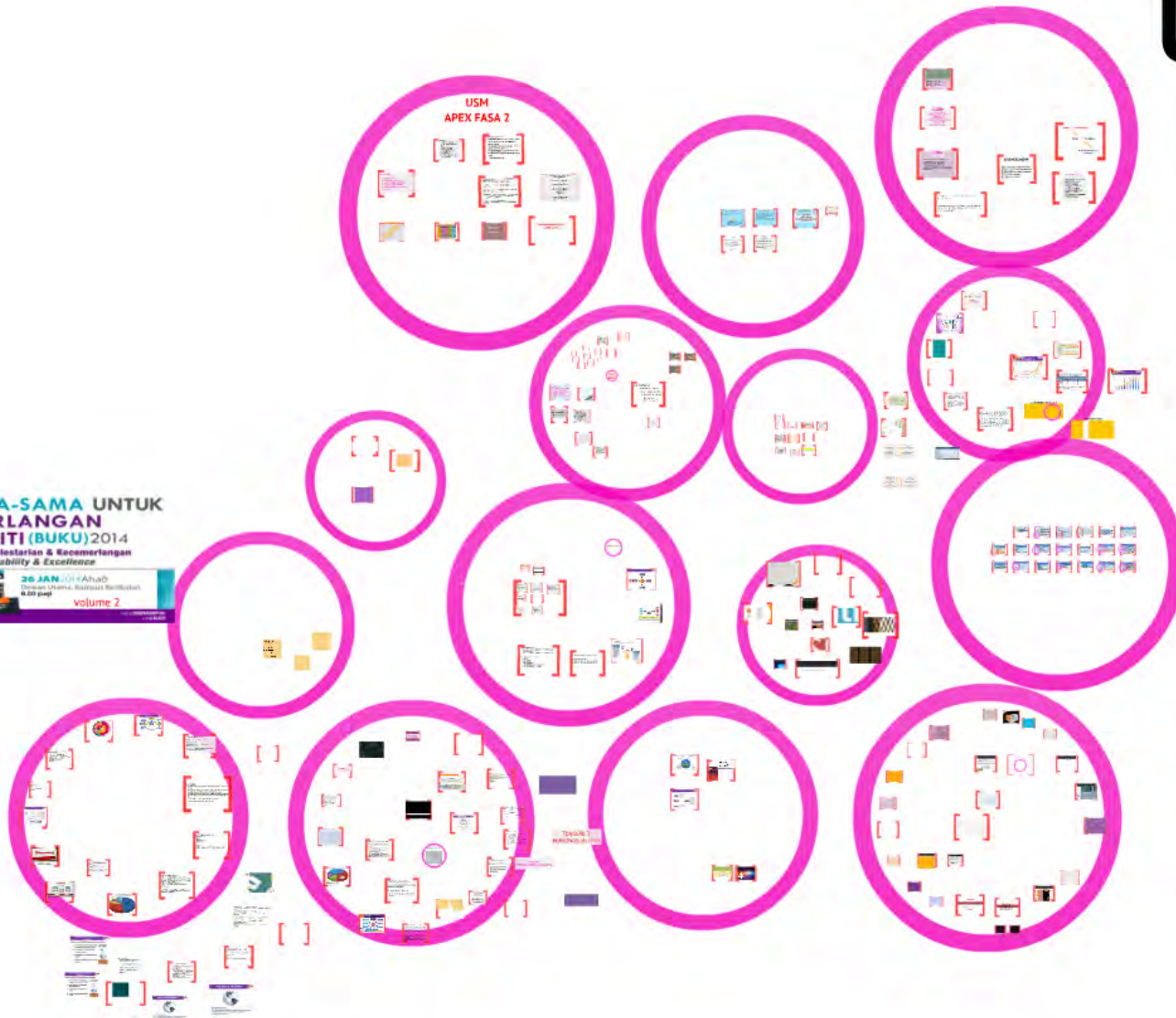


# USM APEX



1 USM



# **BERSAMA-SAMA UNTUK KECEMERLANGAN UNIVERSITI (BUKU) 2014**

**Keterangkuman, Kelestarian & Kecemerlangan  
*Inclusivity, Sustainability & Excellence***



**semua  
DIJEMPUT  
HADIR**

**26 JAN 2014** Ahað  
Dewan Utama, Kampus Kesihatan  
8.00 pagi

volume 2

kami **MEMIMPIN**  
we **LEAD**



PILLAR

5

## APEX Academic and Student Development

- ▶ Prominence in Sustainability and Global Mindset

**USM is a self-accrediting institution**



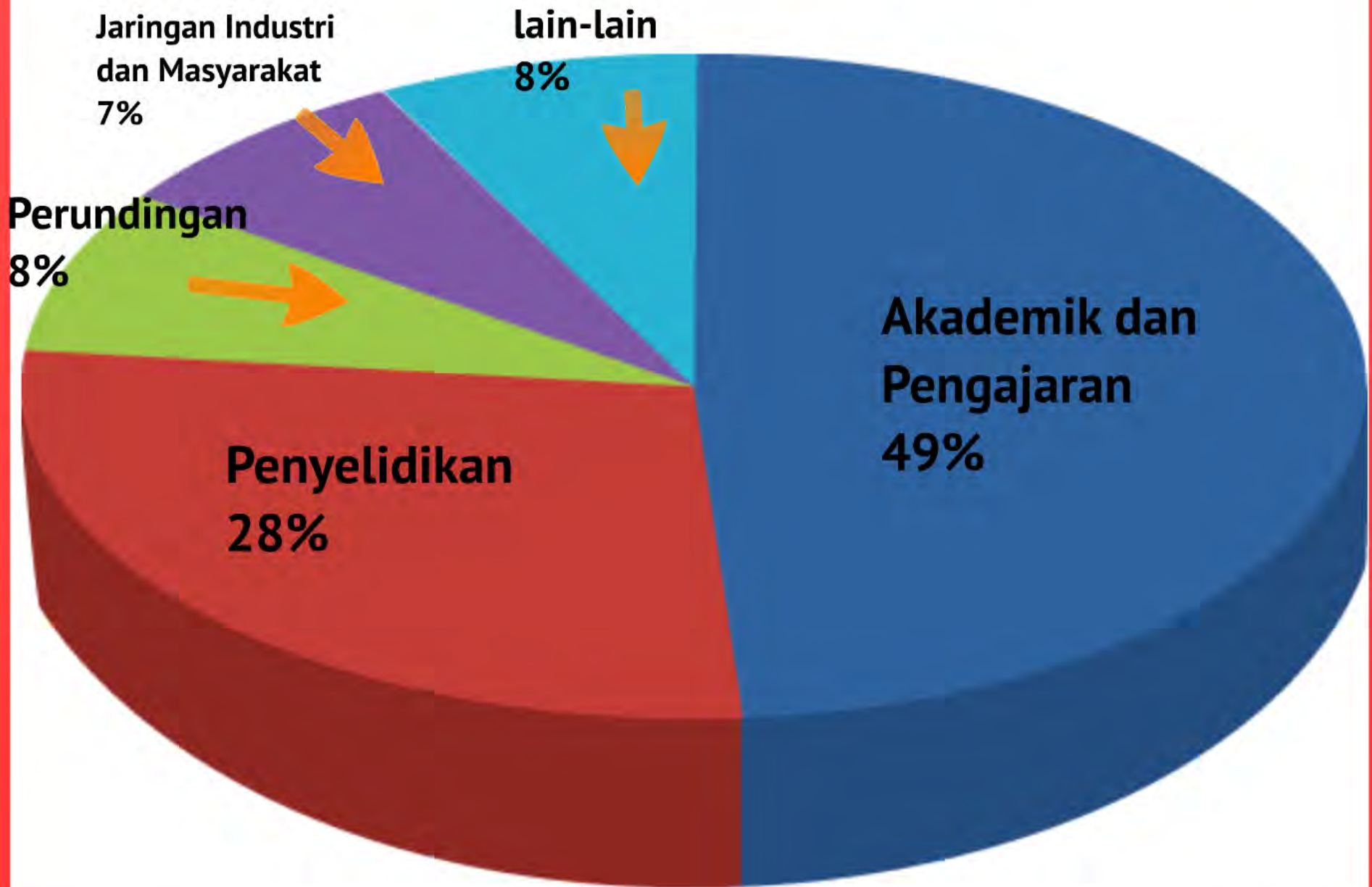
**Prospek Pusat Pengajian dan Akademik**

