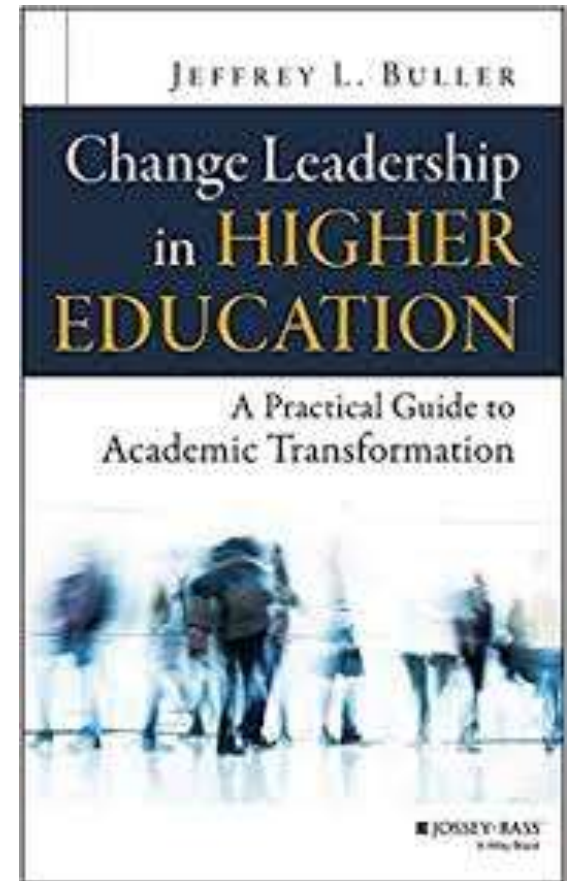
IHL comprise of multiple functions – academics, administration and support functions.

The IKEA effect typify IHL culture – human value highly with what they do themselves.

Academics tend to embrace and identify their role and does not see it as their identity and not as job.

Edward Schein suggested five learning anxiety that hinder change in IHL:

1. Fear of loss of power or position
2. Fear of temporary incompetence
3. Fear of punishment for incompetence
4. Fear of loss of personal identity
5. Fear of loss of group membership



# Porter's Five Forces Analysis

**STRATEGIC PLANNING START WITH ANALYSIS OF THE EXTERNAL THREAT AND RISKS**





# SWOT ANALYSIS AND STRATEGY FORMULATION

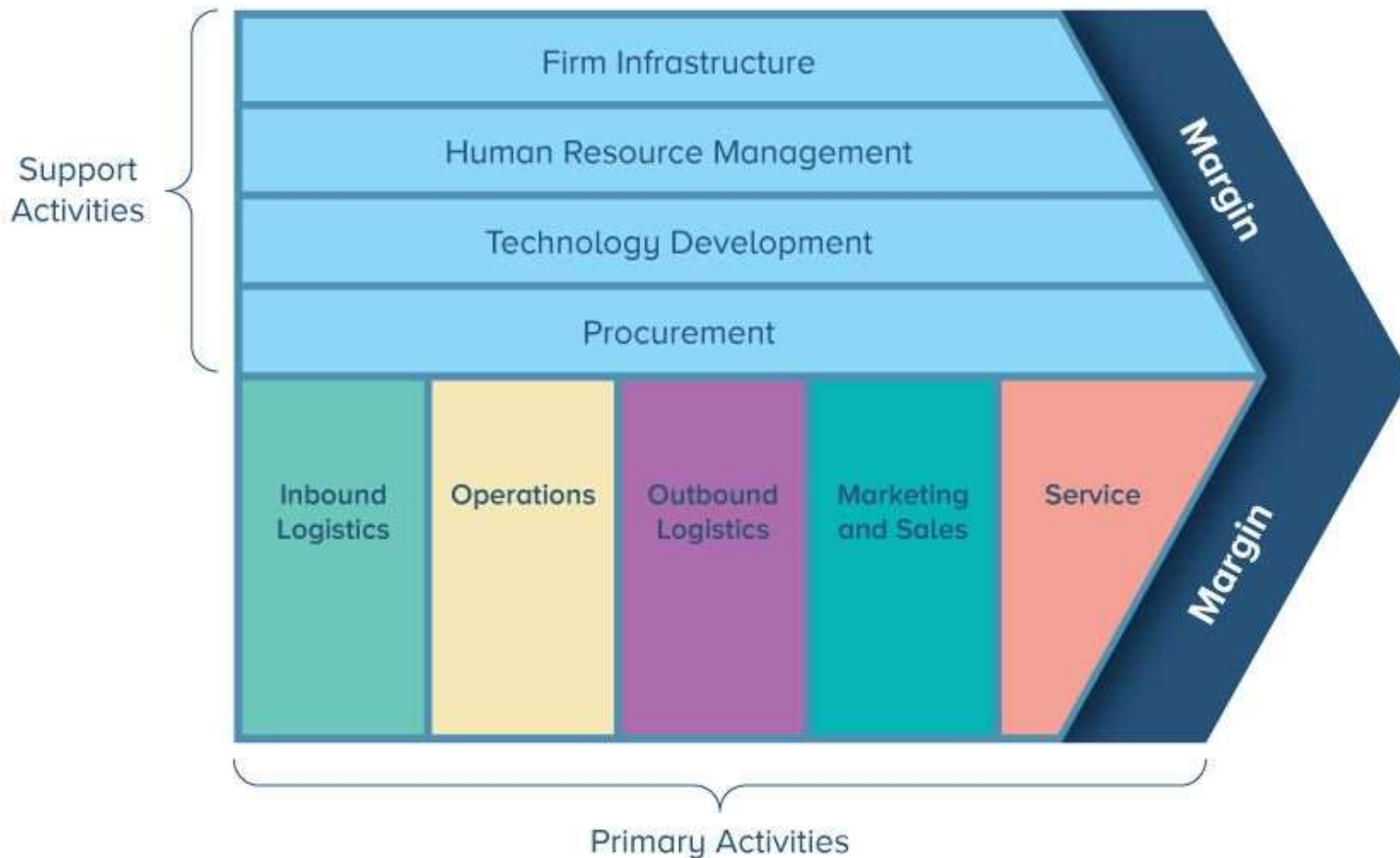
**A THOROUGH ANALYSIS MUST BE DONE TO DISCOVER THE ENTERPRISE'S STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS PRIOR THE FORMULATION OF STRATEGIES**

## TWOS Matrix – Academic Programs

	<b>Opportunities</b> <ul style="list-style-type: none"><li>• Increase in plan funds</li><li>• Accreditation of programs</li><li>• Funding for Learning materials &amp; infrastructure</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Affordability of College for students</li><li>• Poor Student Enrolment</li></ul>
<b>Strengths</b> <ul style="list-style-type: none"><li>• Scholarships</li><li>• Workforce has a commitment to quality, dedication, positive morale, and work ethic</li></ul>	<b>SO</b> Continue efforts for outcome based accreditation <b>Maximize-Maximize Strategies</b>	<b>ST</b> <ul style="list-style-type: none"><li>• Formation of Scholarship Cell with institutional budget funding</li></ul> <b>Maximize-Minimize Strategies</b>
<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Obsolete equipment in Electronic Communications lab</li><li>• Lack of targeted advertisements to students out-of-state or out-of-region</li></ul>	<b>WO</b> <ul style="list-style-type: none"><li>• Modernization of Electronic Communication Lab</li></ul> <b>Minimize-Maximize Strategies</b>	<b>WT</b> <ul style="list-style-type: none"><li>• National level student contests, conferences</li></ul> <b>Minimize-Minimize Strategies</b>

