



PENJAJARAN STRATEGIK **2026**

Memperteguh Arah Memacu Impak

YBrs. Prof. Ts. Dr. Intan Zaurah binti Mat Darus

Timbalan Naib Canselor (Akademik & Antarabangsa)

📅 2 April 2026 (Khamis)

🕒 9.30 Pagi

📍 Dewan Senat Ainuddin Wahid,
Bangunan Canseleri Sultan Ibrahim,
UTM Johor Bahru



Universiti Teknologi Malaysia



utm_my



utmofficial



PHILOSOPHY

The divine law of Allah is the foundation of knowledge. In line with His Will, UTM strives with total commitment to attain excellence in science, technology and engineering for the well-being and prosperity of mankind

OUR VISION

A Premier University Providing World-Class Education and Research

OUR MISSION

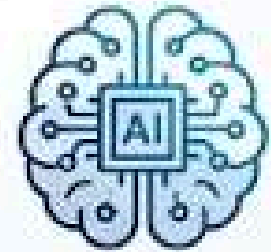
To Develop Global Talents and Prosper Lives Through Knowledge and Innovative Technologies

CORE VALUE

Adab is the recognition of placing knowledge, humanity, and nature in their rightful positions to achieve justice, anchoring Integrity, Synergy, Excellence, and Sustainability

GLOBAL LANDSCAPE SHIFTS

1



1. EXPONENTIAL AI GROWTH

Hyper-Personalized Learning | AI Data Analytics



Personalized Learning | AI Analytics

2



2. INTENSIFYING GLOBAL COMPETITION

Talent & Student Mobility | Collaborative Research Partnerships



Talent Mobility | Research Partnerships

3



3. RANKING & REPUTATION IMPACT

Strategic Ranking Management | Stakeholder Perception



Ranking Management | Reputation Strategy

Rancangan Pendidikan Tinggi Malaysia 2026 – 2035 (RPTM)

8 MAIN INITIATIVES OF MALAYSIA HIGHER EDUCATION TRANSFORMATION

1

GUARANTEED IPTA PLACEMENTS



Guaranteed University Placements

2

FREE EDUCATION FOR B40 STUDENTS & FAMILIES



Free Education for B40 Students

3

ADD 1,500 MEDICAL COURSE PLACEMENTS



Increased Medical School Placements

4

FREE EDUCATION FOR OKU STUDENTS (PERSONS WITH DISABILITIES)



Free Education for OKU Students

5

PTPTN HARMONIZATION BY 2027



PTPTN Loan Harmonization by 2027

6

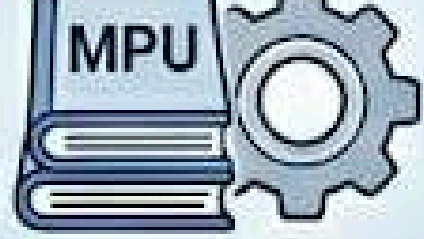
FREE EDUCATION FOR HARDCORE POOR FAMILIES



Free Education for Hardcore Poor Families

7

MPU SUBJECT EMPOWERMENT



MPU Subject Empowerment

8

TVET EMPOWERMENT



TVET Empowerment and Advancement

INCREASING ACCESS, QUALITY, AND EQUITY IN HIGHER EDUCATION FOR ALL MALAYSIANS.



GLOBAL ACADEMIC EXCELLENCE

“ Perubahan struktural dan kesinambungan kecemerlangan universiti ”



Research University (RU)