**Bagaimana mengintegrasikan kelestarian dalam akademik dan pengajaran**

**DNA Pusat Pengajian sedang dikaji**

**Semua PP sudah menyiapkan pelan lima tahun ke hadapan.**

# DNA USM (PUSAT PENGAJIAN)



## **1. “School of Lifestyle Science” –**

- Bachelor of Bachelor of Lifestyle Sciences (Hons) ; Public Health Policy, Health Promotion, Nutrition & Micronutrients, Environmental, Bachelor of Health promotion & Policy and**
- Bachelor of Nutrigenomics,**
- Bachelor of Sustainable Health And**
- Bachelor of Health Management to be undertaken at feasibility stage.**

**2. “School or programme in Bachelor of Science in Heritage,Local Knowledge Studies and Management to be undertaken at feasibility stage.**

## **DASAR PENGAMBILAN PELAJAR**

- MEMILIH USM**
- MERIT**
- KETRAMPILAN**
- DIVERSITI**

## **E-USM**

- PEMBELAJARAN 'BLENDED, ATAS TALIAN, MOBILE**

## **Pasca Siswazah**

- **Cabaran membawa mereka yang berkualiti, bermotivasi tinggi dan mampu.**
- **Program Pembiayaan dari agensi luar negara dan juga dalam negara daripada negara pembiaya, agensi dan badan penganjur.**
- **Kemudahan memohon, mendapat pembiayaan, pemetaan kepakaran bidang kerjaya, geran penyelidikan dan penyelidikan faktor cabaran lain.**
- **Tiada struktur yuran peringkat kebangsaan tersedia**
- **Universiti komited mencari kaedah sesuai.**

## **TONGGAK 5. APEX Pembangunan Akademik dan Pelajar**

**1. Menjadi Terkenal dalam Kelestarian dan Minda Global**

**2. Cabaran - mereka terkenal, terkenal dalam kelestarian dan berminda global.**

**3. Perlu**

- memperbaiki lagi kejayaan diperingkat antarabangsa,**
- meningkatkan pelajar luar negara,**
- meningkatkan program pengantarabangsaan dan**
- mengantarabangsakan USM.**

**4. Polisi dan garis panduan terkini diperlukan.**

**5. Pelan Penggantian akademik yang mantap diperlukan**

**6. Mengurangkan nisbah pelajar dan staff.**

**7. Profesor kontrak bergantung kepada kepakaran, kepimpinan dan keupayaan sumbangan**

PILLAR

6

## APEX Financial Sustainability

▶ Financially Sustainable

## **PILLAR 6: Prospek kelestarian kewangan**

- 1. Kelestarian Kewangan**
- 2. Bagaimana Universiti menjana pendapatan membantu kerajaan menguruskan institusi**

## The Philosophy

The philosophy of Financial Sustainability is to create income and reduce cost without reducing the ability to conduct core functions.

### INCOME GENERATION

- Diversification of sources of income
- Proper costing of services and product offered
- Tuition fees rationalization exercise
- Governance issues

Income Generation



Expenditure

Financial Sustainability

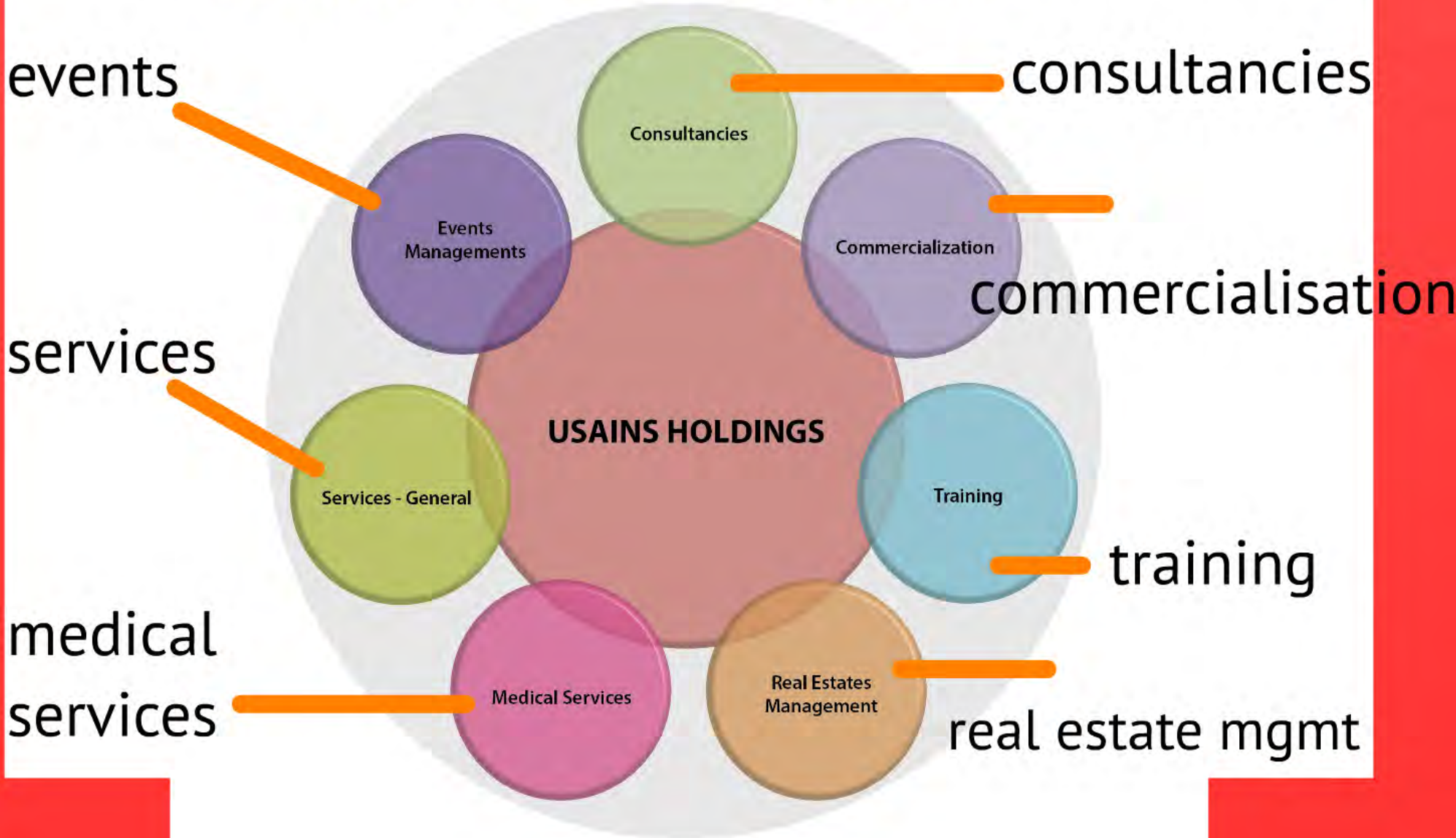


### REDUCE EXPENDITURE

- Focus on cost-efficiency
- Cost recovery initiatives
- Divestment of non-core activities



# USAINS as Income Enabler



# APEX Financial Sustainability

## Financially Sustainable

### Services

Services to be commercialised or generate income

Space Utility

Expertise/ Consultancy Services as Individuals or Group (s)

