



Strategic Plan 2007 – 2010

Updated

August 2007

Vision

Curtin Sarawak will be the Campus of Choice for education and research serving its wider region.

Mission

Curtin Sarawak is committed to innovation and excellence in teaching and research for the development of global citizenship.

CULTURE

Major Objective : Build a strong and clearly defined Curtin Sarawak identity

Sub-objectives <ul style="list-style-type: none"> ▪ Clarify, communicate and enhance understanding of CS Vision, Mission.... ▪ Promote and implement strategic and operational objectives, in all areas. ▪ Create opportunities for stronger Curtin Sarawak community life involving staff and students in co-curricular activities ▪ Develop a campus community culture characterized by Curtin values – Integrity, Respect, Fairness and Care. ▪ Promote multi cultural and global perspective in teaching, learning and services. 	Indicators of Success <ul style="list-style-type: none"> ▪ Achievement of strategic and operational plan objectives and targets at campus/area/individual level ▪ Operational activities are in accordance with CSM core values
	Key Targets <ul style="list-style-type: none"> ▪ Over 70% positive feedback from staff ▪ Quarterly progress report ▪ At least 3 major activities per year

Major Objective : Establish culture of excellence

Sub-objectives <ul style="list-style-type: none"> ▪ Establish charter of excellence at all levels ▪ Ensure high proportion of quality and competent staff. ▪ Set clear collective and individual standards of excellence 	Indicators of Success <ul style="list-style-type: none"> ▪ Achievement of standards of excellence ▪ Increasing number of staff qualifying for awards.
	Key Targets <ul style="list-style-type: none"> ▪ COEs to be established in Feb (2008) by all Schools and Departments. ▪ For each existing award of excellence, at least 3 nominations from each school/ department. ▪ Performance of all staff is appraised annually against agreed standards and standards are embedded in annual individual work plan objectives (MCIG approach)

Major Objective : Effective Leadership

Sub-objectives <ul style="list-style-type: none"> ▪ Ensure achievement of strategic plan goals. ▪ Implement strategies to provide feedback on leadership and development activities for continual improvement 	Indicators of Success <ul style="list-style-type: none"> ▪ Staff satisfaction ▪ Client satisfaction ▪ Increase in reputation of CSM
	Key Targets <ul style="list-style-type: none"> ▪ 90% of targets in Strategic and annual Operational Plans are achieved ▪ Staff in leadership positions meet 80% target on 360 degree review bi-annually ▪ 80% of staff and students are satisfied that opportunities are provided for consultation and feedback ▪ Quality of Working Life survey shows annual increase in staff satisfaction in all areas

TEACHING AND LEARNING

Major Objective : Ensure continuous improvement in quality, efficiency and effectiveness in teaching and learning

Sub-Objectives <ul style="list-style-type: none"> ▪ Develop and implement a monitoring system of teaching and learning ▪ Develop and maintain a culture of best practice in teaching and learning ▪ Provide a teaching and learning environment which is conducive to quality performance ▪ Provide opportunities for research in teaching and learning 	Indicators of Success <ul style="list-style-type: none"> ▪ Effectiveness of teaching
	Key Targets <ul style="list-style-type: none"> ▪ 100% of teaching staff enrol in at least two teaching and learning workshops annually ▪ 80% positive evaluation of CSM teaching and learning induction program ▪ Increase in staff completion of formal or informal (e.g. mentoring) teaching and learning professional development programmes e.g. GCTT, Foundations of Learning and Teaching at Curtin ▪ eVALUate data meet target of 80% or show 10% annual increase overall ▪ Increased teaching awards nominations ▪ CASS data provide evidence that teaching and learning policies and procedures are implemented by all staff (especially invigilation and assessment policies) ▪ Survey data demonstrated that teaching staff employ methods that promote Curtin Graduate attributes and outcome-based learning ▪ Increase in teaching research journal publications

Major Objective : Enhance the overall experience of students through a learner centered approach where students become independent learners with the capacity to “learn how to learn”

Sub-objectives <ul style="list-style-type: none"> ▪ Ensure that staff are aware of and adopt a learner centered approach to teaching and learning ▪ Align teaching and learning activities with a learner centered approach e.g. through assessment modes ▪ Engage students in the learning and teaching process 	Indicators of Success <ul style="list-style-type: none"> ▪ Student satisfaction – learning and teaching
	Key Targets <ul style="list-style-type: none"> ▪ eVALUate data meet target of 80% or show 10% increase overall ▪ Staff provide evidence of learner-centred approaches during annual review ▪ Professional development programs in teaching and learning are underpinned by learner centred- approaches ▪ Library survey data show 20% increased use of library facilities

Major Objective : Expand courses to meet local, national and international needs

Sub-objectives <ul style="list-style-type: none"> ▪ Review sustainability of existing courses ▪ Develop new courses in existing Schools ▪ Create new Schools 	Indicators of Success <ul style="list-style-type: none"> ▪ Sustainability of courses
	Key Targets <ul style="list-style-type: none"> ▪ Enrolments in existing courses shows significant growth trend ▪ A database of local professional bodies to assist in market analysis