ADAB



ASCEND 2030

4 PILLARS OF DISTINCTIVE EMINENCE



**Lonjakan
Kebitaraan
(Leap in Niche
Excellence)**



**Kemampuan &
Kelestarian
(Sustainability)**



**Bakat Global
(Global Talent)**



**Kemanusiaan &
Kesejahteraan
(Humanity & Well-
being)**

UTM ASCEND 2030

6 STRATEGIC OBJECTIVES

S01



S01 - Global Standing & Innovation

- World-class excellence
- Impactful R&D

S02



S02 - Adaptive, Humanity-centric Learners

- Global recognition
- Humanity experience

S03



S03 - Financial Resilience

- Leverage assets
- Subsidiary growth

S04



S04 - Sustainable & Intelligent Campus

- Optimized resources
- Planetary health

S05



S05 - Institutional Sustainability

- Cost-efficient ops
- Talent succession

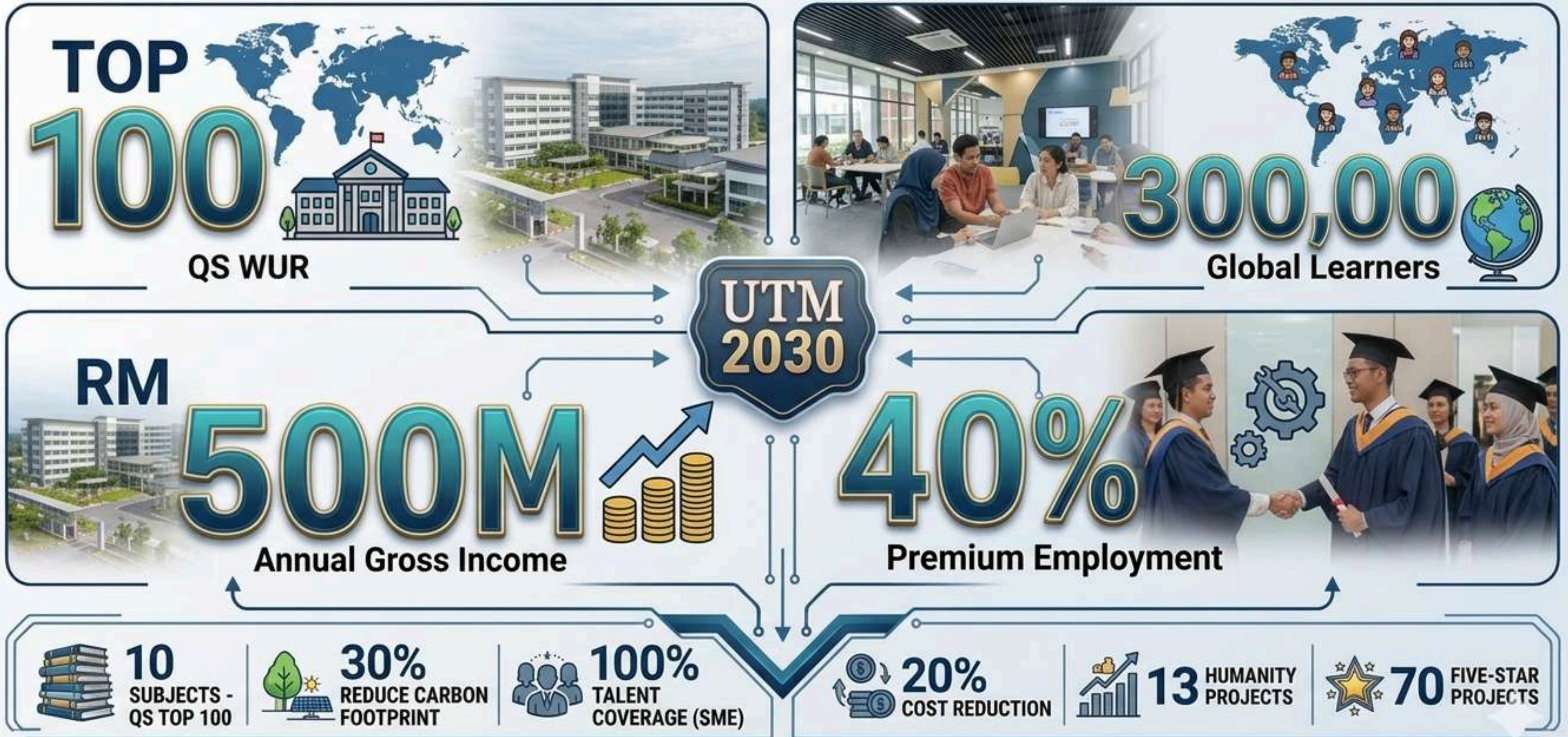
S06



S06 - Economic & Educational Transformation

- Strategic capacity
- Industry integration

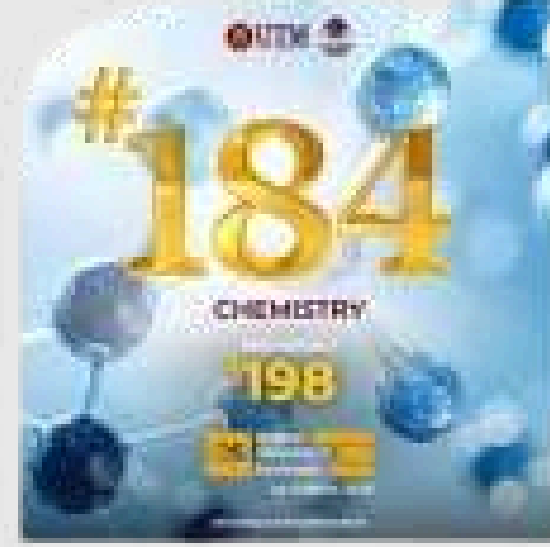
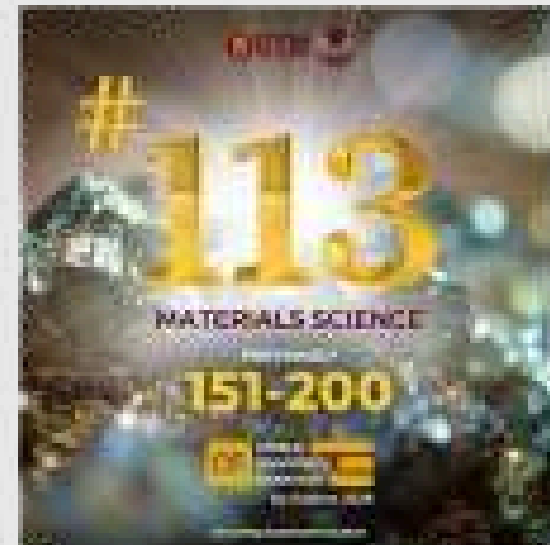
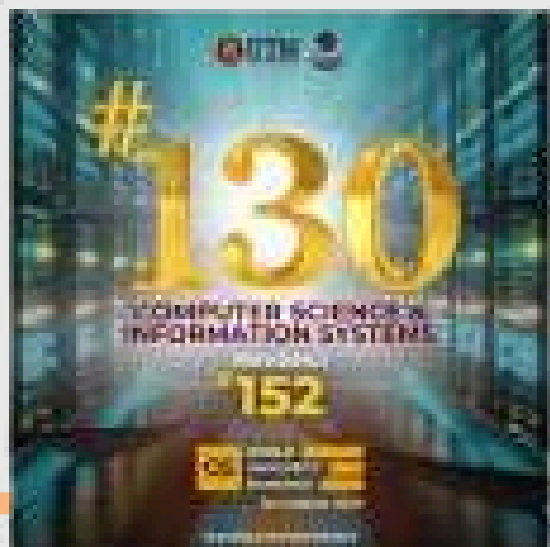
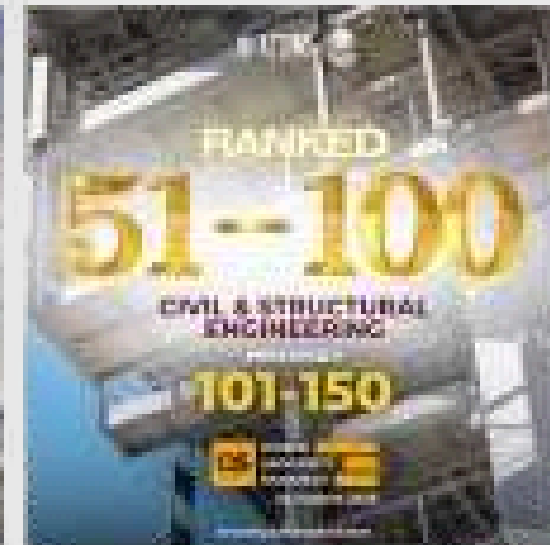
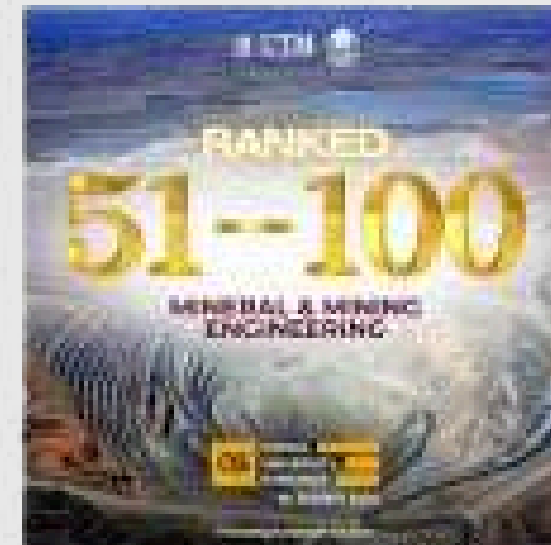
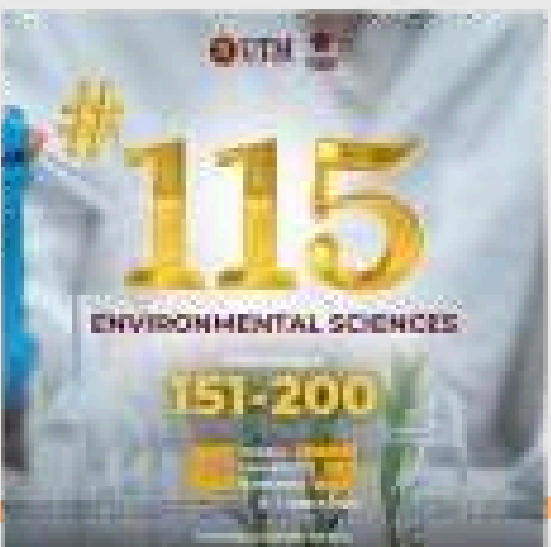
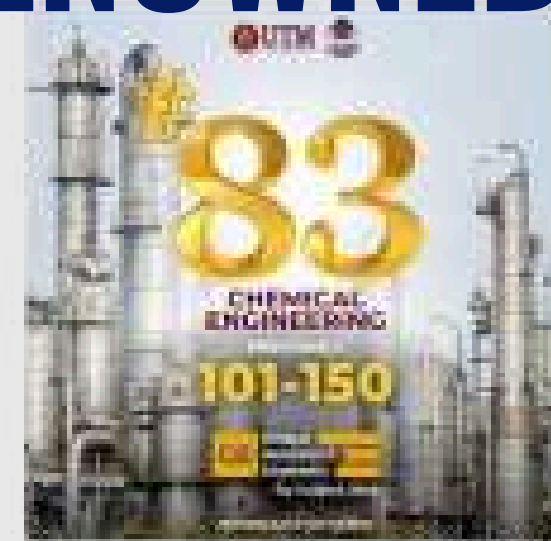
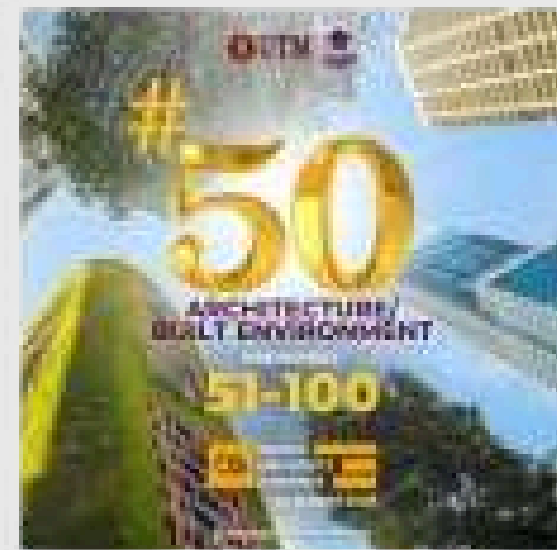
UTM 2030 DESIRED STATES VISUALIZATION: A STRATEGIC BLUEPRINT



From academic excellence to sustainable operations and community transformation, every action builds our unified future.