Hospital USM

Equipment for testing facilities

- Teaching and Learning

- Incubation, Maturing & Research Activities

- Commercial & business Activities

- Accommodation

- Others

- Schools

- Research

- Specialised Centres

# Risk Assessment and Cost Recovery

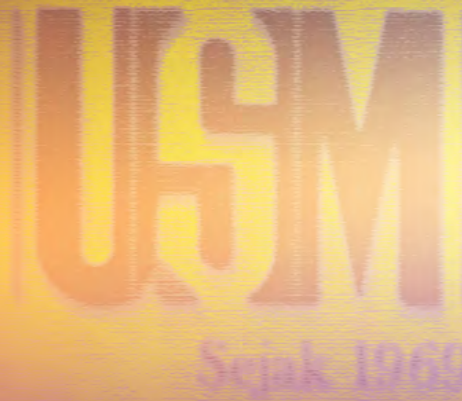


PILLAR

7

## APEX Institutional Development

▶ Enhanced & Empowered USM



## **% LELAKI DAN PEREMPUAN**

<b>KUMPULAN</b>	<b>PERATUSAN KESELURUHAN P KEPADA L</b>
AKADEMIK	<b>45.94</b>
PENGURUSAN DAN PROFESIONAL	<b>55.40</b>
SOKONGAN	<b>51.90</b>
<b>JUMLAH KESELURUHAN</b>	<b>51.14</b>

## WANITA DAN PENGURUSAN

KATEGORI PEMIMPIN	P	L	PERATUSAN P KEPADA L
DEKAN	7	22	24.14
KETUA	1	6	14.29
FELLOW	6	2	75.00
PENGARAH	7	44	13.73
PENGGAWA	2	11	15.38
PENGURUS	1	-	100
PENYELARAS	7	19	26.92
KETUA JABATAN	9	15	37.50
TIMBALAN DEKAN	30	56	34.88
PENGURUS PROGRAM	6	2	75.00
PENGERUSI PROGRAM	14	8	63.64
PENOLONG PENGGAWA	15	16	48.39
TIMBALAN PENGARAH	6	17	26.09
PENGERUSI RANCANGAN	49	88	35.77
PENYELARAS AKADEMIK	1	-	100
PEMANGKU PENERUSI RANCANG	2	-	100
<b>JUMLAH KESELURUHAN</b>	<b>163</b>	<b>306</b>	<b>34.75</b>

## **1. Staf Wanita Woman Staff**

- **Kebajikan termasuk masalah penjagaan semasa kerja, selepas waktu kerja – pelajar?**
- **Tiada toleransi kepada masalah gangguan kepada staf wanita**

## **2. Polisi2 baru Universiti dan Statut**

- **Dasar Tenaga**
- **Dasar Kelestarian**
- **Dasar Penyelidikan**
- **Dasar Pengangkutan**
- **Dasar Pelan Pembangunan Fisikal induk**
- **37 Statut Universiti akan di gazetkan**

## **Pemeriksaan dan Pengupayaan**

**Memberi lebih keupayaan dan tanggung jawab kepada**

- Individu,**
- organisasi dalaman**

**untuk mengurus, membuat keputusan, melaksana dan menjana pendapatan.**

**Program penyelidikan, keusahawanan, program akademik sisiran, penubuhan rangkaian luar dengan institusi dan industri luar adalah sasaran program pengupayaan ptj**



# EMPOWERMENT SYSTEM

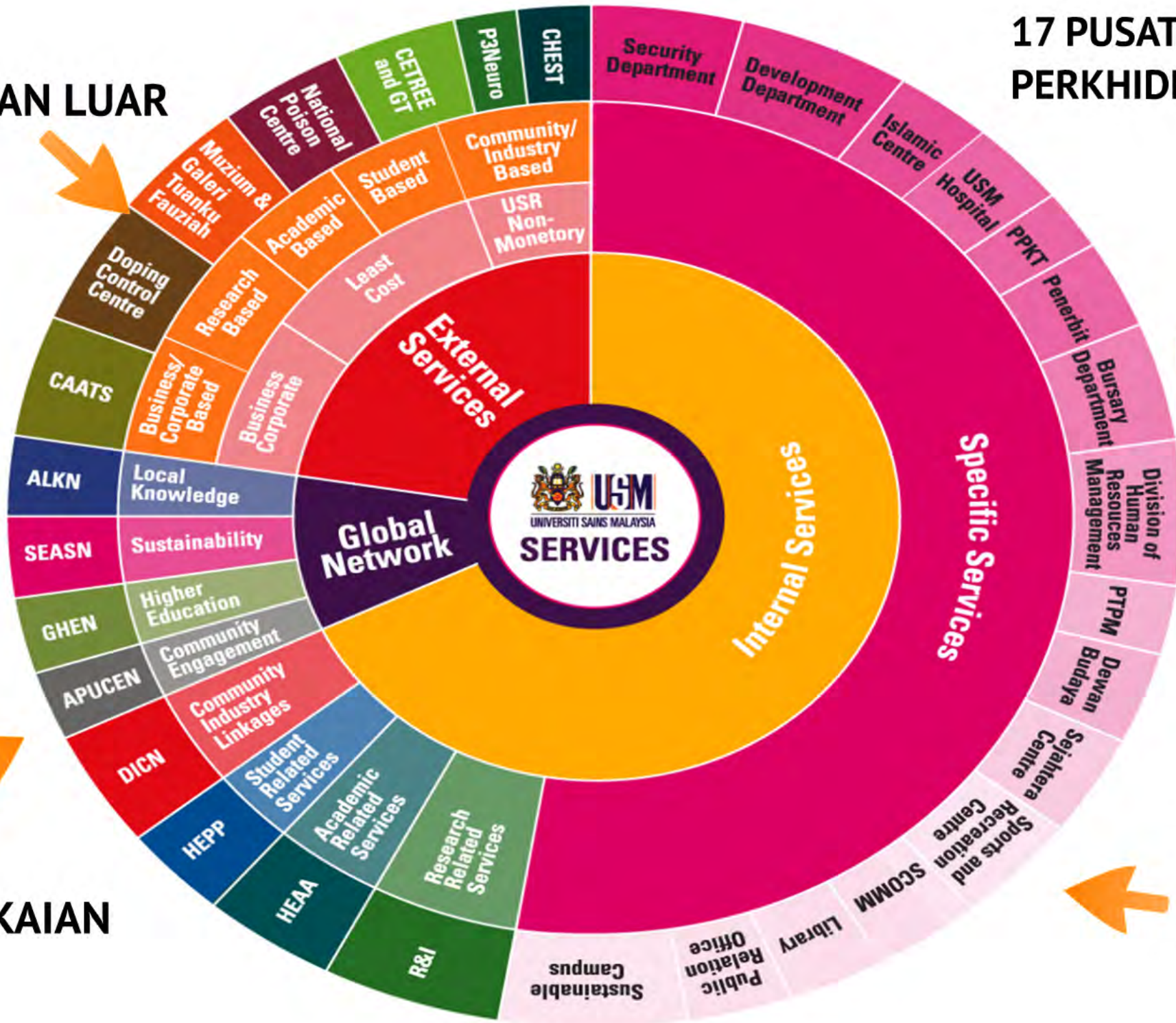
SECRETARIAT OF EMPOWERMENT PROGRAMME



**SISTEM PENGUPAYAAN**

AT  
IDMATAN LUAR

17 PUSAT  
PERKHIDMATAN K



RANGKAIAN

21 PUS  
PERKHID  
AN DAL

# **Memperkasaan Pusat Perkhidmatan Dalaman USM**

- **Prinsip dan Dasar Pengurusan**
- **Perkhidmatan bersilang yang efisien**
- **USM HelpdESk setiap kampus dan HUSM**
- **Perkhidmatan kos efisien**
- **USM eBay**

