



MID-TERM STRATEGIC PLANNING YEAR 2020-2021

Faculty of Medicine, Universiti Teknologi MARA

BASED ON

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Foreword



This document shows that we, the faculty members are putting a lot of effort into ensuring that we are continuously contributing to the betterment of the university and the faculty as we move into the future.

This document is the product from the exchange of ideas among the many experienced scholars and administrators that had come together to find the best strategies for us as faculty to move forward in the future. I am sure everyone would agree that much more work is needed before we could realize our vision in becoming one of the top medical faculty in the world while at the same time making sure the faculty is in alignment with our university.

We had come up with many good strategies that I believe will be crucial in producing the outcome that we set to achieve. However, planned strategies will come to nothing if we cannot find a way to execute or implement it. So, the next step is to get the message across to everyone in our faculty and start to get to work.

I would like to thank everyone involved in the strategic planning workshop either by contributing your ideas directly or supporting the process that enables us to successfully come up with this document.

“Throw your heart over the bar and your body will follow.” — Norman Vincent Peale

Thank you.

PROF. DR. MOHD ZAMRIN DIMON

Dean
Faculty of Medicine
Universiti Teknologi MARA

Introduction

Faculty of Medicine UiTM is one of the renowned medical school in Malaysia with the largest intake of 'Bumiputera' undergraduate students. For the past 14 years of its development, the faculty has gained numerous success in the fields of medicine. The faculty is currently developing its teaching hospital in Puncak Alam, Selangor

Faculty as part of UiTM supported and assimilate the Vision and Mission of UiTM with the tailored objective of a medical faculty.

UiTM'S VISION

To establish UiTM as a Globally Renowned University of Science, Technology, Humanities and Entrepreneurship

UiTM'S MISSION

To lead the development of agile, professional Bumiputeras through state-of-the-art curricula and impactful research

FACULTY OF MEDICINE'S OBJECTIVE

To be the top 5% Medical Faculty in the world by the year 2030.

SHARED ORGANIZATIONAL VALUES

ESI (Excellence, Synergy, Integrity)

PERSONAL VALUES

I-DART

Ilmu (Knowledge), Disiplin (Discipline), Amanah (Trustworthiness), Rajin (Diligence), Tanggungjawab (Responsibility)

ADMINISTRATIVE STAFF	
POSITION	TOTAL
MANAGEMENT & PROFESSIONAL	12
SUPPORT	80
TOTAL	92

STUDENTS (UNDERGRADUATES)

ACADEMIC SESSION	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
YEAR 1	20	62	100	128	166	180	194	235	228	239	228	191	221	232	237	232	243
YEAR 2	-	20	60	99	128	164	180	194	235	226	237	222	186	218	226	232	227
* Adv.Med. Sc.	-	-	-	-	-	-	-	3	16	11	3	1	-	-	-	-	-
YEAR 3	-	-	20	61	98	130	166	183	182	242	250	243	221	190	219	224	216
* Adv.Med. Sc.	-	-	-	-	-	-	-	-	1	3	-	-	-	-	-	-	-
YEAR 4	-	-	-	19	60	96	128	159	181	176	239	244	241	216	181	211	222
* Adv.Med. Sc.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
YEAR 5	-	-	-	-	19	59	96	128	160	182	176	240	243	238	214	177	213
SUPP YEAR 5	-	-	-	-	-	1	5	13	21	16	9	-	-	16	2	4	3
TOTAL	20	82	180	307	471	629	769	915	1024	1079	1133	1141	1112	1110	1077	1080	1124

ALUMNI	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
TOTAL OF ALUMNI (YEARLY BASIS)	0	0	0	0	0	19	58	91	117	151	185	181	239	241	213	211	151
OVERALL	0	0	0	0	0	19	77	168	285	436	621	802	1041	1282	1495	1706	1857

STUDENTS (POSTGRADUATES)

PROGRAM	NUMBER OF ACTIVE STUDENT	NUMBER OF INTERNATIONAL STUDENTS	NUMBER OF GOT
Master of Science (Medicine)	27	-	7
Master of Medical Science (Biochemistry)	2	-	
Master of Medical Science (Physiology)	2	-	
Master of Medical Science (Parasitology)	2	-	
Master of Medical Science (Anatomy)	2	-	
Doctor of Philosophy (Medicine)	29	6	10
Doctor of Philosophy Medical (Microbiology)	2	-	
Doctor of Philosophy (Biochemistry)	1	-	
Doctor of Philosophy (Epidemiology)	1	-	
Doctor of Philosophy (Physiology)	3	-	
Doctor of Philosophy (Medical Genetics)	1	-	
Doctor of Philosophy (Pharmacology)	1	-	
Masters in Internal Medicine	17	-	3
Masters of Medicine (Psychiatry)	25	-	2
Masters of Medicine (Family Medicine)	39	-	1
Masters of Pathology	19	-	2
Masters of Medical Ethics & Jurisprudence	6	-	6
Masters of Public Health	10	1	-
Doctor of Public Health	1	-	-
TOTAL	190	7	31

ALUMNI	2015	2016	2017	2018	2019	2020
TOTAL OF ALUMNI (YEARLY BASIS)	13	20	25	42	12	23
OVERALL	23	43	68	110	122	145

Chapter 1:

STRATEGY FOR INDUSTRY, COMMUNITY, ALUMNI & NETWORKING (ICAN)

Prof Madya Dr. Ahmad Izuanuddin Ismail, Prof. Dato' Dr. Zainuddin Bin Md. Wazir, Prof. Dr. Sabariah Faizah Jamaluddin, Prof. Madya Dr. Farnaza @ Farnaz Ariffin, Prof. Madya Dr. Bahiyah Abdullah, Dr. Wan Nor Izzah Wan Mohamad Zain, Dr. Nor Azimah Abd Aziz, Dr. Azrina Ahmad@Mohd, Dr. Wan Najwa Wan Mohd Zohdi



“Coming together is a beginning, staying together is progress, and working together is success.” – Henry Ford ”

This chapter looks at the collaboration (MoU and MoA), recognition and visibility of the Faculty of Medicine. The objectives are to identify existing collaboration and to strategize further collaboration as well as to make the faculty visible nationally and internationally

There are **3 main strategic initiatives** that would be relevant in fulfilling the faculty's objectives. These initiatives could be in the form of projects with planned actions.