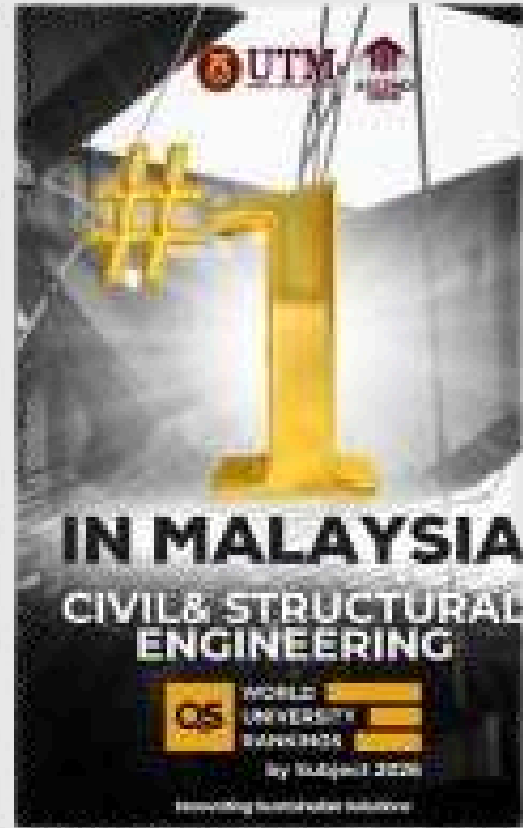
UNIVERSITI TEKNOLOGI MALAYSIA GLOBALLY-RENOWNED



**UTM RISES FURTHER IN QS
WORLD UNIVERSITY RANKINGS
BY SUBJECT 2026**



UNIVERSITI TEKNOLOGI MALAYSIA GLOBALLY-RENOWNED



**UTM DOMINATES WITH MULTIPLE
#1 AT NATIONAL LEVEL BASED
ON QS WUR BY SUBJECT 2026**

TOP SUBJECTS (50,100,200 & 300) IN THE WORLD - UTM

-Comparison between 2025 & 2026

	NO.	SUBJECTS	YEAR		REMARKS
			2025	2026	
TOP 50 (2026)	1.	Petroleum Engineering	46	=36	↑
	2.	Architecture / built environment	51-100	=50	↑
TOP 100 (2026)	NO.	SUBJECTS	YEAR		REMARKS
			2025	2026	
	1.	Engineering & Technology	=102	=86	↑
	2.	Engineering - Chemical	101-150	=83	↑
	3.	Engineering – Civil & Structural	101-150	51-100	↑
	4.	Engineering – Electrical & Electronic	106	=77	↑
5.	Engineering – Mineral & Mining	51-100	51-100	Remain	

TOP SUBJECTS (50,100,200 & 300) IN THE WORLD (CONT'D)

-Comparison between 2025 & 2026

	NO.	SUBJECTS	YEAR		REMARKS
			2025	2026	
TOP 200 (2026)	1.	Education	151-200	151-200	Remain
	2.	Computer Science & Information Systems	152	=130	↑
	3.	Data Science and Artificial Intelligence	51-100	101-200	↓
	4.	Engineering – Mechanical, Aeronautical & Manufacturing	138	117	↑
	5.	Natural Sciences	=227	=197	↑
	6.	Chemistry	198	=184	↑
	7.	Environmental Sciences	151-200	=115	↑
	8.	Materials Science	151-200	113	↑
	9.	Mathematics	151-200	151-200	Remain



Analysis QS WUR by Subjects 2025 & 2026 -UTM

UTM				
	WUR 2025	WUR 2026	RANK IN MALAYSIA 2025	RANK IN MALAYSIA 2026
BROAD SUBJECTS				
Arts & Humanities	=316	=257	7	7
Social Sciences & Management	=249	=209	7	5
Engineering & Technology	=102	=86	2	2
Natural Sciences	=227	=197	4	3
Life Sciences & Medicine	451-500	451-500	5	5
NARROW SUBJECTS				
Architecture / Built Environment	51-100	=50	1	1
English Language & Literature	301-350	201-250	6	3
Linguistics	-	301-350	-	4
Accounting & Finance	201-250	201-250	4	4
Business & Management Studies	201-250	201-250	=4	=5
Education	151-200	151-200	=3	=3
Computer Science & Information Systems	152	=130	2	2
Data Science and Artificial Intelligence	51-100	101-200	=2	=2
Engineering – Chemical	101-150	=83	=2	1
Engineering - Civil & Structural	101-150	51-100	2	1
Engineering - Electrical & Electronic	106	=77	2	2
Engineering - Mechanical, Aeronautical & Manufacturing	138	117	2	2
Engineering - Mineral & Mining	51-100	51-100	=1	=1
Petroleum Engineering	46	=36	=1	3