**Pengurusan Aset dan Hartanah**

**Pengurusan Kejat**

**Perancangan Peralihan dan Penggantian Akademik dan Pentadbiran**



# APEX Institutional Development

Enhanced and Empowered USM

APEX Phase II



Bertam Campus



USM Teaching Hospital



USM – IDR Ecoheritage Lab



HUSM ;  
Community Health Hub



Renowned  
Engineering Centre



am Campus



USM Teaching Hospital



USM - Ecoheritage



HUSM ;



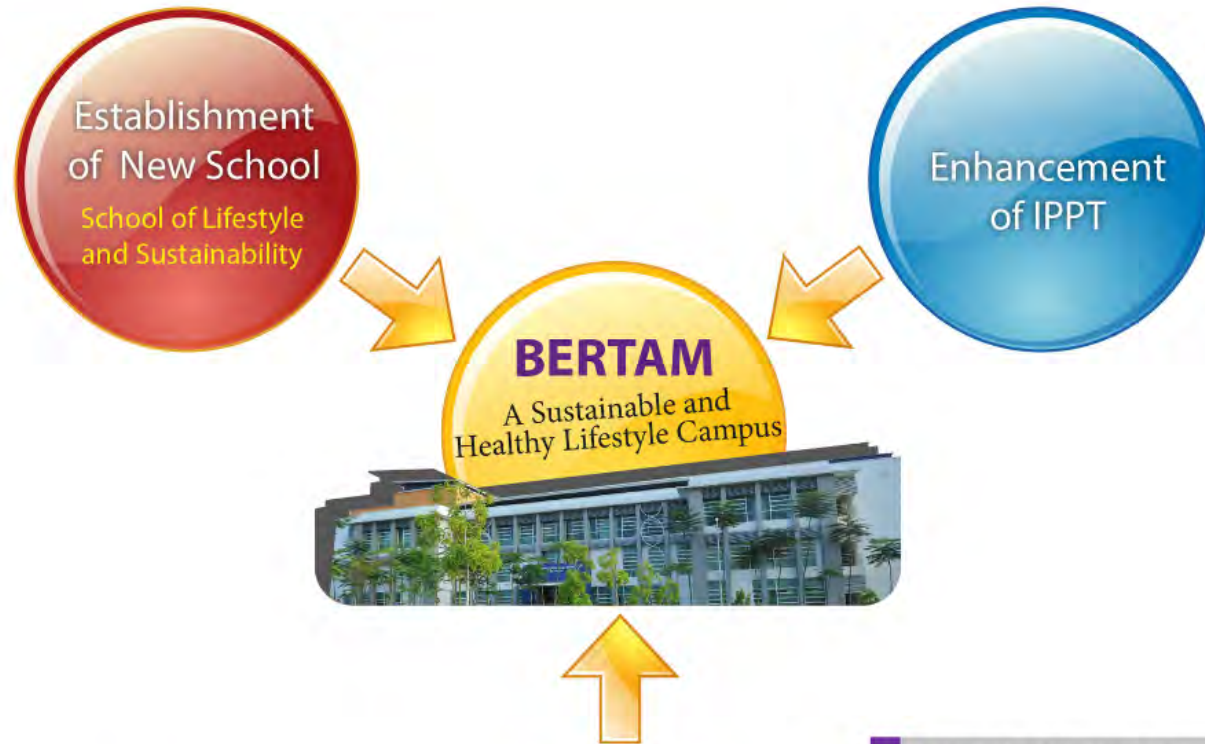
Renow



# APEX Institutional Development

Enhanced and Empowered USM

APEX Phase II



## Bertam: A Sustainable & Healthy Lifestyle Campus

- School of Pharmacy
- Centre for Drug Research
- Doping Control Centre
- National Poison Centre
- Centre for Advanced Analytical Toxicology Services



## **HUSM : Community Health Hub**

**Special strategy to develop USM Health Campus into Community Healthy Hub [Hub Kesejahteraan Komuniti]**

**The campus currently provides various services and education to the general public, contributing the the general well-being of the society.**

### **Specific Projects**

**Private Hospital (100 beds) :**

**Hotel for Medical Tourism (3 storeys)**

**Convention Centre**



## **TONGGAK 7: Prospek Pembangunan Institusi**

**1. Memperkasa dan Mengupaya USM**

**2. Kepimpinan Transformasi**

**3. Isu pemimpin yang mampu membawa perubahan pada diri sendiri dan kepada kumpulan yang di pimpin**

**4. Asas: integriti, berpandangan jauh, model contoh, peka, sebahagian komunitinya, pemimpin tidak menunggu dipimpin,**



**OBJEKTIF STRATEGIK 2014**

## **PROGRAM PENYELIDIKAN DAN INOVASI APEX**

### **Objektif Strategik 1**

**Meningkatkan kedudukan pencapaian penyelidikan universiti melalui pelbagai modaliti seperti menggerakkan strategi baharu, meningkatkan pembudayaan penyelidikan, molaborasi strategik dan membuat pelaburan yang perlu untuk menghasilkan penyelidikan global yang lebih prominence.**

**8 Program**

# **KEPIMPINAN APEX DAN PROGRAM PEMBINAAN NEGARA (PEMBANGUNAN NEGARA)**

## **Objektif Strategik 2**

**Melaksanakan program dalam bentuk pembinaan negara dengan mengambil kira penghasilan graduan dengan pemboleh atribut, bekerja dan berkolaborasi dengan pihak lain untuk mendapat impak maksimum dalam agenda pembangunan negara.**

**4 Program**

## **PERKONGSIAN APEX (TRANSFORMASI INSTITUSI PENGAJIAN TINGGI)**

### **Objektif Strategik 3**

**Meneruskan dan memperluaskan konsep perkongsian melalui pemindahan ilmu, menggunakan amalan-amalan baik dan penambahbaikan berdasarkan keperluan dan juga perkongsian permintaan – keperluan melalui pelbagai kolaborasi yang dibuat.**

**9 Program:**

## **Pengembangan APEX dan Memposisi (Tampak, Kelainan dan Universiti yang Memimpin Kelestarian)**

### **Objektif Strategik 4**

**Meningkatkan program-program sedia ada dan melancarkan program-program baharu yang membolehkan universiti berkhidmat kepada negara, komuniti dan pemegang taruh melalui pengukuhan intipati Universiti yang Memimpin Kelestarian dengan memindah, berkolaborasi dan tanda aras kelestarian.**

**9 Program**

## **Pembangunan Pelajar dan Akademik (Prominence dalam Kelestarian dan Set Minda Global)**

### **Objektif Strategik 5**

**Meneruskan usaha memupuk bakat staf untuk mendorong kecemerlangan akademik pada peringkat yang lebih tinggi dan membangunkan graduan sebagai warga dunia yang mempunyai sikap dan set-minda global selari dengan usaha pembinaan negara dan memulakan dengan lebih berhati-hati program-program pengantarabangsaan pelajar dan staf.**

**10 Program**

## **Pembangunan Institusi (Memaju dan Mengupaya USM)**

### **Objektif Strategik 7**

**Strategi meningkatkan pembangunan institusi melalui pengurusan keжат, meningkatkan produktiviti dan serentak meningkatkan kecekapan dalam proses-proses dan langkah-langkah yang dibuat melalui strategi pembangunan fizikal yang dimanfaatkan sepenuhnya serta pengurusan aset dan harga yang lebih cekap dan berkesan.**

**15 Program**

# PROGRAM 2014

# IMPLEMENTATION PLAN APEX 2014

## 1. APEX Research and Innovation

### APEX PROGRAMS

### MILESTONE 2014

- |     |                                      |   |
|-----|--------------------------------------|---|
| 1.1 | Research Icons                       | Programmes for Global Prominence in Publications, researchers, laboratories placement and research icons global in USM niches |
| 1.2 | Iconic Research                      | 3 Iconic Research for external linked   |
| 1.3 | State of Art Research Infrastructure | DE and Strategic Partnerships in chosen strategic areas   |
| 1.4 | Next Generation Researches           | RIKEN. (QW), IPHARM (QW), CHEST (QW)  |