1st Initiative: Enhancement of MOU/MOA

1. To review current MOUs - active or not, what potential activities, and possibilities of following up with MOA
2. To increase number of MOU-identify links and contacts, industry or universities, local or international, to prepare template that specify the contents of MOU/MOA
3. To get MOU with countries that we can provide our expertise eg. Cambodia, Philippines, Indonesia, Thailand

2nd Initiative: Increasing visibility

1. All collaborative work must inform the Corporate Communication Team for visibility plan
2. The Corporate Communication team must use the opportunity to create visibility for the Faculty and University - eg. Videos, media statements, social media
3. To organize an international conference with a niche theme that should be organized yearly, aiming that Faculty will be recognized for this event.

3rd Initiative: Getting recognition

1. To invite the prominent people from prominent institution/body to contribute in our own program
2. To get accreditation for Certifying bodies eg MQA, MSQH, JCI or other international bodies
3. To produce more staff with PhD qualification and PhD graduates
4. To get Professors from overseas during Professional exam

Proposed Strategic Objectives, Activities and Implementer

No.	Aim	Activities	Proposed Implementer
1	To get one MOA with internationally recognized company	Proposed for an endowment fund for Strategic Community Health Project Idea 1: Cardiac Rehab -will provide the cardiac rehab service to community -will provide the data on patients' outcome based on the funding given for the service Idea 2: Combat Obesity -To provide Obesity Preventions and Management Program for patients and community	Targeted company: Petronas etc Rehab, Cardio PCM, Rehab, Endocrine, Dietitian, O&G
2	To organize 5 community projects every 6 months	To organize community programs e.g. Program Baktisiswa, health education talk/health screening	
3	For each selected department/ unit to organize at least 1 KTP in a year	a) PCM-Empower Sustain b) O&G - Pelvic Floor Education Programme c) MaTE -PEACE d) Respi -TB e) Cardio- Cardiac ds f) Microb,ID - g) ED -BLS h)	PCM MaTE O&G Respi
4	To obtain minimum RM5,000 sponsorship to run USR or KTP programs	To approach companies/ GLC for contribution	ICAN
5	To spend minimum RM2,500 from <i>Tabung Amanah Fakulti</i> to run either USR and KTP programs	To utilize <i>Tabung Amanah Fakulti</i> to run either USR and KTP programs	ICAN
6	To ensure at least one community benefit from a knowledge/ technology diffusion project	Community projects by PH department	PH Medicine
7	Identify 5 potential departments to engage with the local companies - Cardio, Respi, Endocrine, Rehab, PCM	Every department to find potential local companies where some collaborative activities can be performed	All department should made at least one attempt to engage with local company

Chapter 2:

STRATEGY FOR ALUMNI & ENTREPRENEURSHIP

Dr. Izzat Ismail, Prof. Dr. Mohammed Fauzi Abdul Rani, Prof. Madya Dr. Anis Siham Zainal Abidin, Dr. Nora Julianna Osman, Dr. Nadia Hanom Ishak, Dr. Mohd Arif Mohd Zim, Dr. Siti Farah Alwani Mohd Naw



“*Try not to become a man of success. Rather become a man of value.*”-
Albert Einstein ”

Alumni Strategic Planning

No.	Strategies	Operational Definition	Main Initiatives	Strategic Initiatives
1	Terms of Reference	<ul style="list-style-type: none"> Members - all ex-students database Associate members – parents, spouse and children Alumni coordinator in Faculty 	<ul style="list-style-type: none"> Medic Alumni Association – ROS, active committee, AGM/gathering Members Contribution/fee – endowment 	<ul style="list-style-type: none"> Privileges – MO/Trainees/masters, workshop/event special slots, alumni in committee, publication in JCHS Communication – emails, active social media FB & IG event updates
2	Alumni Relations and Branding	<ul style="list-style-type: none"> Members & associate members– loyalty/ownership 	<ul style="list-style-type: none"> Branding & Launching – Tagline with Logo Alumni_Medic_UiTM_We_Care stickers, pins etc Identity – alumni ID, newsletters 	<ul style="list-style-type: none"> Alumni Home Coming – annual event and residence college during semester break Alumni section of official faculty website
3	Learning Development	<ul style="list-style-type: none"> Involvement in academic & students activities 	<ul style="list-style-type: none"> Alumni in curriculum committee Alumni in workshop committee 	<ul style="list-style-type: none"> Motivation talk by renounced alumni Shadow Housemanship Tracer Study
4	Mentoring and Apprenticeship	<ul style="list-style-type: none"> Marketability & career progression Enrolment in postgraduate programs 	<ul style="list-style-type: none"> Attachment to specialist/consultant 	<ul style="list-style-type: none"> Linking to renounce institutions
5	Endowment	<ul style="list-style-type: none"> Life membership fees Target 50% from total number of alumni Associate members – FOC 	<ul style="list-style-type: none"> Membership fees paid into endowment account Monthly direct debit RM100 x10months – Life members RM1,000 	<ul style="list-style-type: none"> Profit/dividend used as students mobility fund 70:30 alumni activities
6	Entrepreneurship	<ul style="list-style-type: none"> Resourceful skills 	<ul style="list-style-type: none"> Alumni center – business space 	<ul style="list-style-type: none"> Alumni café, vending machine Networking opportunity within lecturers, students and alumni
7	Rumah Alumni / Centre	<ul style="list-style-type: none"> Meeting space / office P.O. Box Shared with students association/society 	<ul style="list-style-type: none"> Staff – HEP clerical staff Resource center for alumni and students activities 	

Chapter 3:

STRATEGY FOR PUBLICATION & WRITING

Prof Madya Dr. Thuhairah Hasrah Abdul Rahman, Prof. Dr. Anis Safura Binti Ramli, Prof. Dr. Harbindar Jeet Singh A/L Gurcharan Singh, Prof. Dr. Nor Asyikin Binti Mohamed Noor Khan, Prof Madya Dr Salmi Razali, Prof. Madya Dr. Damayanthi A/P Durairajanayagam, Dr. Syed Baharom Syed Ahmad Fuad, Puan Nursafura Idayu Suhaimi



“ If you want to change the world, pick up your pen and write.” — Martin Luther ”

The two main objectives addressed in this chapter are to provide the direction where individual members can contribute towards achieving the university goals and to create a research ecosystem to propel the faculty towards the goals.