SCORE SUBJECTS BY INDICATORS -UTM

-Comparison narrow subjects 2025 & 2026

INDICATORS														
Subjects (Engineering & Technology)	Rank		Overall Scores		Academic Reputation		Employer Reputation		Citations per Paper		H-Index		International Research Network	
	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026
Computer Science & Information Systems	=152	=130	65.2	64.9	58.0	57.4	60.5	58.5	80.4	82.6	75.8	77.1	86.9	89.1
Data Science and Artificial Intelligence	51-100	101-200	66.2	64.7	60.2	62.5	60.7	56.9	80.4	79.1	78.7	71.6	N/A	N/A
Engineering - Chemical	101-150	=83	70.9	72.8	67.9	71.4	62.6	64.7	86.5	85.6	85.4	82.7	68.9	75.6
Engineering - Civil & Structural	101-150	51-100	71.9	72.0	68.1	67.9	66.6	68.0	84.1	83.2	80.7	79.5	N/A	N/A
Engineering - Electrical & Electronic	=106	=77	71.3	73.1	67.5	69.6	63.6	64.7	86.7	86.9	81.8	81.5	82.4	96.0
Engineering - Mechanical, Aeronautical & Manufacturing	=138	117	70.2	69.7	64.3	63.5	68.4	67.8	88.1	85.7	77.5	77.8	64.6	70.2
Engineering – Mineral & Mining	51-100	51-100	62.6	62.3	44.8	41.3	66.7	76.5	88.6	86.1	75.8	66.0	N/A	N/A
Petroleum Engineering	46	=36	69.9	67.8	64.9	65.6	57.3	52.8	87.4	82.7	90.8	88.5	N/A	N/A

From Aspiration to Implementation

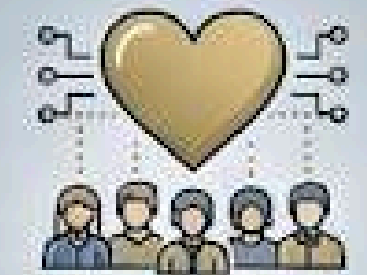
This is not an individual role – it is a collective institutional leadership, where we act, decide and deliver as one.

4 Leadership Values



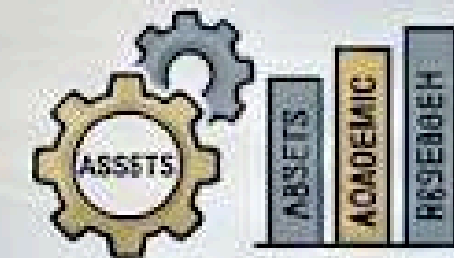
STRATEGIC

World-Class Scholarship
& Impactful Innovation
(S01 detail simplified)



HUMANITIES

Humanity-Centric Learning
& Adaptive Learners
(S02 detail simplified)



SCHOLARSHIP

Financial Resilience
through Academic Strength
(S03 detail simplified)



INNOVATION

Sustainable & Intelligent
Campus Experience
(S04 detail simplified)

*It's no longer what our vision is —
but how we execute it together*



THRUST 1: GLOBAL LEAP & EXPERTISE

Towards QS Top 100 & Top 10 Subjects by 2030 (DS01, DS02, DS07)

GLOBAL ENGAGEMENT

- Global Partnerships & Research Collaboration
- Strategic Hubs and Network Expansion