# VALUE CHAIN ANALYSIS

**BENEFIT CREATED FOR CURRENT AND FUTURE CUSTOMER BY EACH PART OF THE ENTERPRISE MUST BE APPRAISED**



# STRATEGIC MANAGEMENT

## SUMMARISING THE RELATIONSHIP WITH DESIRED OUTCOME

### MANAGEMENT

1. Planning
2. Organising
3. Directing
4. Control

### STRATEGIC PLANNING

1. Undertake situational analysis (scanning, monitoring, analysis, forecasting)
2. Set direction (strategy, tactics and techniques)
3. Identify and sequence activities and resources

*To make*

- *work productive and worker achieved.*
- *outcome and impact outstanding*

### DESIRED OUTCOME

1. Efficiency @ economic return
2. Effectiveness @ customer perspective
3. Integrated E & O (best)

## REVIEW QUESTIONS (SESSION 1)

1. Identify UTeM's principal stakeholder. Which of your PTJ's functions created the highest value for Utem's the stakeholder ?
2. What are the most important activity that drive this function ?

**10.30 AM - 12.30 AM**

## **2. STATES OF THE ART FOR SPM**

### **OBJECTIVE 2**

**APPLY STRATEGIC MANAGEMENT MODEL / TECHNIQUES /  
TOOLS TO APPRAISE ANY ENTERPRISE**

# COMPETITIVE ANALYSIS

**ENTERPRISES' CAPABILITIES THAT ARE VALUABLE, RARE, INIMITABLE, NONSUBSTITUTABLE DETERMINE WHETHER THE ENTERPRISE HAS COMPETITIVE ADVANTAGE**

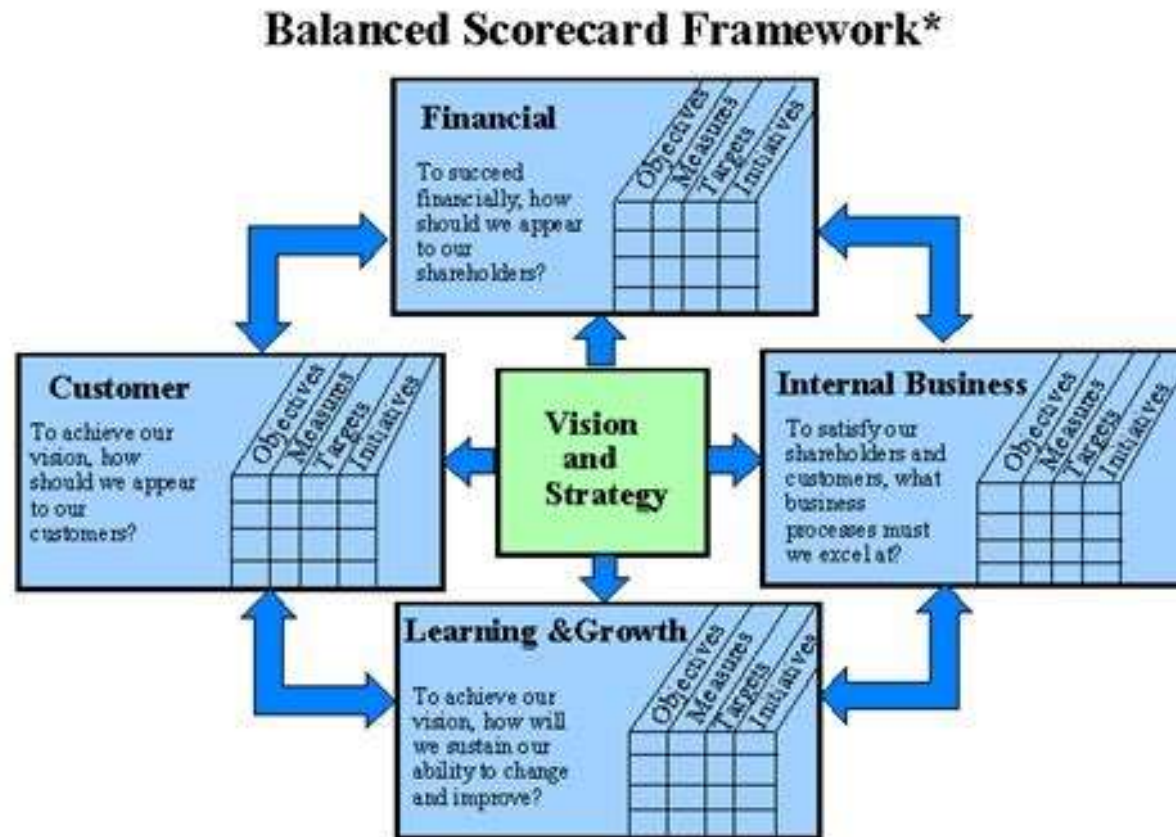
## VRIN Analysis



Tangible Resources	Rare	Valuable	Inimitable	Non Substitutable	Implications for Competitiveness
Financial	No	Yes	No	No	Competitive Parity
Organizational	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Physical	Yes	Yes	No	No	Temporary Competitive Advantage
Technological	No	Yes	Yes	No	Temporary Advantage
<b>Intangible Resources</b>					
Innovation	Yes	No	No	No	Competitive Parity
Human	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Reputation	Yes	Yes	No	No	Temporary Competitive Advantage

# BALANCED SCORECARD CARD FRAMEWORK

ENTERPRISE MUST CATER AND BALANCE THE NEED TO SATISFY MULTIPLE STAKEHOLDERS BOTH EXTERNAL AND INTERNAL



\* Adapted from Kaplan & Norton, 1996. *The Balanced Scorecard*. Harvard Business School Press: 9. Original from HBR Jan/Feb 1996, p. 76.