The strategy that could achieved these objectives begin with creating a clear publication policy and followed by the relevant and impactful activities.

Policy to Achieve Strategy

1. Every member - minimum 1 paper
 - a. Those opting for Research Track: 6/5/4 papers (as set by university)
 - b. Reduce T&L/ clinical service (department's jurisdiction)
2. Target publications (as set by university)
 - a. VK7/6/5 - 3
 - b. For DU54/56 – 2
 - c. For DU51/52 - 1
3. My ATP score guided by publication
 - a. Fulfilled publication targets can achieve > 90%
4. No overlapping of publication
 - a. other university/ industry/ international
 - b. First author/ corresponding author

Proposed Initiatives & Activities

1. Publication Fund:
 - a. Indexed: capped (RM2000)
 - b. Q1/Q2 (JCR): uncapped
2. Publication Awards:
 - a. JCR Q1/Q2: 1st prize (RM6000), 2nd prize (RM3000), 3rd prize (RM1500)
 - b. Departments achieving targets (RM1000)
 - c. Departments with the highest publication ratio (RM5000)
3. Academic Publication series:
 - a. A series of recorded talks on academic publishing such as:
4. Academic Publication Series
 - a. Writing Skills Series
5. Ethics in Publication Series (International Committee of Medical Journal Editor)
6. Professors on Demand:
 - a. Review papers among the 3 publications requirement to increase citations
 - b. Increase visibility via individual webpage on the faculty's website
7. Creating a Research Ecosystem:
 - a. Statistics Consultation/ workshops (collaboration with PH Med Department)
 - b. Proofreaders/ Grammar checks online (subscribe)
 - c. Thesis Conversion Initiative (collaboration with PG Department)
 - d. Case Report Initiatives
 - e. Department Research Champions
8. Supervisors of MSc and PhD by research – collectively publish one review paper with PG students

9. Postgraduate/ Fellowship collaborative guidelines:
 - a. provided to members going for MSc/PhD/fellowship abroad
 - b. explains proper affiliation procedures to ensure collaborative and encourage long-term collaborative linkage with supervisors

Key Partners

Postgraduate & Professional Development Department
PH Medicine Department

Chapter 4:

STRATEGY FOR GRANTS & RELATED RESEARCH INNOVATION OUTCOME

Prof. Dr Sazzli Shahlan Kassim, Prof. Dr. Hapizah Binti Md Nawawi, Prof. Madya Dr. Noor Kaslina Mohd Kornain, Prof. Madya Dr. Siti Hamimah Sheikh Abdul Kadir, Prof. Madya Dr. Nuraliza Abdul Satar, Prof. Madya Dr. Anna Krasilnikova, Prof. Madya Dr. Mudiana Muhammad, Dr. Mohammad Johari Bin Ibrahim, Puan Fadhlina Ab Majid, Puan Syumaimah Muhamad Yunus



“ **Research is to see what everybody else has seen, and to think what nobody else has thought.**” – **Albert Szent-Györgyi** ”

The strategy in this area is the extension of strategies in Chapter 2: Strategy for Publication & Writing.

Proposed Strategic Objectives, Activities and Implementer

No.	Aim	Activities	Proposed Implementer
1	To increase grants acquisition and	<ul style="list-style-type: none"> Grant clinics/ Grant management Workshop - winning grants University grants- utilize 678k/ linked to bigger projects National - Identify non PI's/ Coaching of none PI's/ Cross collaboration Industrial - Linkages with pharma/ BITCOM International- identify MoU that have potential for research funding/ CRM Registration of industrial grant and Updated monthly reporting (data not readily available) 	Rehab Medicine Pre-clinical Department (Physio, BMM, Pharmacology) Cardio/Respiratory/ Internal Medicine Primary Care Medicine Research & Innovation Office
2	To encourage more faculty members to become principal investigator	Enhance multi-disciplinary Research- bridging clinical and preclinical	Pathology MMP
3	To encourage acquisition of industrial funded grants	Mobility with MOU/MOA <ul style="list-style-type: none"> MOU CRM closer ties with BITCOM 	ICAN office

Chapter 5:

STRATEGY FOR POSTGRADUATE & PROFESSIONAL DEVELOPMENT

Prof. Dr. Rohana Binti Abdul Ghani, Prof. Dr. Karis Bin Misiran, Prof. Madya Dr. Fadzilah Mohd Nor@Ghazali, Prof. Madya Dr Zaliha Ismail, Dr. Abdul Halim Sanib @ Musannip, Dr. Mohd Fairudz Miswan, Dr. Mohd Shukry Mohd Khalid, Dr. Alyaa R. Mahmood Al-Khateeb, Dr. Norhafiza Razali, Puan Ana Suhah



“ Great minds discuss ideas; average minds discuss events; small minds discuss people. - Eleanor Roosevelt ”

The Quantum Leap initiative was aimed at the development of new postgraduate Clinical Masters Programs (PhD equivalent). It will significantly increase the number of postgraduate programs, which will result in higher number of specialists in the country, particularly among the bumiputras. We also looked at strategies to increase the number of postgraduate students and achieve higher number of GOT students.