PROGRAMME TRANSFORMATION

- Future-Ready Curriculum Design
- Scalable Learning and ODL Development



TALENT ACQUISITION

- Recruiting World-Class Academics
- Lifelong Learning and Expertise Building



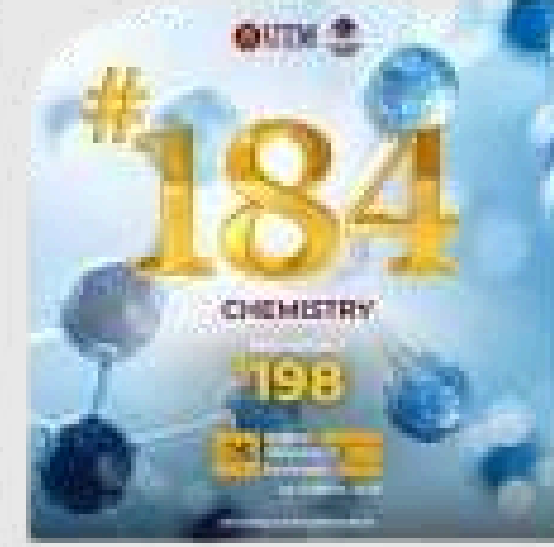
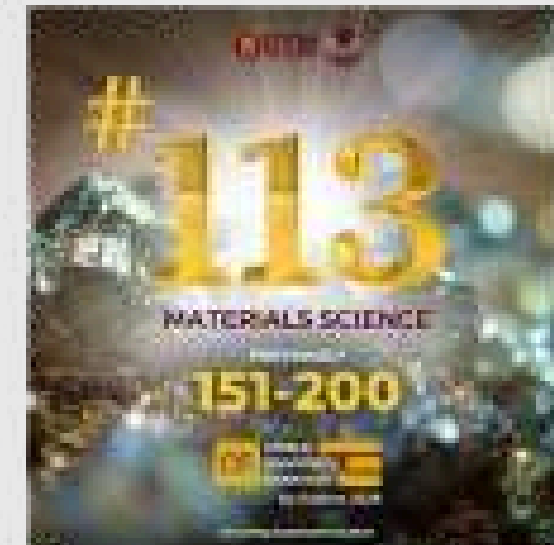
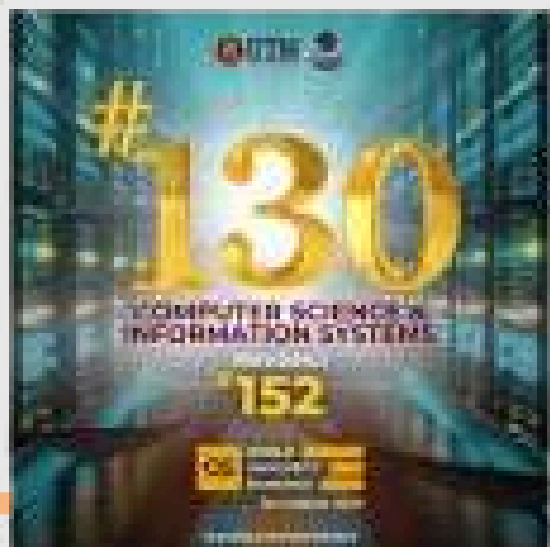
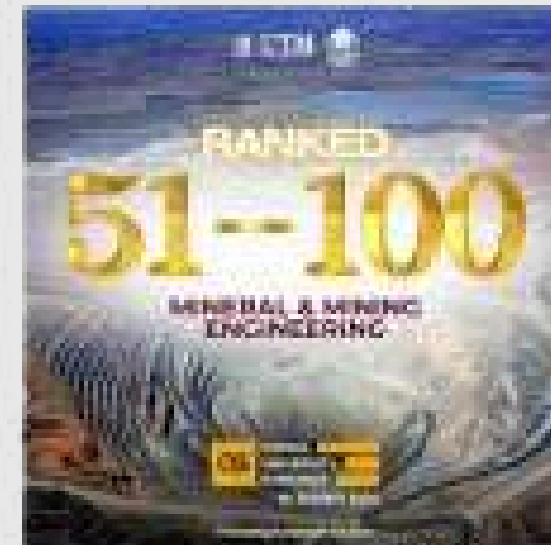
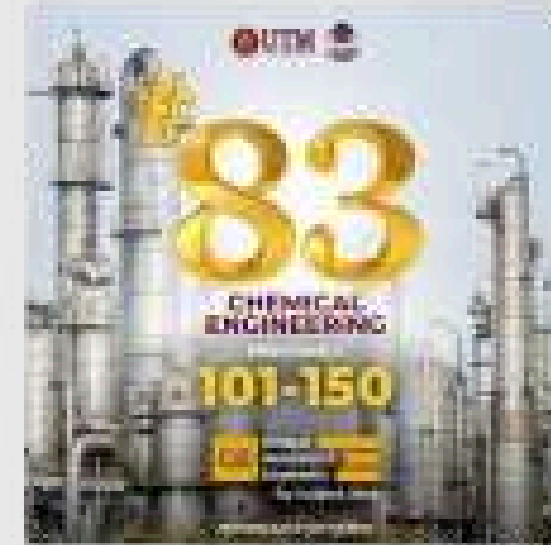
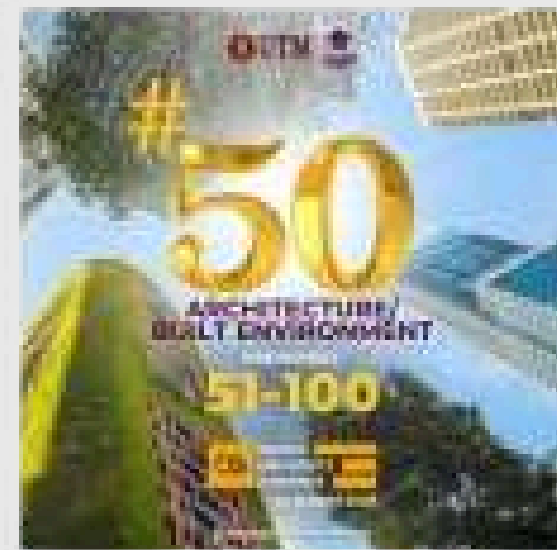
INDUSTRY INTEGRATION & INNOVATION

- World-Class Discovery and Patenting
- Global Industrial Collaboration (JS-SEZ)



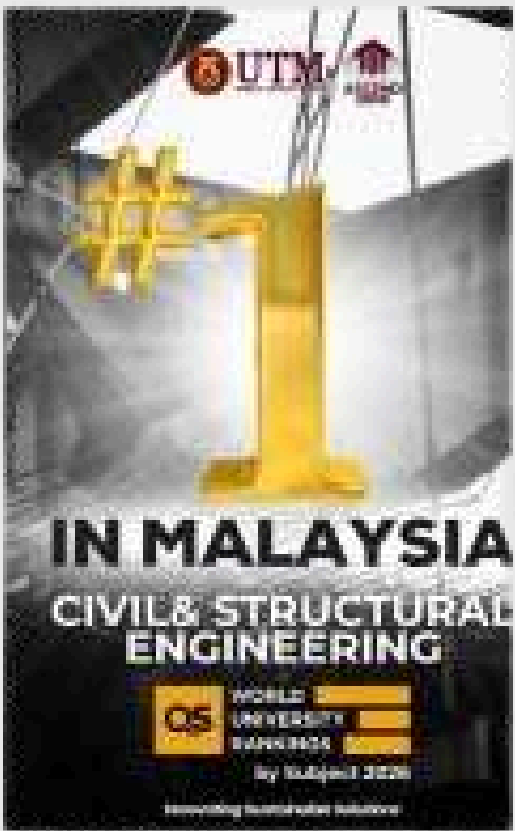
Accelerating Global Recognition & Academic Excellence by 2030