## IMPLEMENTATION PLAN APEX 2014

### 1. APEX Research and Innovation

#### APEX

#### PROGRAMS

#### MILESTONE 2014

		RIKEN. (QW), IPHARM (QW), CHEST (QW)
1.4	Next Generation Researches	New and emerging niche area will be identified and explored by leveraging on the next generation of researchers placed within these research Centre
1.5	Research To Market Programmes	From these emerging research niche area, 100 patents are expected to be granted and subsequently commercially produced to the global Embedding Knowledge Transfer Principles to RTM Programme dedicated with industry to move research to prominence
1.6	Research to Prominence Programme	Rubber Industry Collaborative Centre, Islamic Archeology – PPAG, Orang Utan Sanctuary ISDEV

## Center for Global Archaeological Research (CGAR):

Mapping the Ancient Gandhara Civilization at Peshawar, Pakistan

CGAR, in collaboration with the Institute of Archaeology and Anthropology, University of Peshawar, has embarked on mapping the ancient civilization at the Gandhara Archaeological Site at Peshawar, Pakistan. Focusing on early Hindu-Buddhist civilizations, initial findings have pointed to signs of a civilization dated as early as 20,000 years ago, based on recovered artefacts.

Hinging on this discovery, CGAR is now geared towards mapping of magnetic anomalies in reconstructing the palaeoenvironment of the Gandhara civilization within the Kashmir Smast site.

This latest CGAR endeavour follows the previous successful archaeological forays at Aceh, Indonesia and Visoko, Bosnia Herzegovina.

Visoko, Bosnia  
Herzegovina

Peshawar, Pakistan

Aceh, Indonesia

Pillar 1

P1





## Survival of the **ORANGUTAN**: Addressing declining populations in Malaysia and Indonesia



**Pillar 1**

## ISDEV

Centre for Islamic Development Management Studies

To provide one-stop info on Islamic services via electronic gadgets

ISLAMIC SERVICE REPOSITORY (PORTAL)

To house ISDEV offices and be built by waqf system

ISDEV BUILDING

To enhance social mobilisation & research via community engagement

SOCIAL TRANSFORMATION LABORATORY

ISDEV USM CHAIR

To be established in Muslim minority countries, esp CMLV

Quick Win

# IMPLEMENTATION PLAN APEX 2014

## 2. APEX Leadership and Nation Building Programme

### APEX PROGRAMS

### MILESTONE 2014

2.1	APEX Talent	Developing Academic and Management Talent Builder
2.2	APEX College	To be launched March 2014
2.3	APEX Scholars	To be launched February 2014
2.4	APEX Global Fellowships	Expansion Programmes

# IMPLEMENTATION PLAN APEX 2014

## 3. APEX Sharing

### APEX PROGRAMS MILESTONE 2014

- |     |                                 |   |
|-----|---------------------------------|---|
| 3.1 | Transformation of Rakan RU      | ii. USM as Northern Coordinator for UNIMAP, UUM and UMK |
| 3.2 | Transformation of Rakan RU      | Selected HEIs   |
|     |                                 | IPTAs, Industry and Community                           |
| 3.3 | APEX Knowledge Transfer Program | a. IDR USM  |
|     |                                 | b. Kedah USM Archeology Centre                          |
|     |                                 | c. KTP USM PEMANDU                                      |
|     |                                 | d. Green Tech Institute with Melaka                     |
|     |                                 | e. Industry linkages                                    |
|     |                                 | f. USM-NCIA-CREST incubator                             |
|     |                                 | g. TUT-USM Collaborative Centres                        |
|     |                                 | g. TUT-USM Collaborative Centres                        |

# IMPLEMENTATION PLAN APEX 2014

## 4. APEX Extension and Positioning

APEX

MILESTONE 2014

### PROGRAMS

- |     |                               |   |
|-----|-------------------------------|---|
| 4.1 | CE for Displaced Community    | Programmes to be relevant at various levels and Distinctive KTP and CE Programmes   |
| 4.2 | Education for Underprivileged | Programmed Bottom Billions intake, Tuition Volunteerism in urban setting, Tuition volunteerism in rural specific community, Education Outreach Overseas and Distinctive KTP and CE Programmes |
| 4.3 | Agro-tecture                  | Urban Agriculture Transformation with Triple Helix and Triple Talent. University. Industry. Agency Helix. Talent: Practitioners. Researchers and Interns. Targets. Urbanites                  |

# IMPLEMENTATION PLAN APEX 2014

## 4. APEX Extension and Positioning

### APEX PROGRAMS

### MILESTONE 2014

4.4	Positioning towards Global Prominence	<ul style="list-style-type: none"><li>i. Putting USM in World Map on Collaborations, Regionalism and Strategic Global Events Example Ambassadors Summit, USM Dialogue on Higher Education, Muslim Vice - Chancellors Conference</li><li>ii. Putting USM in World Map on Ratings and Benchmarking on Sustainability Assessment Methodology (SAM) and UNIVERSITY SUSTAINABILITY RANKING</li><li>iii. International Collaboration such between USM and the Sir Walter Murdoch School of Public Policy and International Affairs – Quick Win</li><li>iv. USM as Regional Conduit for USM Global Networks of APUCEN, SESSN, GHEN, Local Knowledge Networks</li><li>vi. STRATEGIC GLOBAL EVENTS</li></ul>
4.5	Green Tech Institute	Local Builder Distinctive Capacity



# IMPLEMENTATION PLAN APEX 2014

## 5. Academic and Students Development

### APEX

### PROGRAMS

### MILESTONE 2014

- |     | APEX PROGRAMS           | MILESTONE 2014   |
|-----|-------------------------|--|
| 5.1 | Academic Impact Program | Online Learning to more academic staff<br>Bachelor of Sc degree in Heritage Studies and extensions there on<br>Bachelor of Science in sustainable life style related environment       |
| 5.2 | Global Mindsets         | Dedicated programmes for creating right environment with APEX Ecosphere  |
| 5.3 | Student Mobility        | Continuation and Enhancement of Existing Programme including Creating of Special Curriculum to 10 programmes for international semester.<br>Internationalisation policy to be crafted. |

# IMPLEMENTATION PLAN APEX 2014

## 5. Academic and Students Development

### APEX PROGRAMS

### MILESTONE 2014

- |     |                            |  |
|-----|----------------------------|--|
| 5.4 | World Class Programs       | Moving for Academic and Staff Collaborations Programme in areas of mutual interests. Quick Wins Toyohashi and Peshawar University Total Academic Quality Enhancement Program |
| 5.5 | Institute of Open Learning | The affordable of higher education accessibility. Should be self-sustainable   |

# IMPLEMENTATION PLAN APEX 2014

## Financial Sustainability

### APEX PILLARS & PROGRAMS

### MILESTONE 2014

- |     |                       |   |
|-----|-----------------------|---|
| 6.1 | Sg2 Revitalization    | Feasibility study on Sg Dua Frontage Revitalisation - Sg2 Revitalization Feasibility  |
| 6.2 | Sains@USM             | Phase 2A : Incubator and CREST/EE Centres   |
| 6.3 | Usains Holdings       | USains Holdings Restructuring and USM Income Generator for 1/3 of potential earnings outside academic fees  |
| 6.4 | Facilities & Services | <ul style="list-style-type: none"><li>i. Realisation of Facilities and Services of USM to be rented. Leased or jointly utilised for income generation</li><li>ii. strengthening external service pathways for independent profit centres</li><li>iii. - empowering cost centres to move to income centres</li></ul> |