Postgraduate Programs Offered by the Faculty of Medicine

2 research programs:

- a. MSc MD780
- b. PhD MD 990

Master's program:

- a. Masters of Internal Medicine MD771
- b. Psychiatry MD772
- c. Primary Care Medicine MD773
- d. Pathology MD774
- e. Medical Ethics & Jurisprudence MMD775
- f. Masters of Public Health MD776
- g. Doctor of Public Health MD931

New programs approved by MQA to start enrolment in **2021**:

- a. Master of Radiology
- b. Master of Emergency Medicine
- c. Master of Rehabilitation Medicine
- d. Master of Surgical Sciences (Cardiothoracic)
- e. Doctorate of Cardiothoracic Surgery

New programs in progress:

- a. Master of Paediatrics
- b. Master of Anaesthesiology
- c. Master of Forensic Medicine

Proposed strategic initiatives projects

1. Promotional
 - a. Roadshow
 - b. Virtual tours
 - c. Social media promotion
 - d. Infographic
2. Strengthening the monetary support
3. Alumni and senior mentoring (buddy system)
4. Internationalization of the postgraduate programs - to establish MOU with professional bodies e.g. ANZCA (Anaesthesiology), Royal College of Physician
5. Recruit or employ established subspecialists
- 6.

Proposed Activities

1. To increase citations
 - a. Regular (e.g. monthly) announcement of academic staff publications to increase peer citations
 - b. Form an elite researcher group at each faculty with the focus of penetrating top-tier journals
 - c. Invite top-tier journal editors to share tips and proper guidance on how to publish in those journals
 - d. Provide monetary incentives to authors who publish in top-tier journals
2. To increase GOT (Master by Coursework)
 - a. Regular monitoring/report (3 monthly) to identify problems faced by the students.
 - b. Regular teaching session for postgraduate students who are doing off-campus rotation.
 - c. Improve the quality of supervisors by identifying and encourage the junior specialists to be part of the examiners of the conjoint board. Encourage each department to enhance networking with the conjoint board.
 - d. Encourage UiTM lecturers to become co-supervisors for dissertation of students' dissertation
 - e. Monetary reward for students who achieve GOT
3. To increase GOT (Master by Research)
 - a. The fees will be increased for the subsequent additional semesters (after 6 semesters)
 - b. For students who are in 4th and 5th Semesters, 3-monthly progress monitoring is to be implemented until the students submitted their thesis.
 - c. Meeting of postgraduate students with MSc coordinator 6-monthly to identify any issues that may be faced by the students in completing their research work.
 - d. To establish alumni/ senior support. Peers in this context relate to friends from the same program, seniors who has gone through the same program as the students and also alumni group who have succeeded the program and joined the work force.
4. To increase GOT (PhD)
 - a. The fees will be increased for the subsequent additional semesters (after 10 semesters).
 - b. For students who are in 8th and 9th Semesters (PhD), 3-monthly progress monitoring is to be implemented until the students submitted their thesis.

- c. Meeting of postgraduate students with PhD coordinator 6-monthly to identify any issues that may be faced by the students in completing their research work.
 - d. To establish alumni/ senior support. Peers in this context relate to friends from the same program, seniors who has gone through the same program as the students and also alumni group who have succeeded the program and joined the work force.
5. To increase number of postgraduate intake
 - a. Increase the number of Assoc. Professors and Professors to attract students
 - b. Suggest the university to provide scholarships to postgraduate students.
 - c. Encourage the academic staff to secure grants in order to recruit more research students.
 - d. Faculty to facilitate in publicizing program, research grants, opportunities for postgraduate students
6. To support activities of credited service learning activities
 - a. Masters of Internal Medicine MD771
 - b. Psychiatry MD772
 - c. Primary Care Medicine MD773
 - d. Pathology MD774
7. To increase number of Inbound students
 - a. Boost engagement by using virtual tours and infographic
 - b. Use testimonial from current and past students
 - c. Offering of available scholarship
 - d. External factors such as offering extended visa
8. To increase number of Outbound students
 - a. Fostering research collaborations with partners

CHAPTER 6:

STRATEGY FOR ACADEMIC & STUDENT AFFAIRS

Prof. Dr. Effat Omar, Prof. Dr. Ariza Binti Adnan, Prof. Dr. Mohammed Nasimul Islam, Prof. Madya Dr. Jamal Houssaini, Prof. Madya Dr. Rosfaizah Siran, Dr. Ahmad Ramzi Yusoff, Dr. Zeti Rahayu Binti A. Karim, Dr. Syahrul Azlin Shaari, Encik Mohd Shahizan Jamil, Encik Azhar Ahmad, Cik Salina Abdul Wahab



“ There are no incurable diseases — only the lack of will. There are no worthless herbs — only the lack of knowledge- Avicenna ”

Soft skills are essential traits for student’s performance. Among the important soft skills for the students are communication skills, self-confidence and pro-activeness.

Basic science teaching forms the basis of clinical practice. The MBBS Program Learning Outcomes includes ability to utilize basic science in clinical setting as well as promotion of soft skills above.

This faculty aspire not only for student's to GOT but also for the in attainment of good grades. Our curriculum is based on solid scientific foundation imbued with strong humanistic values. Currently, the majority of the students are still lacking in self-confidence, verbal communication (English) and pro-activeness. In addition, as they progressed into clinical years, feedback from the clinical teachers report that students often draw a blank when quizzed on basic science knowledge.

Indicators for soft skills measurement is adopted from i-CGPA rubric:

1. **Verbal communication skills:** A good student is able to start, maintain and end a conversation naturally using appropriate eye contact and body language.
2. **Self Confidence:** A student with good self-confidence is able to influence other people, attract attention, provide guidance to others as well as accepting and giving constructive feedback.
3. **Pro-activeness:** A positive attitude to prepare and control actions to be performed ahead of expectations before the occurrence of an event or incident.