RESEARCH AND DEVELOPMENT

Major Objective : Build research capacity

Sub-objectives <ul style="list-style-type: none"> ▪ Deliver training programs to enhance and increase awareness of staff research skills. ▪ Establish a more comprehensive reward system that motivates research practice ▪ Enhance research infrastructure that are relevant to each school ▪ Establish critical mass of researchers by creating research groups/clusters, by attracting post grads students, and by establishing more postgraduate fellowship schemes ▪ Develop and implement staff recruitment / retention strategies to support capacity building in research ▪ Improve internal procedures of managing and accessing research grants ▪ Communicate R& D issues to staff on a regular basis ▪ Promote research leadership 	Indicators of Success <ul style="list-style-type: none"> ▪ Research capacity – staff and infrastructure
	Key Targets <ul style="list-style-type: none"> ▪ At least three training activities for the improvement of research skills provided annually ▪ At least two to three research clusters established by in each school by 2007 ▪ All academic staff produce tangible research outputs which are proportional with the level of academic appointment, but at least two tangible research outputs per staff by 2008 and four tangible research outputs per staff by 2010 ▪ Ten full time postgraduate students continuously sustained in the period of 2007-2010 ▪ Research capital infrastructure to grow to RM 2m by 2010 ▪ Research bulletin to staff and HDR students published on a quarterly basis from January 2007 ▪ Turnover of research active staff does not exceed 20 % annually ▪ Establishment key research position at the School's level.

Major Objective : Build reputation for quality research

Sub-objectives <ul style="list-style-type: none"> ▪ Establish and promote collaborative and interdisciplinary research culture ▪ Attract internal and external funding ▪ Promote national and international networking. 	Indicators of Success <ul style="list-style-type: none"> ▪ Impact and quality of research
	Key Targets <ul style="list-style-type: none"> ▪ 75% of the total academic staff submit proposals to internal and/or external funding sources ▪ At least 10% of external grant applications are funded ▪ 40% of the total academic staff submit papers to refereed journals with a 65% acceptance rate ▪ At least 20% of research activities involve collaboration with external partners

STUDENTS AND CLIENTS

Major Objective : To build the reputation of Curtin Sarawak Malaysia (CSM) as a responsible, service oriented, and quality university

Sub-objectives <ul style="list-style-type: none"> ▪ Clearly define and outline the scope of CSM's services for internal and external clients ▪ Communicate clearly the outline of the scope of services of CSM in order to manage the expectations of students and clients ▪ Build and communicate a positive image of CSM ▪ Establish and strengthen relationship with government and non-governmental organizations 	Indicators of Success <ul style="list-style-type: none"> ▪ Business growth
	Key Targets <ul style="list-style-type: none"> ▪ Growth in student numbers by 8% per annum ▪ 'Bumiputra' students increase to 10% of total enrolments by 2010 ▪ 20% growth per annum in the number of scholarships (internal and external) awarded to students ▪ Overall Student and client satisfaction \geq 80% ▪ Sign a least 2 productive partnerships per annum with local universities/institutions/industries

Major Objective : To improve CSM's operational effectiveness and efficiency

Sub-objectives <ol style="list-style-type: none"> 1. To develop and establish functional Standard Operating Procedures (SOP) <ul style="list-style-type: none"> ▪ To better manage communication internally to ensure collective decision-making, clear processes, common understanding, cohesiveness and transparency 	Indicators of Success <ul style="list-style-type: none"> ▪ Operational efficiency
	Key Targets <ul style="list-style-type: none"> ▪ Establishment and implementation of SOP in all areas

FINANCIAL SECURITY

Major Objective : To grow revenue

Sub-objectives <ul style="list-style-type: none"> ▪ Increase student numbers ▪ Develop market driven programs (Undergraduates / postgraduates/non-degree) ▪ Diversify revenue streams 	Indicators of Success <ul style="list-style-type: none"> ▪ Growth in revenue from a variety of sources
	Key Targets <ul style="list-style-type: none"> ▪ 8% annual growth in student numbers for the planning period ▪ Achieve market composition <ul style="list-style-type: none"> – 80%: 20% (Domestic/International) ▪ Achieve student mix <ul style="list-style-type: none"> – 90% Undergraduate & 10% Postgraduate – 10% Bumiputra and 90% non-bumiputra ▪ Up to maximum 4 new programs per annum ▪ Increase in enrolment numbers in all programs ▪ Increase tuition fees by 2% for 2008 and 2% to 5% per annum from 2009 onwards subject to market conditions ▪ Increase in consultancy projects and revenue <ul style="list-style-type: none"> – profit from CCS must be at least 1% of the total university revenue by 2008 ▪ at least 1 major project secured worth at least RM0.5 million by 2008

Major Objective : Optimize resources / Increase Productivity

Sub-objectives <ul style="list-style-type: none"> • Optimize academic staff : student ratio ▪ Manage overheads relative to revenue ▪ Maximize use of fixed assets / infra-structure 	Indicators of Success <ul style="list-style-type: none"> ▪ Financial Performance / Increase Shareholder Value ▪ Reduce cost per student ▪ Achieve lean / efficient processes
	Key Targets <ul style="list-style-type: none"> ▪ Optimization in academic staff/student ratio of 1:25 through workload management ▪ Implementation of Standard Operating Procedures ▪ All existing programs financially viable (or cancelled) ▪ 1% operating margin (after depreciation) ▪ Free cash flow to be at least 4 weeks of revenue

Major Objective : Develop a Risk Management Plan

Sub-objectives <ul style="list-style-type: none"> ▪ Manage business risk ▪ Comply with regulatory bodies 	Indicators of Success <ul style="list-style-type: none"> ▪ Management of risk ▪ Presentation of quarterly financials ▪ Risk Management Committee meets quarterly
	Key Targets <ul style="list-style-type: none"> ▪ Risk Management Plan in place by June 2007 ▪ Risk Management Committee will be operational in 2008 and should include two external members delegated by Sarawak Council ▪ Delivery of Operational Risk Plan by 2008