## IMPLEMENTATION PLAN APEX 2014

### Financial Sustainability

#### APEX PILLARS & PROGRAMS

#### MILESTONE 2014

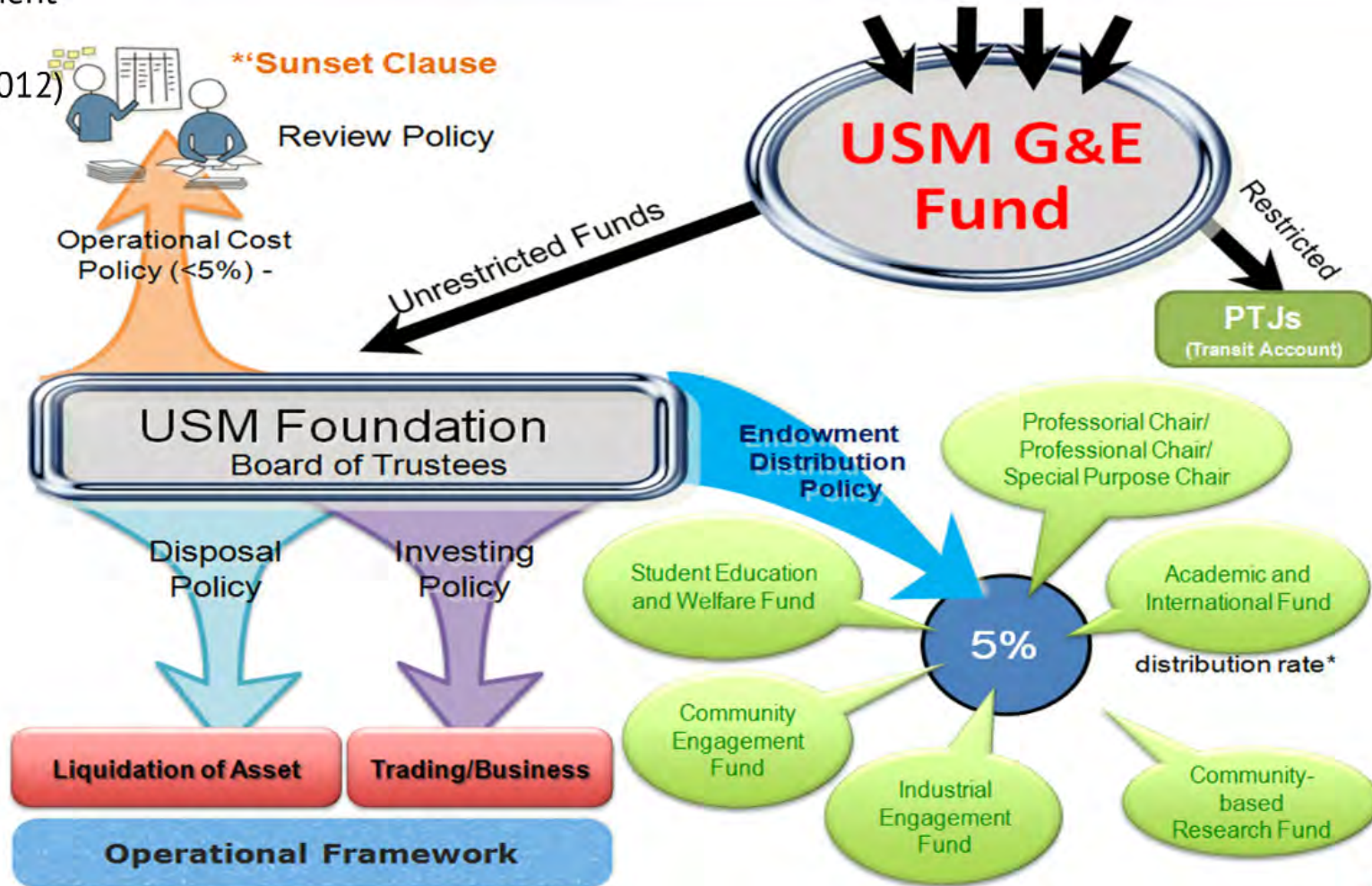
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|-----|------------------------|--|
| 6.5 | Private University     | Creating or taking over private college to be upgraded to USM private in higher education to create income streams and moving beyond normal academic activities in public universities   |
| 6.6 | Other Special projects | <ul style="list-style-type: none"><li>i. Potential commercialisation</li><li>ii. Reducing liability through Risk Assessment and cost recovery</li></ul>  |
| 6.7 | Foundation and WAQAF   | <ul style="list-style-type: none"><li>i. USM WAQAF - to create endowment on Islamic principles</li><li>ii. USM Foundation – to generate multi resource stream for endowment in research, physical and students scholarships.</li><li>xi. AZMAN HASHIM Sports Centre construction</li></ul> |

# APEX Financial Sustainability

## Financially Sustainable

APEX Phase II

USM's  
Endowment  
Fund  
(2008-2012)





# APEX Financial Sustainability

Financially Sustainable

APEX Phase II

# SAINS@USM





# APEX Financial Sustainability

## Financially Sustainable

APEX Phase II





# STRUKTUR SEMASA

**USAINS HOLDING  
SDN. BHD.  
(UHSB)**

**Fokus:**

- Penyelidikan kontrak & pengurusan projek;
- Program latihan, pendidikan & pembangunan sumber manusia;
- Ujian makmal, analisa & perundingan;
- Sewaan & pengurusan fasiliti; dan
- Perkhidmatan pengurusan (*Management services*).

**USAINS TECH SERVICES SDN. BHD. (UTSSB)**

**Fokus: Perkhidmatan hospital/perubatan**

- Mengurus Perkhidmatan Kesihatan Eksekutif (Wad berbayar);
- Mengurus Perkhidmatan Klinik Eksekutif USM (*Polyclinic*);
- Projek ujian klinikal & perundingan;
- Program latihan & persidangan/seminar; dan
- Bekalan/Alatan perubatan (*Medical supplies/equipment*).

**USAINS TECH CAPITAL SDN. BHD. (UTCBSB)**

**Fokus: Pelaburan dalam syarikat JV**

**USAINS BIOMICS SDN. BHD. (UBSB)**

**Fokus: Perkhidmatan Ujian Makmal Equine**

- Ujian makmal & analisa sampel MRA; dan
- Program latihan & persidangan/seminar

**USAINS INFOTECH SDN. BHD. (UISB)**

**Fokus: Bidang Elektrik & Elektronik**

- Perkhidmatan penyumberan luar untuk rekabentuk litar bersepadu;
- *IC design outsourcing services*;
- Program latihan pendidikan & pembangunan sumber manusia;
- Pembangunan produk (*Product development*); dan
- Pengurusan CoE-E&E.