# BUSINESS MODEL INNOVATION

**THE BENEFIT AN ENTERPRISE CREATED SHOULD BE MEASURED FROM EXTERNAL PERSPECTIVE ESPECIALLY VALUES CREATED FOR CUSTOMER**

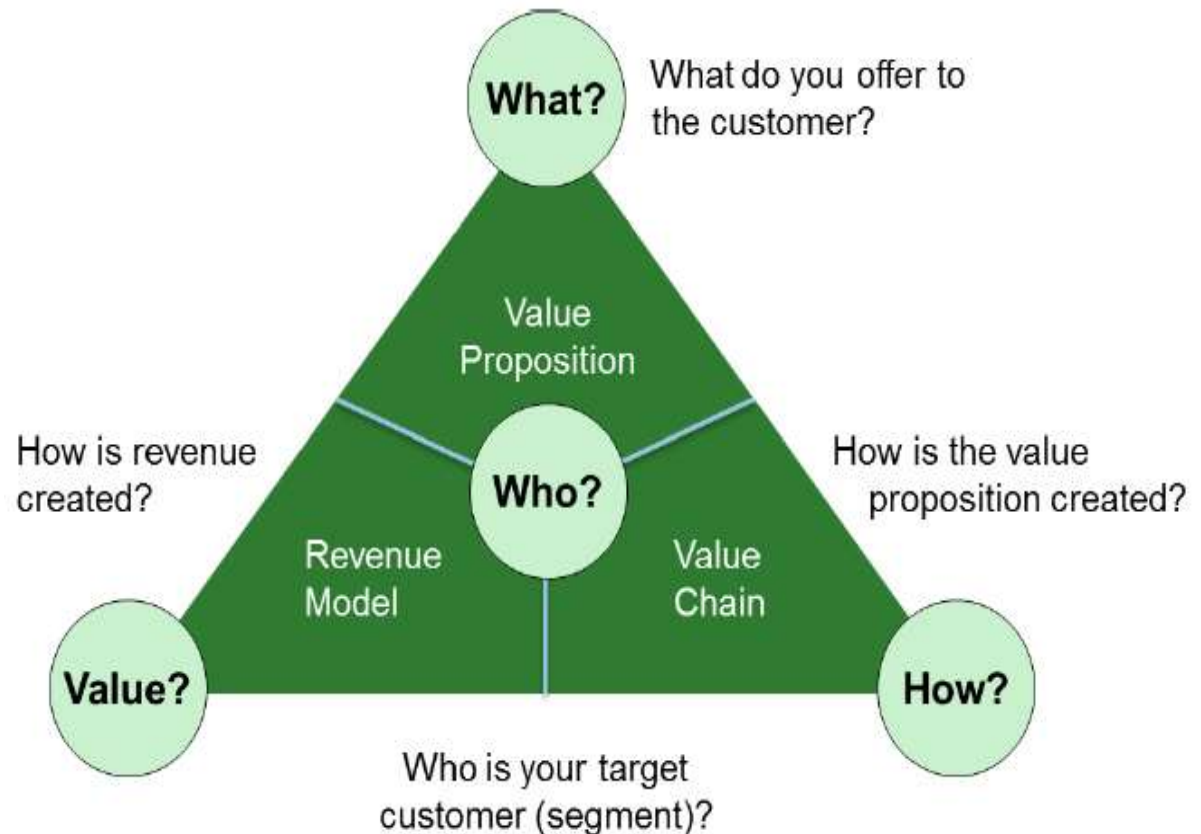
## BUSINESS MODEL

Value Proposition

Value creation

Value Delivery

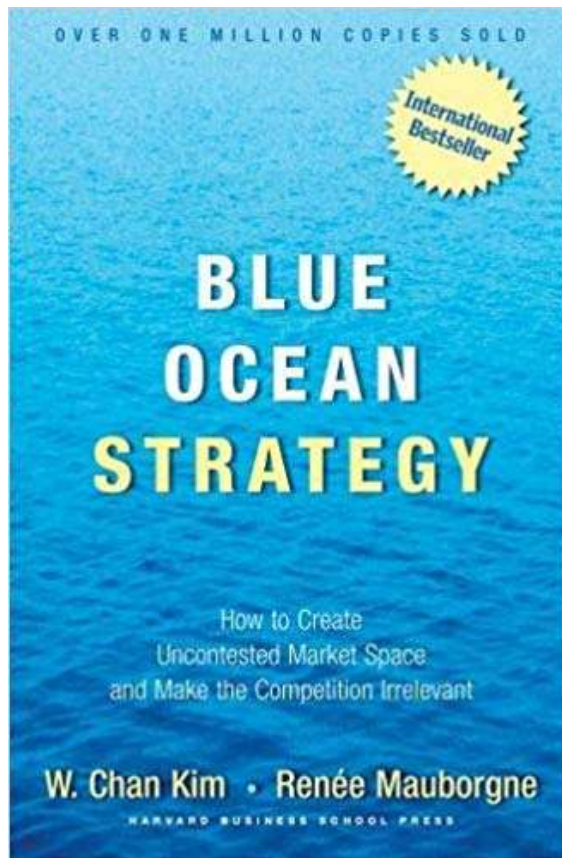
Value Capture



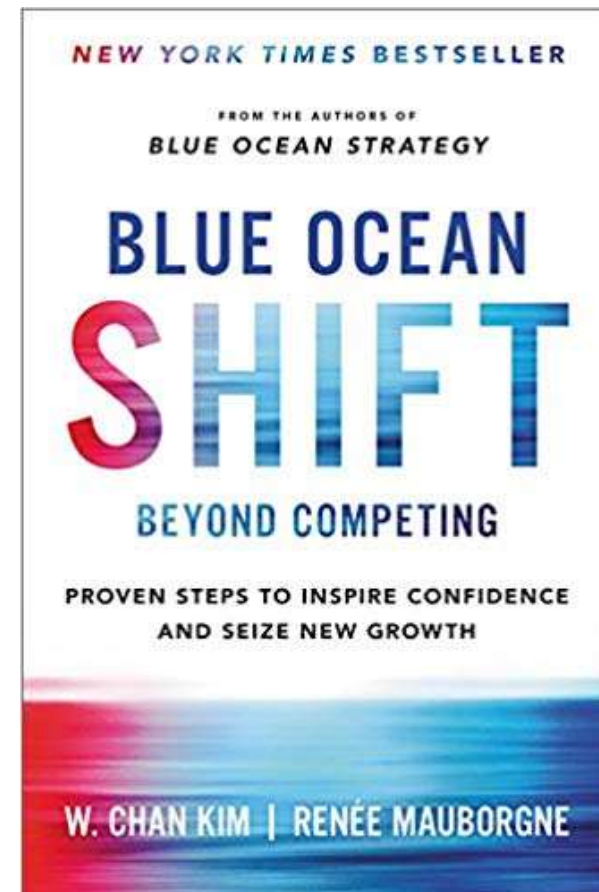


# BLUE OCEAN STRATEGY AND BLUE OCEAN SHIFT

**ENTERPRISE SHOULD FIND UNSERVED CUSTOMER SEGMENT OR NEW WAYS TO SATISFY CURRENT CUSTOMER. THIS MAKES COMPETITION REDUNDANT.**