UNIVERSITI TEKNOLOGI MALAYSIA GLOBALLY-RENOWNED



**UTM RISES FURTHER IN QS
WORLD UNIVERSITY RANKINGS
BY SUBJECT 2026**

UNIVERSITI TEKNOLOGI MALAYSIA GLOBALLY-RENOWNED



**UTM DOMINATES WITH MULTIPLE
#1 AT NATIONAL LEVEL BASED
ON QS WUR BY SUBJECT 2026**

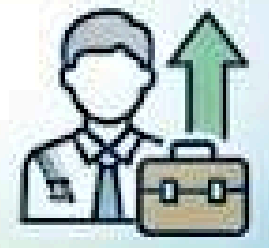
THRUST 2: OPEN & IMPACTFUL LEARNING ECOSYSTEM

Targeting 300,000 Global Students & 40% Tier-1 Premium Employment (DS03, DS04, DS05)



EXPANSION OF REACH & DIGITALISATION

-  Scale ODL & Microcredentials
-  Establish Global Hubs
-  Implement Digital Learning Platforms



EMPLOYMENT & INDUSTRY (40% TIER-1)

-  Integrate JS-SEZ Work-Based Learning (WBL)
-  Form Global Corporate Partnerships
-  Targeted Internships & Talent Mobility



LIFELONG LEARNING PATHWAYS

-  Stackable Microcredentials
-  Postdoctoral & Industrial Attachment
-  Future-Ready Curriculum Transformation

**EMPOWERING GLOBAL LEARNERS.
CONNECTING TALENT. DRIVING EXCELLENCE.**

THRUST 3: SUSTAINABILITY & HUMANITIES

Reducing Carbon Footprint by 30% & Community Wellbeing (DS06, DS09, DS10)

CARBON FOOTPRINT & ACADEMIC (DS06)



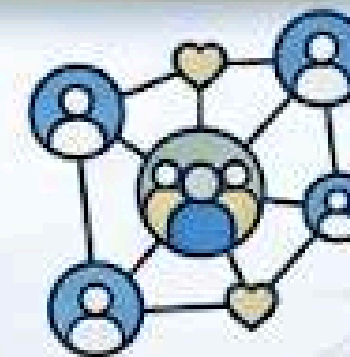
- Implement Model 3U 1H for selected programs.
- 10% Transition of Final Exams: From face-to-face to online assessment.

HUMAN-CENTRIC PROJECTS (DS09)



- Introduce 5 SULAM courses addressing carbon footprint sustainability.
- Address societal challenges and human values.
- Support human-centric initiatives.

COMMUNITY WELLBEING (DS10)



- FEST: Appoint 2 partner schools/colleges.
- Other Faculties: Appoint 1 partner school/college or community partner.
- Faculties must conduct at least 1 community engagement program.

DRIVING CHANGE. CONNECTING COMMUNITIES. SHAPING A SUSTAINABLE FUTURE.

PILLAR 4: OPERATIONAL AGILITY

Optimizing Operations & Reducing Cost-per-Student by 20% (DS08)

PHYGITAL LEARNING INFRASTRUCTURE

- Develop 6 Hybrid Technology-Enabled Lecture Rooms
- Drive PTG Implementation
- Enable Enrollment Expansion Without Physical Constraints

ADAPTIVE BUSINESS MODEL



- Secure LPU Approval for New Business Models
- Include Franchise Offerings, IDP (International Degree Programme), Foundation, & Diploma Programmes
- Adapt to Global Education Market Demands

UNIFIED SYSTEMS REVAMP

- Complete A Comprehensive Academic Computing System Revamp
- Create A Unified, User-Friendly Central Platform
- Steer Academic Programme Management & Streamline Institutional Operational Operations

BUILDING OUR ACADEMIC FUTURE THROUGH AGILE AND INTEGRATED OPERATIONS



If we teach today's students as we
taught yesterday's, we rob them of
tomorrow.

— *John Dewey* —

Flexible Learning Journey Map



Transformation & Strategy towards ASCEND 2030

Propelling global excellence through three key pillars

ACADEMIC TRANSFORMATION



ACADEMIC TRANSFORMATION

Scalable Learning • Future-Ready Curriculum

GLOBAL TALENT DEVELOPMENT



GLOBAL TALENT DEVELOPMENT

Lifelong Learning • Strategic Partnerships

GLOBAL INTERNATIONALIZATION



GLOBAL INTERNATIONALIZATION

World-Class Discovery • Global Reach

One Vision. Three Strategic Moves. Global Impact.