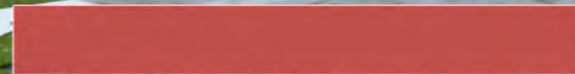
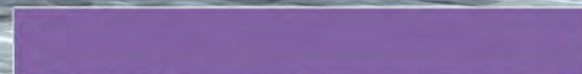
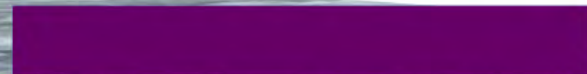
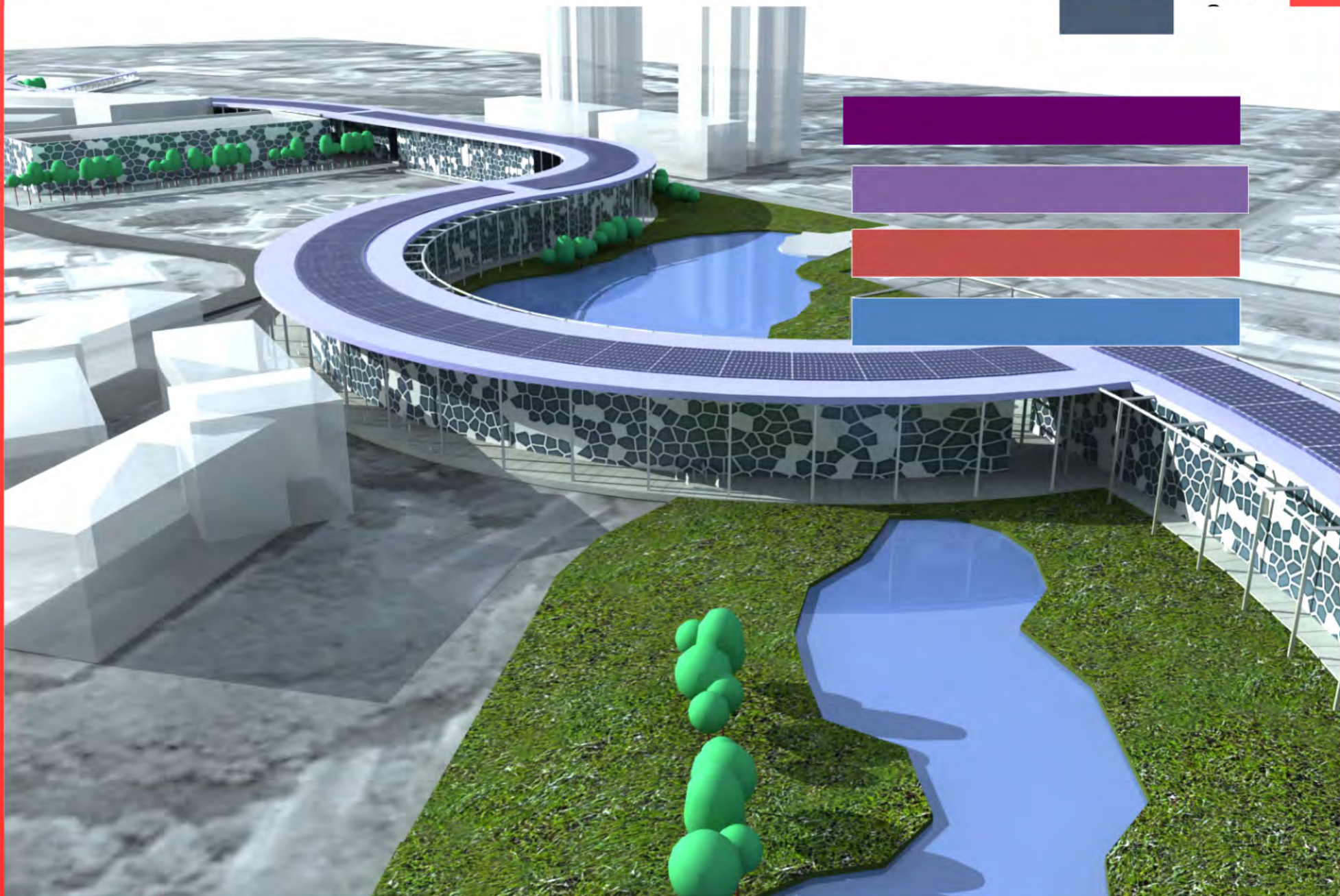


# APEX Financial Sustainability

Financially Sustainable

APEX Phase II

P  
T  
I  
I



# IMPLEMENTATION PLAN APEX 2014

## 7. Institutional Development

### APEX PROGRAMS

### MILESTONE 2014

- 7.1 Bertam Campus

  - i. Phase 2A: IPPT Enhancement - IPPT as a referral tertiary centre for identified areas. Continuing earnestly with clinical research and other identified areas of services.
  - ii. The 4th campus of USM - bringing other school and centres to make IPPT more vibrant. PP FArmasi, PPenyelidikan dadah dan ubat-ubatan, pusat kawalan doping, CAATS dan Pusat Racun subject to approval by the government
- 7.2 HUSM

Equipment and Services – Continuous
- 7.3 USM Teaching Hospital

Restructuring and Quality Enhancement Programme to be fully functional for Teaching Hospital for Specialist and Sub Specialists

# IMPLEMENTATION PLAN APEX 2014

## 7. Institutional Development

### APEX PROGRAMS

### MILESTONE 2014

7.4	Renowned Engineering Centre	Phase 1A : Laboratories National Referral
7,5	1 USM: We Love USM	- Team work enhancement program.
7.6	E-USM	Mobile, Knowledge and Application platform teaching, research and administration
7.7	Integrated Transport System	comprehensive master plan
7.8	Asset and Property Management	Efficiency and utilization
7.9	Succession planning	for Administration and academic continuously reviewed

# IMPLEMENTATION PLAN APEX 2014

## 7. Institutional Development

### APEX PROGRAMS

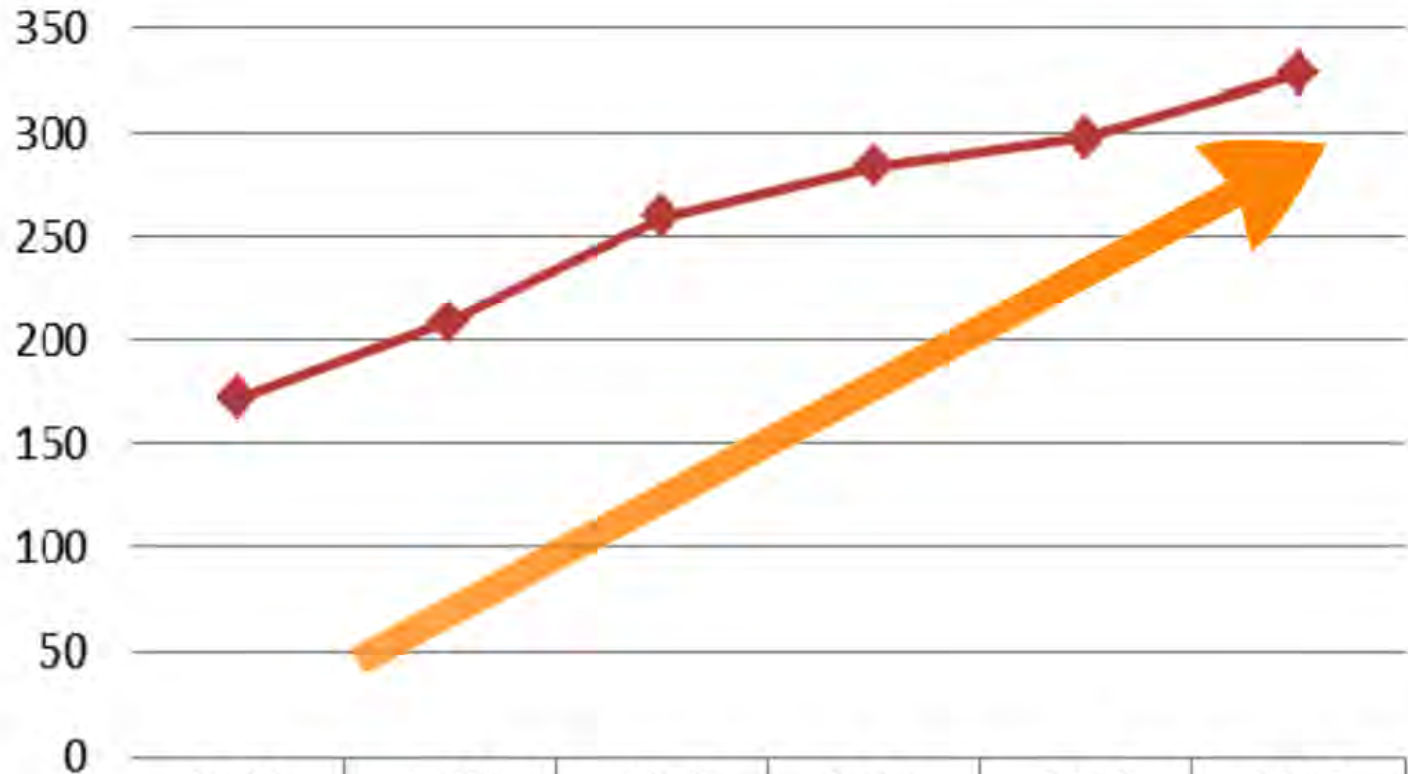
### MILESTONE 2014

- |      |                           |  |
|------|---------------------------|--|
| 7.10 | Lean and mobile workforce | sustainable ratios of students to academic staff to support staff        |
| 7.11 | Internal Service Centres  | Transformation to be completed   |
| 7.12 | Policy Formulation        | - Research Policy, Empowerment Policy and Sustainable University Policy. |
| 7.13 | Transformation programme  | Nurturing the Mind-set and soul programme                                |
| 7.14 | USM Physical Master Plan  | All Campuses to be redefined and developed                               |