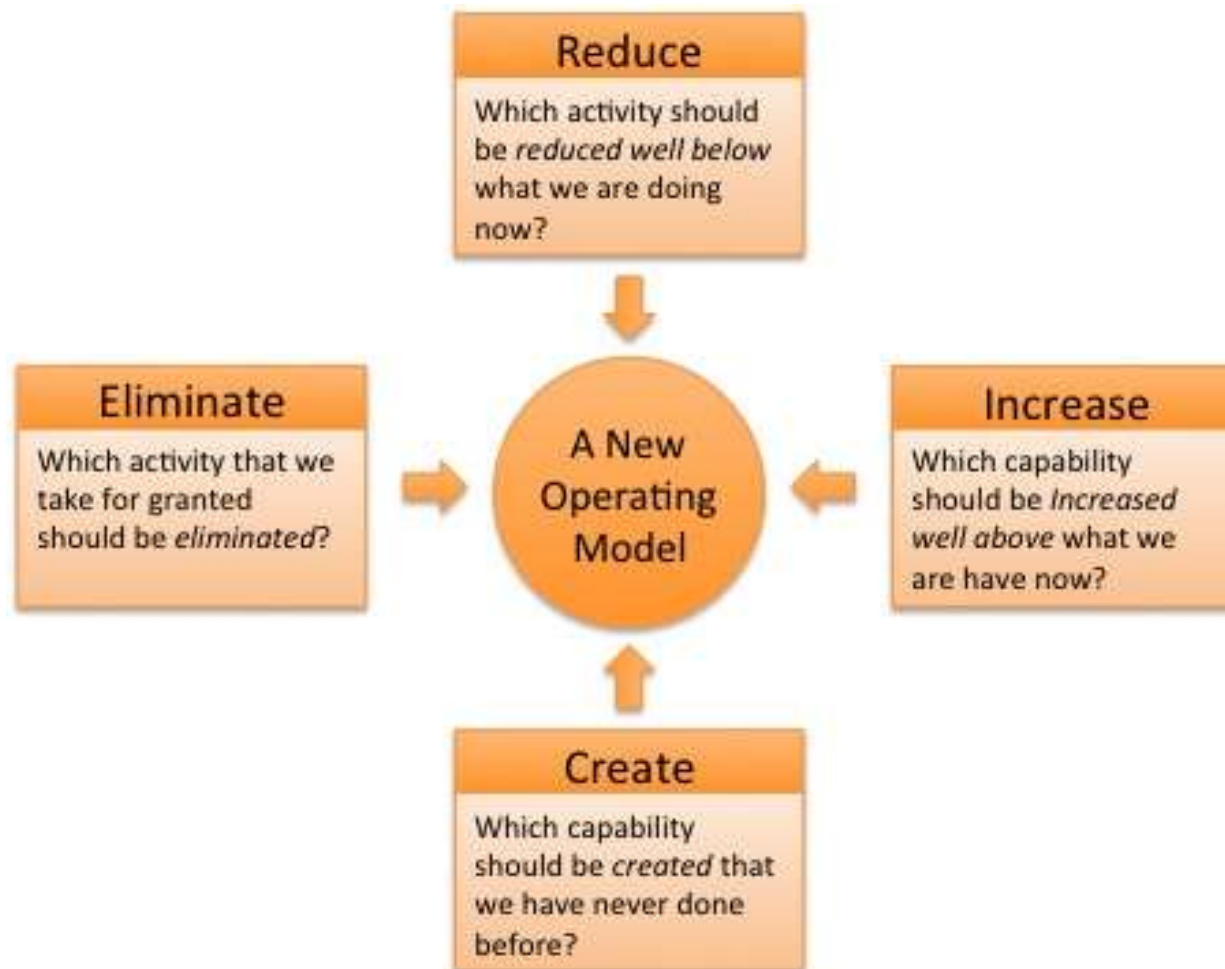


1. GET STARTED USING PIONEER-MIGRATOR-SETTLER MAP
2. UNDERSTAND WHERE WE ARE NOW
3. IMAGINE WHERE WE COULD BE USING BUYER UTILITY MAP AND THE THREE TIERS OF CUSTOMERS
4. FIND OUT HOW TO GET THERE USING SYSTEMATIC PATH TO CREATE MARKET SPACE
5. MAKE YOUR MOVE



## BLUE OCEAN STRATEGY AND SHIFT (ERRC)

NEW OFFERINGS WOULD INVOLVE ELIMINATION, REDUCTION, RAISE AND CREATION OF NEW FEATURES, STEPS AND PROCESSES. THE NEW OFFER IS IN DIFFERENT CATEGORY THAN THE PREVAILING OFFERS.



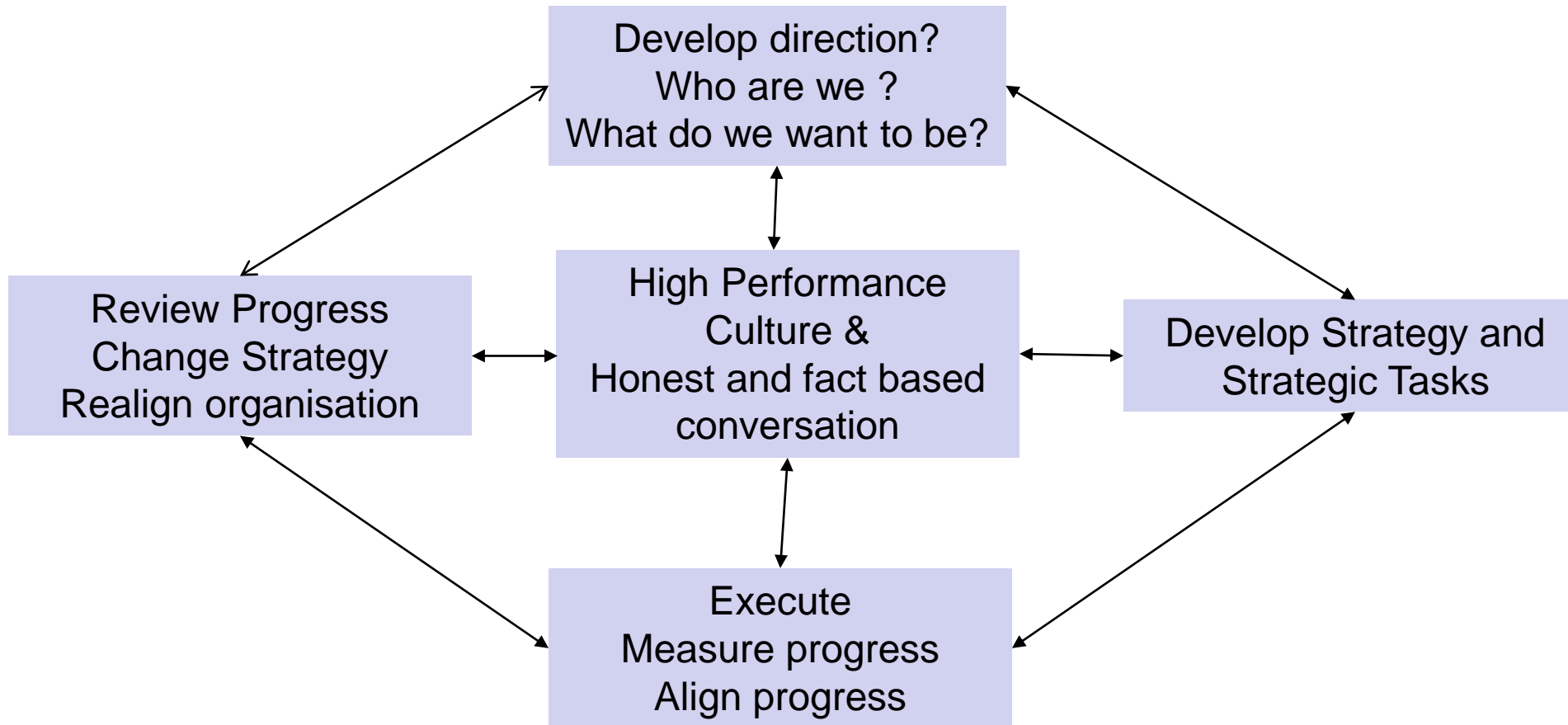
**FROM CHANGE MANAGEMENT TO CHANGE LEADERSHIP  
EXEMPLIFIED BY STEVE JOB'S LEADERSHIP**