1st Initiative: Vulnerable Student Academic Initiative

- a. Early detection of students not performing up to standard; (i) preclinical - fail 2 consecutive PTs; (ii) Clinical - consider revamp mode of monitoring whereby posting supervisors will be responsible to monitor and report the progress of students in groups assigned to them to the Department
- b. Provision of extra teaching by subject mentors in smaller groups for the weak students, personalized to the need of the students embedded in PH curriculum

2nd Initiative: Outbound-Inbound:

- a. Facilitate inbound-outbound student programs
- b. Elective attachments (in place)

3rd Initiative: Soft skills enhancement initiative:

- a. Expand the opportunities for the students to actively participate in MicroTedX.
- b. Enhance the training for facilitator in PBL/ECE to encourage the students to present actively during the session instead of receiving.
- c. Encourage the students to organize student-led international conference.
- d. Encourage the students to be involved in the activities outside the curriculum.
- e. Provide a corner in the faculty to display student's achievement in academic, entrepreneurship, networking and linkages.

4th Initiative: Basic Science initiative:

- a. Departmental curriculum review with input from clinicians or preclinical departments
- b. Structured teacher training
- c. Basic science revision in clinical years by online self-learning and formative assessment.

Proposed Activities

1. Early detection of students not performing up to standard e.g.
 - a. i) preclinical - fail 2 consecutive PTs
 - b. ii) Clinical - consider revamp mode of monitoring whereby posting supervisors will be responsible to monitor and report the progress of students in groups assigned to them to the Department
2. Provision of extra teaching by subject mentors in smaller groups for the weak students, personalized to the need of the students
3. Dedicated Project Initiatives:
 - a. Departmental curriculum review with input from clinicians or preclinical departments
 - b. Structured lecturer training program
4. Embedded in PH curriculum
5. Micro-TedX
6. Elective student attachment in healthcare industry
7. Students entering industry-sponsored competition
8. CEO Talks.
9. *Hari Keusahawanan*

10. Clinical Skills Courses for students
11. Elective entrepreneurial course
12. Basic science revision in clinical years by online self-learning and formative assessment.
13. Appointing Medical Educationist Academic Advisor

Chapter 7:

STRATEGY FOR ADMINISTRATION, HUMAN RESOURCE, FINANCIAL, QUALITY, CORPORATE COMMUNICATION & WEBSITE COORDINATION

Dr. Leny Suzana Suddin, Prof. Madya Dr. Ahmad Taufik Jamil, Dr. Nur Faizah Ali, Encik Mohd Rizal Nordin, Puan Noor Alzura Alang Idris, Puan Natasha Ahmad Kamal, Encik Mohd Hafiz Anuar, Cik Nurul Izwani Azaheri



“ ***It is no use saying “we are doing our best.” You have to succeed in doing what is necessary. - Winston Churchill*** ”

Administration matters in Faculty of Medicine are overseen by Senior Deputy Registrar which covered general areas of human resource, staff promotion and academic. Other administration matters on specific department or unit function are overseen by related deputy deans and head of departments. All financial processes are under management of Senior Deputy Treasurer whom is also responsible for managing financial matters for other faculties in Selangor branch.

In order to ensure that the faculty would contribute to the realization of UiTM's desired state based on the Vice Chancellor mandates on 26th February 2020, several key strategies are suggested. Action plan was formulated using the set performance indicators for Faculty of Medicine by UiTM Transformation Division (BTU) and focusing on UiTM strategic thrusts.

Over the years, the aspect on administration, human resource, financial, quality, corporate communication and website coordination were not one of the focuses for the strategic planning of obtaining faculty's target output. However, with increasing need of achieving high impact performance, these areas cannot afford to be let to run in form of business as usual.

The first of its kind proposed new initiative will focus on the facilitating role named **Media Networking initiative (Medic Feed)** with the main objective of increasing visibility to directly promote the faculty in term of: -

- a. Availability of experts
- b. conducive environment to work in
- c. state of the art equipment provided

Proposed Activities

1. Planned for faculty members to do attachment in renowned Hospital, drug company or medical related company.
2. *Incentive to be given such as recognition - Malam Apresiasi Staf*
3. Sharing session from NGO representative
4. Organize seminars related to volunteerism
5. Scouting international staff from other universities through existing international staff
6. Develop database for reporting
7. Promotion of space/facilities rental

8. Renovation and interior/ exterior design
9. Create clinical training module or seminars / conferences
10. Visits to local mass media to create collaboration in term of MoU of media coverage
11. Department's media appearance (target 1x/ month)

Key partners

1. Office of International Affairs UiTM
2. Local Mass Media (Sinar Harian, RTM, Media Prima)
3. Bursary, UiTM
4. IT Department, Sg Buloh Campus, UiTM Selangor Branch

Chapter 8:

EXISTING MAIN STRATEGIC INITIATIVES PROJECTS



“ Don't lower your expectations to meet your performance. Raise your level of performance to meet your expectations. – Ralph Marston ”

There are 5 existing main strategic initiatives projects which is under designated directors (Deputy Deans) and spearhead by respective project leaders as well as selected dedicated project members.

These **5 projects** with it main focus on performance.



Linking Linkages



- Monitoring and compiling activities with industry, community and alumni.



Doctor-preneur



- To produce holistic and balanced graduate with entrepreneurship characteristics



RIGorous



- Creating and grouping researchers of similar interests (Research Interest Group, RIG) and supporting their activities
- Acting as a hub of reference and collaboration for experts
- Creating a sustainable research ecosystem



Quantum Leap

- Development of new postgraduate Clinical Masters Programs (PhD equivalent) until the intake of new students/ commencement of the programs.