# penutup

# PPSP PRESTASI

## Total Publication



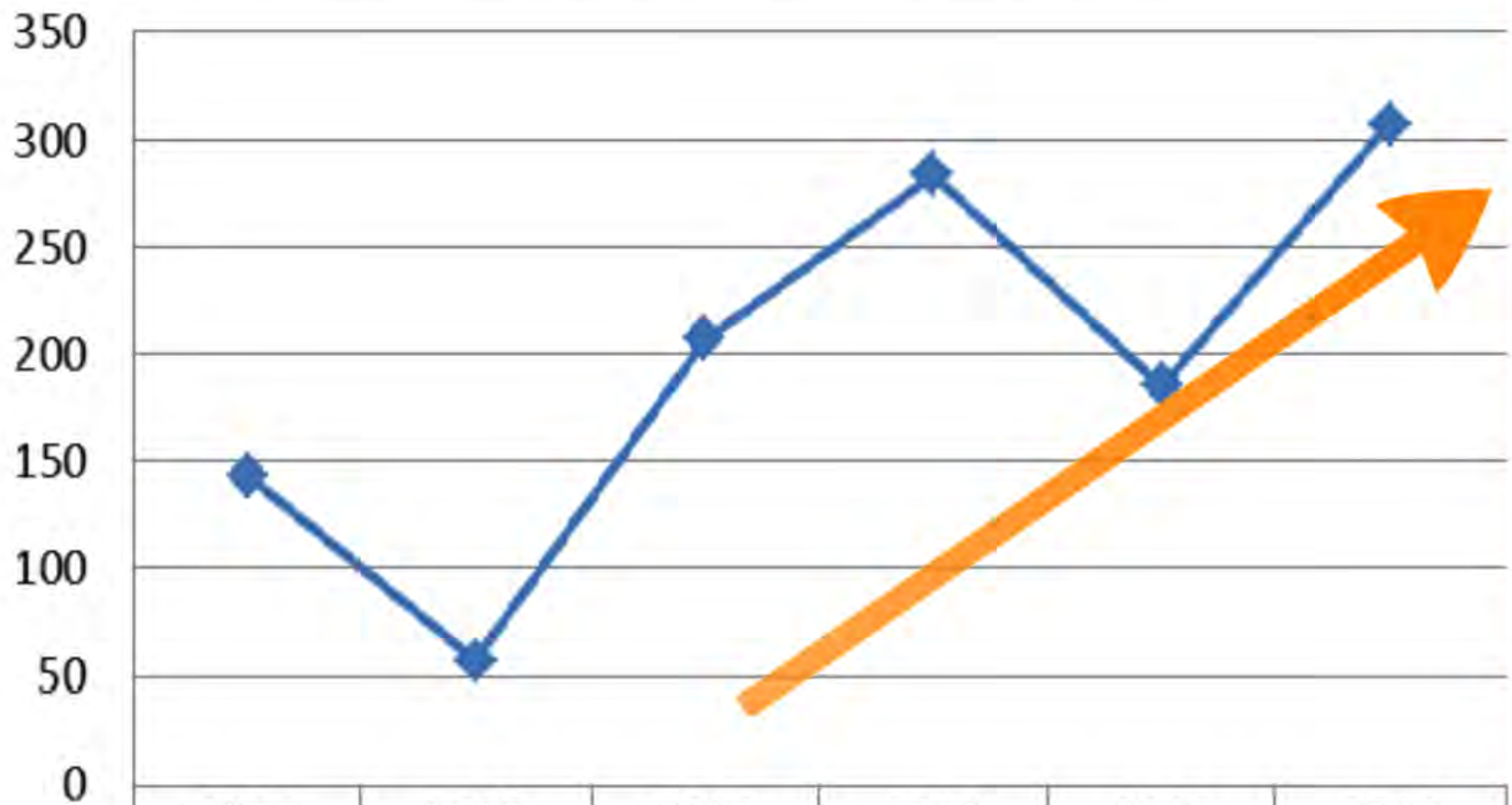
	2008	2009	2010	2011	2012	2013
◆ Total_Pub	172	209	260	284	298	328

## Cited & Non-cited



	2008	2009	2010	2011	2012	2013
■ cited	106	157	218	176	244	273
◆ N-cited	66	52	42	108	54	55

# Cumulative Impact Factor



	2008	2009	2010	2011	2012	2013
—◆— Cum_IF	143.53	57.106	207.251	284.366	185.588	307.985

# KAMPUS KESIHATAN

- TRANSFORMASI KHUSUS
- PELAN STRATEGIK KAMPUS
- MENINGKATKAN KEMUDAHAN
  - PUSAT PERUBATAN  
PAKAR DAN SWASTA

## Aspirasi sebagai USM APEX

menggunakan ilmu pengetahuan & pengalaman untuk membangun dan memacu program yang dapat membangunkan bakat komuniti, bukan hanya bakat segelintir atau sekumpulan secara eksklusif, malah keseluruhannya untuk memahami erti keterangkuman dengan memanfaatkan kelestarian untuk kecemerlangan dalam pembangunan negara.

**USM akan meneruskan kecemerlangan & bekerja bersama-sama sebagai satu pasukan, meneruskan usaha untuk memupuk seluruh komuniti kampus yang “passionate” - dari dalam kalangan ahli akademik, profesor, penyelidik, pensyarah, pentadbir profesional, pengurus, pekerja di makmal, pekerja di lapangan, pekerja di pejabat malah pekerja keselamatan sama ada keselamatan fizikal mahu pun dalam konteks jaringan IT, pelajar pra dan pasca siswazah, sepenuh masa mahu pun sambil. Kita semua adalah 1USM.**

**Kolaborasi strategik akan dipertingkatkan dengan pemegang taruh luaran dan memanfaatkan sepenuhnya potensi yang ada yang belum diterokai sepenuhnya. Kita akan bangunkan Program Sahabat USM melalui jaringan baharu yang dibangunkan yang akan membawa kita semua secara individu, organisasi dan korporat tempatan mahu pun antarabangsa dalam kalangan para alumni, staf, industri dan komuniti seluruhnya yang selama ini bersama-sama kita dan ingin terus bersama-sama kita. Pelancarannya akan dibuat pada pertengahan tahun untuk menyambut 45 tahun USM.**

## **PROGRAM SAHABAT USM**



**What most people think**



**What successful people know**

**- IT IS NOT THE STRONGEST OF THE SPECIES THAT SURVIVES, NOR THE MOST INTELLIGENT SURVIVES**

**- IT IS THE ONE THAT IS ADAPTABLE TO CHANGE**

**- IN THE STRUGGLE FOR SURVIVAL, THE FITTEST WIN OUT AT THE EXPENSE OF THEIR RIVALS BECAUSE THEY SUCCEED IN ADAPTING THEMSELVES BEST TO THEIR ENVIRONMENT**

**DARWIN QUOTES**



**JAGA  
KESIHATAN  
FIZIKAL  
AKAL DAN  
KEROHANIAN**