**“THE BEST WAY  
TO PREDICT THE FUTURE  
IS TO INVENT IT”**

-ALAN KAY

# STRATEGIC PERFORMANCE MANAGEMENT SYSTEM

**THE STRATEGY SHOULD BE SUPPORTED BY HIGH COMMITMENT AND HIGH PERFORMANCE TEAM**



# REQUIREMENTS AND DETAILS

**SUCCESSFUL IMPLEMENTATION REQUIRE ALIGNMENT OR FIT AT INDIVIDUAL, TEAM AND SYSTEM LEVELS**

## GIFT STRATEGY

$$G = I \times (F + T)$$

G IS GROWTH  
I IS INVESTMENT  
F IS FIT  
T IS TALENT

## HIGH COMMITMENT HIGH PERFORMANCE TEAM

Require

1. Psychological Alignment
2. Performance Alignment
3. Capacity to Learn

## REQUIREMENTS

1. Integrity
2. Proficiency (productivity)
3. Creativity (potential)

# **BARRIERS TO EFFECTIVE STRATEGIC IMPLIMENTATION**

**MOST STRATEGIC INITIATIVES FAILS DUE TO ONE OR COMBINATIONS OF THE FOLLOWING WEAKNESSES.**

1. UNCLEAR PRIORITIES AS WELL AS UNCLEAR STRATEGY AND VALUES
2. INEFFECTIVE SENIOR TEAM
3. TOP DOWN OR LAISSEZ-FAIRE MANAGER
4. POOR COORDINATION ACROSS FUNCTIONS, BUSINESS UNIT OR GEOGRAPHIC REGION
5. INADEQUATE DEVELOPMENT OF DOWN THE LINE LEADERS
6. CLOSE VERTICAL COMMUNICATION THAT PREVENT TRUTH FOR BOTTOM UP COMMUNICATION

## REVIEW QUESTIONS (SESSION 2)

1. Compare Balance Score Card with Business Model Innovation strategic framework.

2. Propose one candidates for each E-R-R-C categories of the Blue Ocean Strategic Shift?

**14.30 PM – 15.30 PM**

### **3. SPM FOR INSTITUTION OF HIGHER LEARNING**

#### **OBJECTIVE 3**

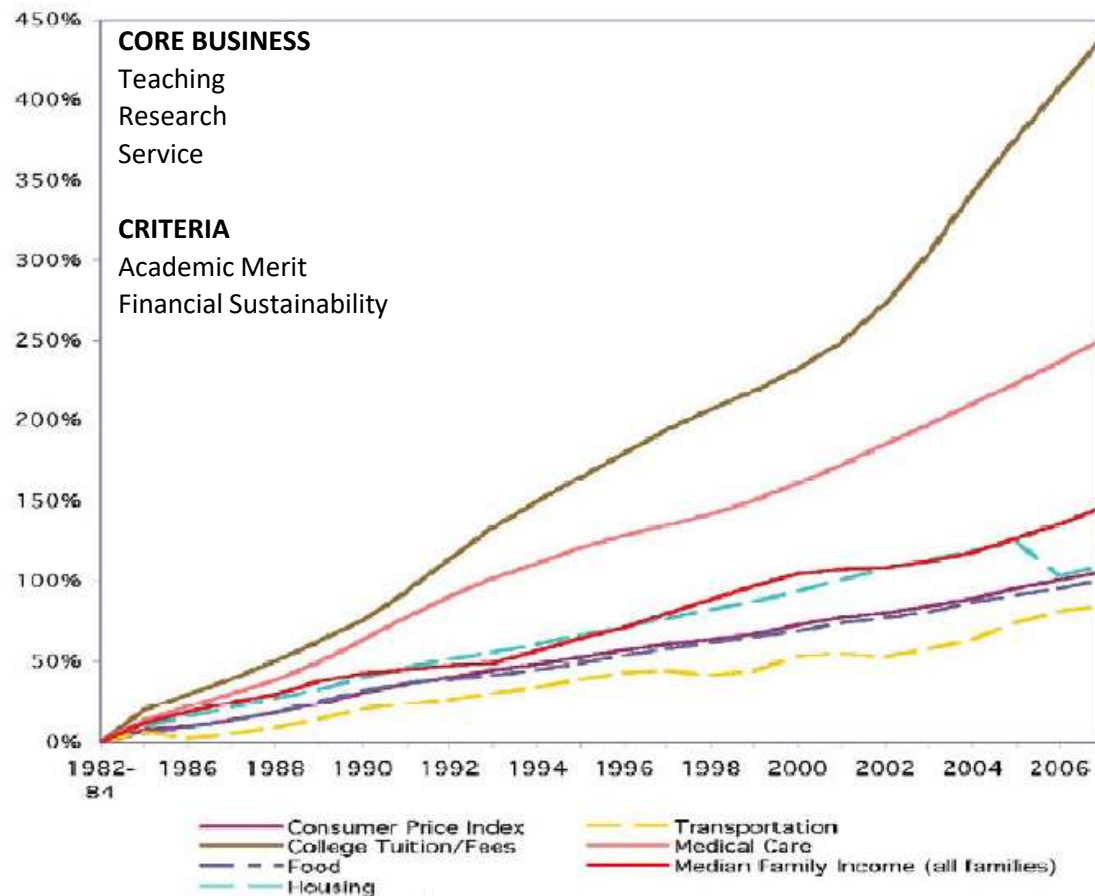
**FORMULATE AND APPRAISE STRATEGIC INITIATIVES FOR  
IHL**



# PREVAILING REALITY OF AMERICAN HIGHER EDUCATION SCENE

## IS THE BUSINESS MODEL OF HIGHER EDUCATION (IN US AND ELSE WHERE) BROKEN?

THE IHE SYSTEM NEED TO ADAPT TO THE NEW MARKET REALITY. SOME NEED NEW MODEL



# SPM FOR IHL

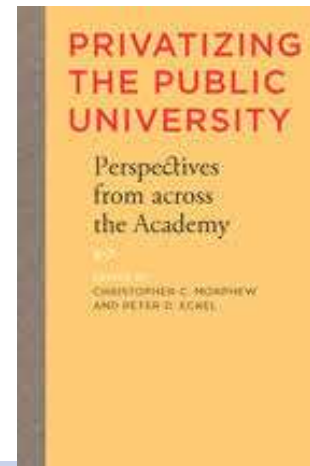
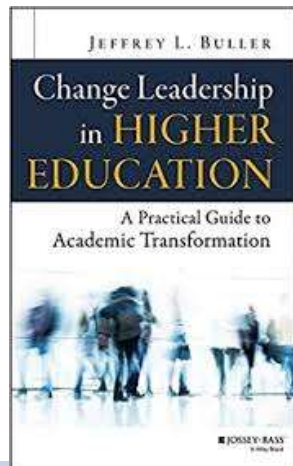
GOVERNANCE : Government, LPU  
DEMOGRAPHIC : Attrition of staff, candidates  
TECHNOLOGY : MOOC; Lab equipments  
RESOURCES : Financial, Physical Space