Infinite Digital Learning



- To Enhance the Quality of Teaching & Learning
- To improve and increase digital teaching & learning via online methods

Appendix 1

LAPORAN PENCAPAIAN KPI FAKULTI PERUBATAN UiTM BAGI TAHUN 2019

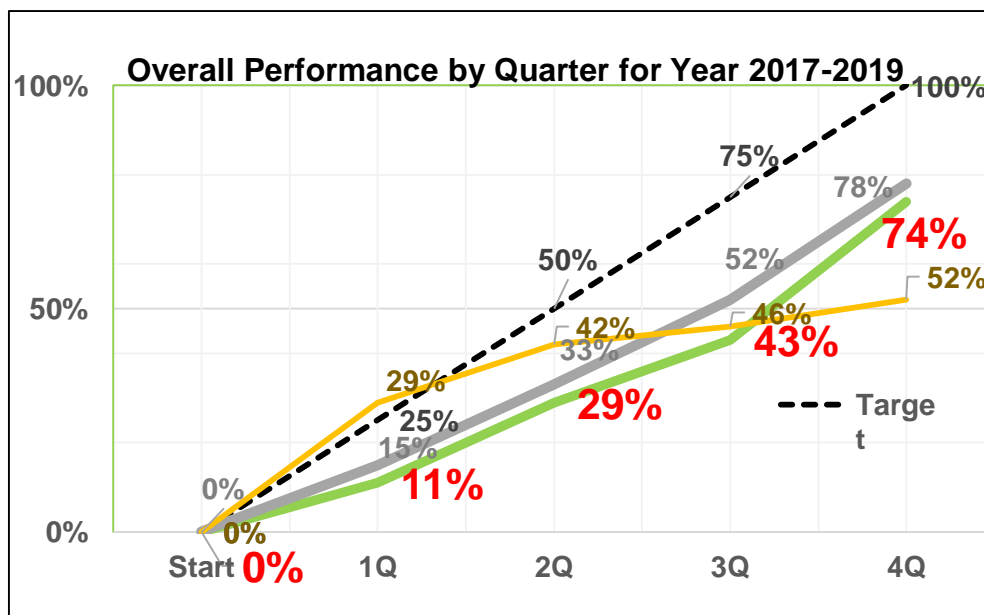
Pengenalan

Pada tahun 2019, Fakulti Perubatan diberikan KPI bersasaran berjumlah 53 KPI dan sebanyak 5 KPI tanpa sasaran.

Sejumlah 30 KPI perlu dikemaskini sendiri oleh pihak fakulti (pelaksana), manakala lebih KPI lain adalah dikemaskini oleh pihak pemilik PI antaranya UHEK, IPSIS, OIA dan lain-lain.

Bagi pencapaian peratus skor suku penggal bagi tahun 2019, pencapaian dari suku penggal pertama hingga suku penggal ke-4 menunjukkan tren yang meningkat iaitu **11%, 29%, 48% dan 74%** seperti Rajah 1; meskipun masih di bawah tahap pencapaian yang disasarkan bagi setiap suku penggal iaitu 25%, 50%, 75% dan 100%. Kadar pencapaian juga didapati hampir menyamai peratus yang dicapai pada suku yang sama pada tahun 2018. Namun, didapati pencapaian akhir PI pada tahun 2019 telah menunjukkan sedikit penurunan berbanding tahun 2018 iaitu dari 78% ke 74% iaitu penurunan sebanyak 4%.

Rajah 1



Pihak fakulti telah berjaya mendapat Pencapaian Kategori 1(95%-100% dan ke atas) bagi **36 PI** seperti dalam Jadual 1.

Jadual 1. Pencapaian Kategori 1 sehingga 31 Disember 2019

Bil	KPI	Capai	Sasaran 2019	%
1	Jumlah pendapatan yang dijana menerusi asset universiti (x RM 100,000)	11.16	1.5	744%
2	Bilangan kursus dalam Massive Open Online Course (MOOC).	13	2	650%
3	Bilangan MoU/MoA dengan universiti antarabangsa.	6	2	300%
4	Bilangan mahasiswa yang terlibat dengan program mobiliti ke universiti luar negara.	30	10	300%
5	Bilangan staf akademik yang mendapat pengiktirafan badan-badan profesional tempatan atau antarabangsa.	208	93	224%
6	Bilangan mahasiswa yang terlibat dengan program kolaborasi bersama industri.	82	40	205%
7	Bilangan MoU/MoA dengan industri.	10	5	200%
8	Bilangan amalan terbaik dalam pemindahan ilmu yang diterima pakai oleh komuniti dan inovasi yang diterima oleh industri/ komuniti.	2	1	200%
9	Bilangan kolaborasi penyelidikan dalam negara dan luar negara.	35	19	184%
10	Bilangan penganjuran program berteraskan University Community Engagement (UCE).	10.8	6.5	166%
11	Bilangan graduan Sarjana.	26	17	153%
12	Jumlah dana penyelidikan yang diperolehi (xRM1,000,000)	5.16	3.5	147%
13	Bilangan pelajar ijazah pertama dan diploma sepenuh masa terlibat dalam aktiviti pendedahan/ pembudayaan keusahawanan selain daripada kurikulum.	1107	820	135%
14	Bilangan staf akademik yang terlibat dalam program mobiliti (Inbound) antarabangsa.	24	20	120%
15	Bilangan pelajar yang berdaftar dalam Massive Open Online Course (MOOC).	1712	1500	114%