## INITIAL STATE At START TIME

- Teaching
- Research
- Service
- Value for money
- Branding
- Ranking

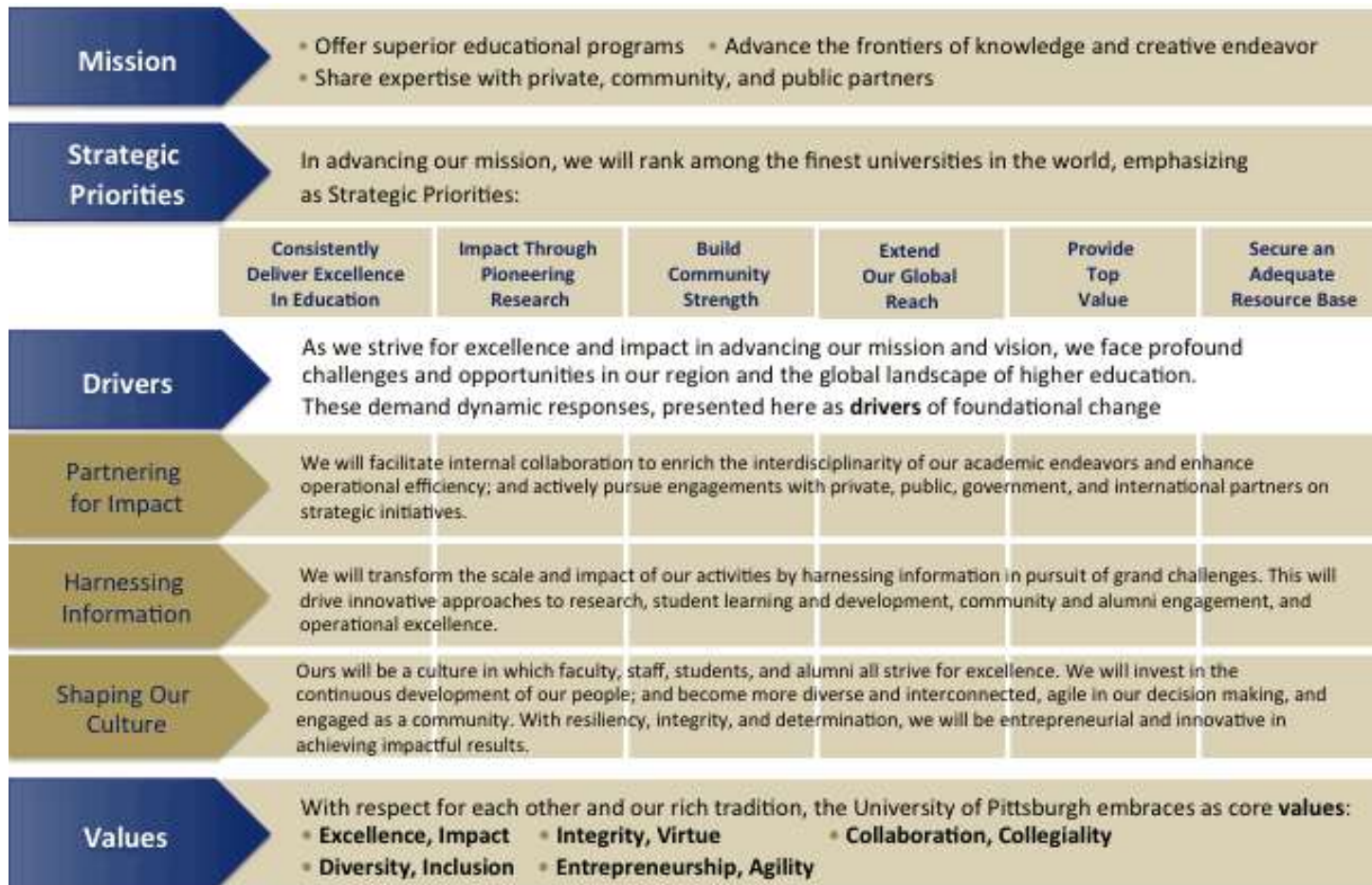
## FINAL STATE At FINISHING TIME

- Teaching
- Research
- Service
- Value for money
- Branding
- Ranking




# EXAMPLE 1

## UNIVERSITY OF PITTSBURG



## EXAMPLE 2

### SHE COLLEGE, LA TROBE UNIVERSITY

 <b>COLLEGE OF SCIENCE, HEALTH AND ENGINEERING STRATEGIC PLAN</b>					
<b>VISION</b>	<b>WE WILL BE LEADERS IN OUR DISCIPLINES.</b>				
<b>PURPOSE</b>	<b>TO EDUCATE STUDENTS FOR A SUCCESSFUL CAREER AND SHAPE THE FUTURE THROUGH OUR RESEARCH.</b>				
<b>CHARACTERISTICS</b>	<b>WE WILL BE DISTINGUISHED BY OUR COMMITMENT TO EXCELLENCE, DIVERSITY AND PROFESSIONALISM.</b>				
<b>VALUES</b>	<b>WE TAKE A WORLD VIEW</b> We are strategic and thoughtful leaders.	<b>WE PURSUE IDEAS AND EXCELLENCE</b> We are creative and strive to make a difference.	<b>WE TREAT PEOPLE WITH RESPECT</b> We are a fair and inclusive community.	<b>WE ARE OPEN, FRIENDLY AND HONEST</b> We are ethical and transparent decision makers.	<b>WE HOLD OURSELVES ACCOUNTABLE</b> We are trustworthy, effective and courageous.
<b>CULTURE</b>	<b>WE ARE CONNECTED</b> We are connected to the world, serving students and communities, locally and globally.	<b>WE ARE INNOVATIVE</b> We tackle the big issues of our time to transform the lives of our students and society.	<b>WE ARE ACCOUNTABLE</b> We strive for excellence in everything we do; and we hold each other and ourselves to account.	<b>WE CARE</b> We care about what we do and why we do it. We care about being the difference.	
<b>STRATEGIES</b>	<b>RESEARCH</b> <ul style="list-style-type: none"> <li>Continuously increase our research productivity.</li> <li>Identify and invest in key research strengths.</li> <li>Optimise research performance and productivity.</li> <li>Promote research impact and translation into practice.</li> <li>Provide an outstanding professional research training experience.</li> <li>Identify opportunities to promote collaboration and interdisciplinary research.</li> <li>Continuously improve research support systems.</li> <li>Disseminate research outcomes to effect change.</li> </ul>	<b>TEACHING AND LEARNING</b> <ul style="list-style-type: none"> <li>Attract high performing students.</li> <li>Increase international student load and the internationalisation of the curriculum.</li> <li>Ensure that our course portfolio reflects industry needs and is attractive to students.</li> <li>Continuously improve the quality of subjects.</li> <li>Support teaching staff to design and deliver contemporary education.</li> <li>Develop and implement efficient transition and retention programs.</li> <li>Increase opportunities for work integrated learning and professional placements.</li> <li>Embed blended learning across the College.</li> <li>Continuously improve teaching support systems.</li> </ul>	<b>PARTNERSHIPS</b> <ul style="list-style-type: none"> <li>Identify new and strengthen existing partnerships that have a purpose.</li> <li>Review and enhance outreach programs to attract secondary school students.</li> <li>Grow partnerships to support work integrated learning and professional placements.</li> <li>Optimise international partnerships to increase student mobility.</li> <li>Engage alumni to enrich our activities and enhance our profile.</li> <li>Continuously improve partnership support systems.</li> </ul>	<b>PEOPLE</b> <ul style="list-style-type: none"> <li>Maintain a safe and healthy workplace.</li> <li>Promote wellbeing.</li> <li>Foster career development through mentoring, sponsorship and a supportive environment.</li> <li>Provide opportunities for and invest in the professional development of staff.</li> <li>Create networking opportunities.</li> <li>Recognise, reward and celebrate excellence.</li> </ul>	



# EXAMPLE 3

## COLLEGE OF ENGINEERING, UNIVERSITY OF ARKANSAS



UNIVERSITY OF  
ARKANSAS

### College of Engineering Strategic Plan

Vision	Pursue excellence in research, scholarship, and education, ensuring personal and professional growth for future generations of engineering leaders who will stimulate prosperity for Arkansas, the nation and the world.						
	<b>Strategic Goals</b> <ul style="list-style-type: none"> <li>Recruit and graduate diverse, high-quality students</li> <li>Increase number and diversity of faculty and staff</li> <li>Support, recognize and reward faculty and staff excellence</li> <li>Increase research proposals and funding</li> <li>Build research and development culture</li> <li>Cultivate relationships with alumni and corporate partners</li> <li>Plan for infrastructure growth</li> </ul>						<b>Balanced Growth</b> <ul style="list-style-type: none"> <li>• 3,500 undergraduate students</li> <li>• 1,000 master's students</li> <li>• 350 doctoral students</li> <li>• 135 tenure and tenure-track faculty members</li> <li>• 65 clinical and research faculty members</li> <li>• 180 staff members</li> <li>• \$300,000 in research expenditures per faculty member</li> </ul>
Objectives	<b>Increase student quality and diversity</b>	<b>Provide student centered education</b>	<b>Recruit and retain high quality faculty and staff</b>	<b>Increase research productivity</b>	<b>Increase economic development</b>	<b>Increase alumni and corporate partnerships</b>	<b>Provide high quality infrastructure</b>
	<ul style="list-style-type: none"> <li>• ACT and GRE quantitative scores</li> <li>• Career placement rate</li> <li>• Graduate student acceptance rate</li> <li>• Honors student completion rate</li> <li>• Student and faculty diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Experiential learning participation</li> <li>• Freshman retention rate</li> <li>• Six-year undergraduate graduation rate</li> <li>• Student-faculty ratios</li> <li>• Student semester credit hours per FTE</li> <li>• Undergraduate degrees awarded</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty retention</li> <li>• National awards</li> <li>• Professional society leaders and fellows</li> <li>• National Academy of Engineering membership</li> <li>• Staff to faculty ratios</li> </ul>	<ul style="list-style-type: none"> <li>• Doctoral and master's degrees granted</li> <li>• New research grants received</li> <li>• Peer reviewed publications</li> <li>• Research proposals submitted</li> <li>• Research expenditures (total and per faculty)</li> </ul>	<ul style="list-style-type: none"> <li>• Invention disclosures</li> <li>• Industry research expenditures</li> <li>• Patents awarded</li> <li>• Startup companies</li> </ul>	<ul style="list-style-type: none"> <li>• Philanthropic giving</li> <li>• Endowed faculty positions</li> <li>• Endowed scholarships and fellowships</li> <li>• Percentage of alumni who give</li> </ul>	<ul style="list-style-type: none"> <li>• Academic space</li> <li>• Research space</li> <li>• Renovated space</li> <li>• Renovation investment</li> </ul>
Metrics							

Preparing You for Your Tomorrow

## REVIEW QUESTIONS (SESSION 3)

1. Identify three major driving for in the Malaysian higher education environment ?
2. Propose a strategic initiative for Utem ?

**15:30 PM – 16:30 PM**

### **4. EXECUTION AND ASSESSMENT**

#### **OBJECTIVE 4**

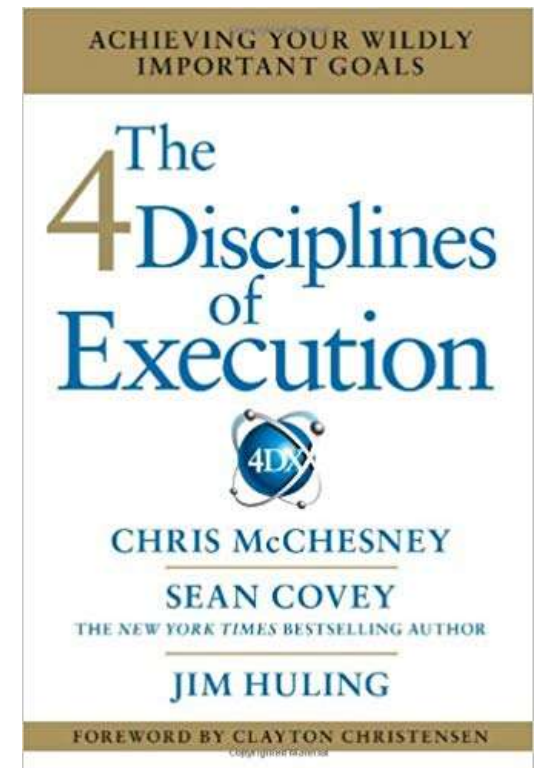
**ANALYSE THE ROLE OF INDIVIDUALS AND TEAMS FOR  
SUCCESFUL IMPLIMENTATION OF STRATEGIC INITIATIVES**

# SHARPEN THE 4 DISCIPLINES OF EXECUTION

**THE DEVIL IS IN THE EXECUTION. IT REQUIRES 90% OF TIME, EFFORT AND RESOURCES AND MAKES OR BREAK A STRATEGY. FOCUS, MONITOR CRITICAL STEP WHILE HAVING THE END IN-SIGHT, CREATE EXCITEMENT THROUGH ENGAGEMENT WITH MEMBERS AND MAKING EACH ACCOUNTABLE TO OTHERS.**