16	Bilangan staf akademik yang terlibat dalam program cross fertilization.	25	23	109%
17	Bilangan kursus dalam Mod Blended Learning.	13	12	108%
18	Bilangan staf yang menjadi ahli entiti kesukarelawanan yang terlibat dengan program kesukarelawanan.	45	43	105%
19	Indeks kepuasan graduan terhadap bimbingan kerja.	3.94	3.86	102%
20	Indeks kepuasan graduan terhadap kurikulum akademik	4.33	4.3	101%
21	Bilangan kumulatif bahan ilmiah yang diterbitkan.	455	450	101%
22	Indeks kepuasan graduan terhadap sistem penilaian	4.39	4.4	100%
23	Bilangan program Khidmat Kepakaran Mahasiswa-Masyarakat yang dianjurkan setahun.	1	1	100%
24	Bilangan program yang mendapat pengiktirafan badanbadan profesional tempatan dan antarabangsa.	1	1	100%
25	Bilangan jalinan program kerjasama dengan industri/ komuniti.	3	3	100%
26	Bilangan pensyarah yang mengikuti latihan peningkatan kompetensi sebagai tenaga pengajar keusahawanan.	3	3	100%
27	Bilangan program kesukarelawanan mahasiswa secara kolaborasi bersama industri.	4	4	100%
28	Bilangan program kesukarelawanan mahasiswa secara kolaborasi bersama masyarakat.	6	6	100%
29	Bilangan staf akademik yang disangkutkan di peringkat antarabangsa (Outbound).	7	7	100%
30	Bilangan staf akademik yang disangkutkan di industri tempatan.	55	55	100%
31	Bilangan alumni yang terlibat dalam Program Jaringan Bestari	7	7	100%
32	Bilangan graduan PhD dan setaraf.	4	4	100%
33	Bilangan mahasiswa yang menjalankan perniagaan dan berdaftar dengan Pusat Keusahawanan Universiti.	5	5	100%
34	Indeks kepuasan graduan terhadap prasarana universiti.	4.23	4.31	98%

35	Indeks kepuasan graduan terhadap tenaga pengajar	4.51	4.64	97%
36	Jumlah enrolmen mahasiswa PhD dan setaraf	38	40	95%

Manakala, bagi kategori 2 (75%-94%), fakulti telah berjaya mencapai sasaran bagi tahun 2019 untuk 3 PI seperti Jadual 2.

Jadual 2. Pencapaian Kategori 2 sehingga 31 Disember 2019

Bil	KPI	Capai	Sasaran 2019	%
1	Jumlah staf akademik antarabangsa.	11	13	85%
2	Jumlah pengambilan pelajar sepenuh masa.	282	350	81%
3	Bilangan staf akademik berkeelayakan PhD dan setaraf.	36	46	78%

Bagi pencapaian kategori 3 (50% - 74%), terdapat **7 PI** yang masih berada di kategori ini seperti Jadual 3 bersama definisi operasi.

Jadual 3. Pencapaian Kategori 3 sehingga 31 Disember 2019

Bil	KPI	Capai	Sasaran 2019	%
1	Bilangan graduan yang terlibat dalam Bumiputera Commercial and Industrial Community (BCIC).	1	2	50%
2	Peratus staf akademik bukan Bumiputera	7.7	11.08	69%
3	Bilangan artikel diterbitkan dalam jurnal berimpak tinggi.	136	200	68%
4	Bilangan penyelidikan kerjasama akademia-industri.	24	37	65%
5	Jumlah pengambilan pelajar PhD dan setaraf	8	14	57%
6	Jumlah pendapatan yang dijana menerusi sumbangan.(x RM 100,000)	1.6	3	53%
7	Bilangan staf akademik yang menjalankan penyelidikan.	106	150	71%

Bagi pencapaian kategori 4 (<50%), terdapat **7 PI** yang masih berada di kategori ini seperti Jadual 4 bersama definisi operasi PI ini.

Jadual 4. Pencapaian Kategori 4 sehingga 31 Disember 2019

Bil	KPI	Capai	Sasaran 2019	%	Definisi Operasi
1	Bilangan industri yang menerima pensyarah dalam program sangkutan industri.	6	20	30%	Penempatan pensyarah di industri multinasional (International GLC, MNC) mengikut tempoh yang dipersetujui bersama.
2	Bilangan projek perundingan.	2	8	25%	Projek perundingan yang berdaftar di dalam sistem i'CONS dan telah mencapai status APPOINTED dan bukan status PENDING
3	Bilangan program baharu yang ditawarkan di peringkat Pascasiswazah.	1	4	25%	Program akademik baharu peringkat Pasca Ijazah yang diluluskan untuk penawaran oleh Jabatan Pendidikan Tinggi (JPT), Kementerian Pendidikan Malaysia (KPM) untuk tahun semasa yang dilaporkan sehingga 31 Disember tahun semasa.
4	Bilangan ahli akademik yang terlibat sebagai pakar rujuk/ penasihat di peringkat kebangsaan/ antarabangsa.	35	228	15%	Bilangan aktiviti yang dijalankan dengan universiti antarabangsa yang mempunyai MoU/MoA (i.e, mobiliti pelajar, mobiliti staf, aktiviti pelajar, projek kerjasama/jalinan kerjasama projek, kerjasama penyelidikan, usahasama program akademik).

5	Jumlah pendapatan yang dijana dari dana endowmen luaran.(xRM10,000)	0	5	0%	Endowmen dibahagikan kepada dua asas iaitu endowmen berstruktur dan endowmen tidak berstruktur. Endowmen berstruktur bermaksud endowmen yang diterima dari sesebuah organisasi dengan sejumlah amaun endowmen yang besar atau aset yang boleh dinilai dari sudut perakaunan. Manakala endowmen tidak berstruktur pula ialah semua jenis sumbangan dari orang ramai yang diklasifikasikan sebagai endowmen (eq.crowd funding) atau aset dan inventori yang boleh dinilai dari sudut perakaunan.
6	Bilangan program latihan keusahawanan berstruktur yang ditawarkan kepada pelajar.	0	0	0%	Program yang dijalankan berdasarkan modul seragam yang dibangunkan / diperakui oleh MASMED.
7	Bilangan kolaborasi keusahawanan untuk perkhidmatan coaching dan penasihat perniagaan.	0	0	0%	Bilangan kerjasama Universiti dan Industri untuk perkhidmatan coaching dan mentoring kepada PKS

ULASAN DAN JUSTIFIKASI

Doctorpreneur

- Bagi program berstruktur keusahawanan yang perlu diperakui pihak MASMED, jadual pengajaran dan pembelajaran MBBS yang sangat padat dengan pelbagai modul pre dan klinikal telah menyebabkan program sebegini sukar diwujudkan. Namun akan di bawa lagi ke mesyuarat semakan kurikulum akan datang yang dijadualkan pada April 2020.
- Bagi perkhidmatan coaching dan mentoring kepada PKS, fakulti perubatan masih mencari PKS yang berpadanan dengan core business fakulti pada masa ini memandangkan rangkaian keusahawanan atau industri berkaitan perubatan seperti klinik, hospital dan syarikat berkaitan tidak dikategorikan sebagai Perindustrian Kecil Sederhana (PKS).