## THE DISCIPLINES

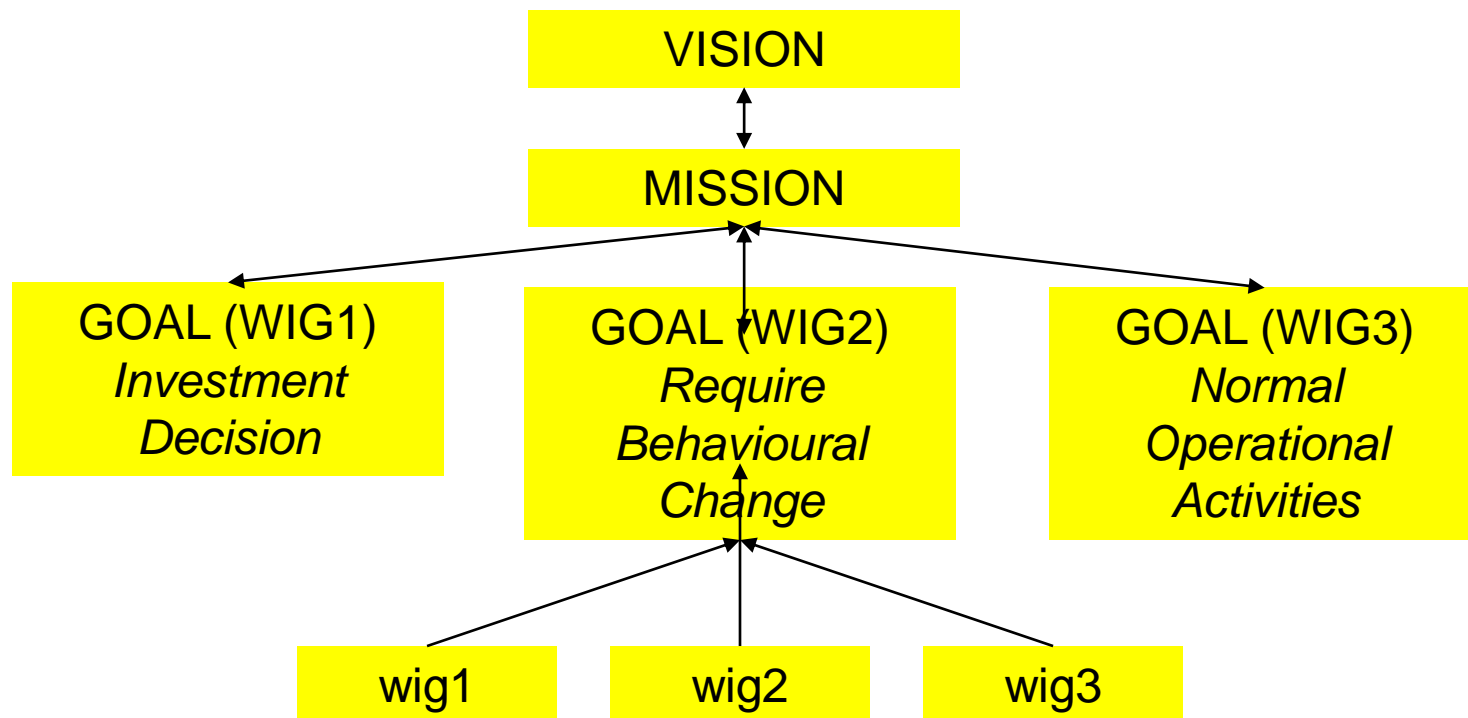
1. FOCUS ON ONE WILDLY IMPORTANT GOAL
2. ACT ON LEAD MEASURE AND MONITOR IMPACT ON LAG MEASURE
3. HOLD EACH OTHER ACCOUNTABLE
4. ENGAGE ON OUTCOME ASSISTED BY PLAYERS DASHBOARD





## 4 DISCIPLINES OF EXECUTION

**STRATEGIC MANAGEMENT NORMALLY INVOLVES CHANGES IN GOALS. CHANGES THAT REQUIRE CHANGES IN HUMAN BEHAVIOR ARE THE MOST CHALLENGING AND REQUIRE COMMITMENT AND TEAM EFFORT.**



# CHANGE LEADERS

**TO BECOME AN EFFECTIVE CHANGE LEADERS, EQUIP YOURSELVES WITH THE FOLLOWING FEATURES, MINDSET AND WISDOM**

## “FEATURES OF EFFECTIVE CHANGE LEADERS”

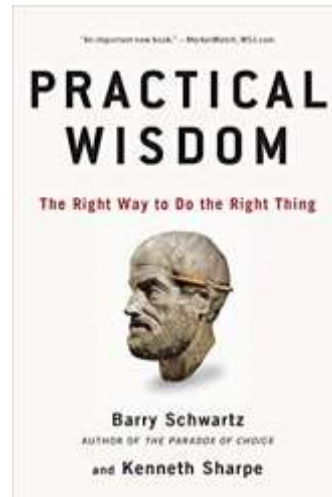
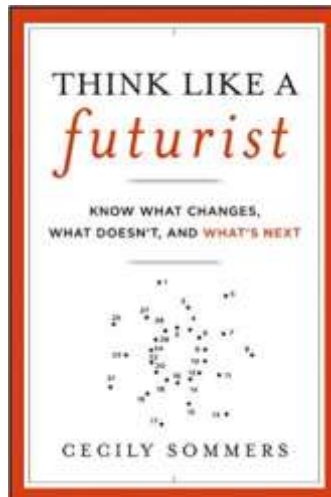
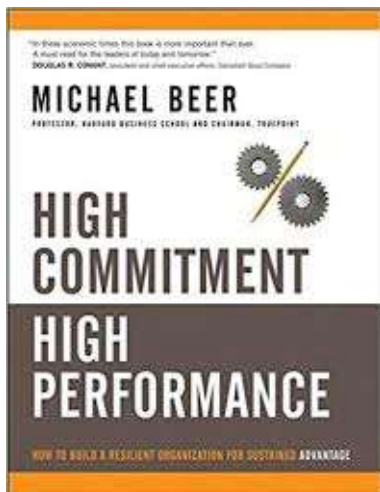
1. Resilience
2. Authenticity
3. Inclusiveness
4. Inquisitiveness
5. Inclination to develop others

## WITH “FUTURIST MIND SET”

1. Drop assumptions and agenda
2. Practice Curiosity
3. Go through WHY, WHAT then only HOW
4. Be comfortable with ambiguity

## HAVING “PRACTICAL WISDOM”

1. Skill – empathy through enquiry and listening
2. Will – discretion and wisdom
3. Understand limitation of rules and incentives
4. Awareness of link between categories, Frame and Narratives.



## REVIEW QUESTIONS (SESSION 4)

1. Define high performance team.
2. Explain what you understand by “the success of strategic plan is in the execution”.

## REVIEW QUESTIONS (OVERALL)

1. Given the opportunity to be the Vice-Chancellor of Utem, what would YOU TRANSFORM the university into at the end of your appointment term ?
2. What would be the key initiatives ?

***SEKIAN,  
TERJIMA KASIH***

**SEMOGA MEMBAWA MANFAAT KEPADA SEMUA**

# BOOKS WORTH READING