Quantum Leap

- 3 daripada 4 program pascasiswazah yang telah mendapat pengesahan di peringkat JKIKU masih lagi di peringkat penilaian MQA yang telah mengambil masa sekurang-kurangnya 8 bulan. Hal ini telah menyebabkan kelewatan menawarkan program ini yang hanya akan dapat dilakukan pada tahun hadapan 2020.
- HPU yang dijangka siap pada 2020 akan mampu meningkatkan jumlah pengambilan pelajar pascasiswazah klinikal.

Linking Linkages

- Bagi bilangan ahli akademik yang menjadi pakar rujuk, melihat kepada definisi operasi sedia ada, ia adalah kurang jelas dan boleh ditafsirkan sebagai ahli akademik di fakulti yang mendapat jemputan berkongsi kepakaran dengan universiti atau agensi yang mempunyai MoU/MoA dengan UiTM sahaja. Definisi ini menyebabkan sejumlah besar ahli akademik di fakulti yang dijemput berkongsi kepakaran tidak termasuk di dalam numerator pencapaian memandangkan agensi seperti sekolah-sekolah atau NGO yang menghantar jemputan tidak mempunyai MoU/MoA dengan UiTM. Pihak fakulti akan menyemak semula perkara ini dan akan memberi cadangan dari segi definisi operasi pada masa hadapan kepada pihak BTU.
- Bagi bilangan industri MNC/GLC yang menerima pensyarah, strategi baru bagi memaksimumkan potensi pensyarah akan dilaksanakan pada tahun hadapan dengan menumpukan usaha untuk menempatkan pensyarah klinikal terutamanya ke industri swasta.

RIGorous

- Pelbagai inisiatif, insentif dan usaha telah dijalankan bagi mencapai sasaran berkaitan penyelidikan, inovasi dan perundingan di fakulti termasuklah
- Penerbitan artikel berimpak tinggi – tabung biaya penerbitan artikel telah disediakan dan bengkel penulisan manuskrip telah dilaksanakan

- Projek kolaborasi penyelidikan dan bersama industri – pihak fakulti sentiasa terbuka menerima undangan kolaborasi dengan kolaborasi bersama syarikat farmaseutikal lebih menunjukkan kejayaan berbanding bersama industri lain
- Penerbitan- fakulti telah mempunyai jurnal penerbitan sendiri JCHS untuk menggalakkan aktiviti penerbitan
- Rundingan – hebahan kepada pensyarah klinikal supaya mendaftar rundingan ke dalam sistem i-cons telah dilakukan semasa mesyuarat fakulti
- Geran penyelidikan – perancangan telah dalam pelaksanaan bagi memastikan pensyarah yang tidak berjaya mendapat geran FRGS/RACER supaya menghantar kertas usul mereka ke pihak lain yang menawarkan geran penyelidikan
- Bilangan staf menjalankan penyelidikan – Antara usaha adalah memaklumkan ketua jabatan berkaitan denominator berpotensi jabatan mereka dan perlu bersama-sama memastikan isu ini ditangani

Admin-Finance

- Dana endowmen masih belum mencapai sasaran meskipun pihak pengurusan telah pun berhubung dengan beberapa pihak berpotensi untuk tujuan rundingan endowmen. Strategi akan datang ialah dengan mengoptimalkan kerjasama jaringan alumni bagi mengumpul dana endowmen.
- Bagi pendapatan menerusi aset, lejer awal timbalan bendahari kanan kampus Sg Buloh menunjukkan jangkaan pendapatan menerusi sumbangan melebihi sasaran yang ditetapkan pada RM300 ribu. Namun angka rasmi pencapaian dilaporkan sekitar RM150 ribu sahaja. Pihak pengurusan akan membuat perbincangan lebih terperinci bagi melihat bagaimana agihan pendapatan dilaksanakan dalam lejer bendahari bagi memastikan tidak berlaku 'under reporting' bagi PI ini.
- Pencapaian bagi aset yang dijangka adalah sehingga 15/10/2019= RM 53,985 -wang tunai dan RM3 juta aset

Kesimpulan

Secara keseluruhan, pencapaian fakulti perubatan telah menunjukkan sedikit penurunan berbanding pada tahun 2018. Antara faktor penurunan adalah disebabkan oleh data pelaporan menggunakan definisi operasi yang lebih ketat dan terdapat ketidakpastian dalam pelaporan bagi penajaan sumbangan. Perancangan strategik bagi tahun hadapan memerlukan pendekatan yang lebih fokus dan pengagihan tugas yang lebih menyeluruh kepada semua warga bagi meningkatkan semula tahap 9.petunjuk prestasi fakulti.

Disediakan oleh:

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Appreciation

'Greatest appreciation to everyone that had contributed in this strategic planning documents either directly or indirectly to name a few...'

*Vice Chancellor
Dean and Deputy Deans
Professors and Associate Professors
Academic Administrators-
[Head of Departments, Head of Unit, Coordinators]
Non-academic Administrators-
[Head of Service, Lab Technologist, Scientist]
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September 2020

“PASSION FOR EXCELLENCE, COMPASSION FOR PEOPLE”



اُنْبُوْرٌ سَيِّدِيٌّ يَكْفُوْهُ لَوْ كُنَّ مَنَاةَا
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