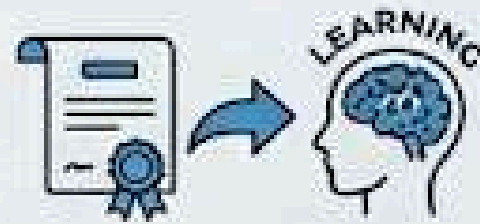
ACADEMIC TRANSFORMATION

CONTINUITY & EXPANSION → TOWARDS FUTURE-READY EDUCATION

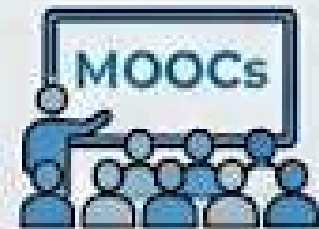
CONTINUITY



ODL & HyFlex
(SCALING LEARNERS)



MICROCREDENTIALS
(LIFELONG LEARNING)

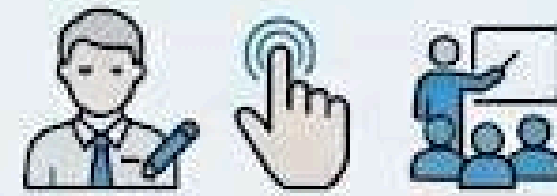


MOOCs

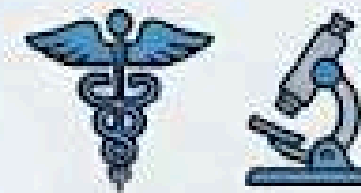


**WORK-BASED
LEARNING (WBL)**

NEW INITIATIVES



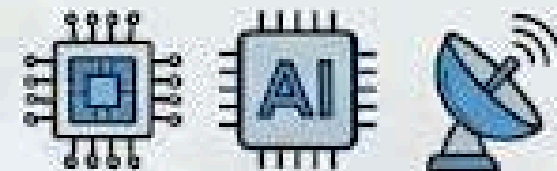
**TEACHING ASSISTANT
SYSTEM**



**FACULTY OF MEDICAL
ENG.**



**TEACHING
FACTORY**



**AI CHIP DESIGN
CENTER**



**THESIS TO BOOK
PROJECT**

FROM ACCESS → TO IMPACT

Global Talent

Excellence is not the effort of one, but the commitment of many



Strategic global talent acquisition directly enhances our research output and educational quality.

Investing in internal development builds an ecosystem of sustainable excellence. Our TA model empowers future leaders while optimizing faculty time for high-impact innovation.

We are not just building systems — we are building people.

GLOBAL INTERNATIONALIZATION

EXPANDING GLOBAL REACH & TALENT MOBILITY



GLOBAL PROGRAMS

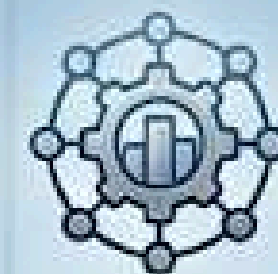
Offshore Programs
UTM Inbound Mobility Program
Student Exchange

QS
GLOBAL
REPUTATION



TALENT & EXPERIENCE

International Internship
| Research Internship /
Attachment | Postdoctoral
& Industrial Attachment



STRATEGIC LINKAGES

Industry Linkage (JS-SEZ)
Talent Mobility

**Connecting Talent. Bridging Borders.
Creating Global Impact.**

Academic Transformation & TNCAA 2026 Budget Allocation: Propelling UTM to Global Heights

**2026
Budget
Major
Allocation**

**RM10
MILLION
FOR UTM ASCEND
BUDGET**

Primary funding for high-impact projects, advanced technology labs, and physical transformation of learning spaces.

**RM11.5
MILLION**

**RM1
MILLION
FOR
ODL PROGRAM**

Specific allocation for strengthening the Open and Distance Learning (ODL) Program.

**RM500,000
FOR TEACHING &
LEARNING GRANTS (GPP)**

Support funding for innovation in knowledge delivery methods and academic excellence.

**Top 100
QS World
University
Ranking
(2030)**

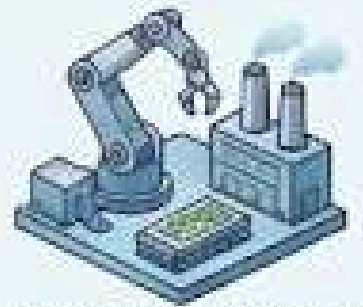
HIGH-IMPACT PROJECTS (UTM ASCEND FOCUS)



TECHNOLOGY INNOVATION & SUSTAINABILITY
Development of Pilot Plants, Carbon Sequestration Projects to reduce CO2 emissions.

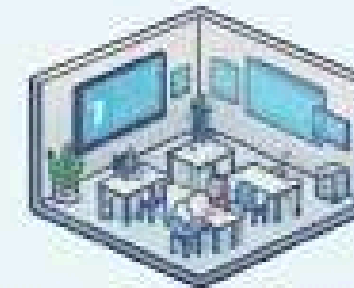


ARTIFICIAL INTELLIGENCE (AI) & DIGITAL HUB
Establishment of Visual Computing Labs, AI Chip Center, and Smart Bibi Labs.



TEACHING FACTORY
Robotics and smart manufacturing center for real-world industry exposure.

TEACHING & LEARNING (T&L) TRANSFORMATION



LEARNING SPACE MODERNIZATION
Upgrade of Smart Classrooms, labs, studios, and provision of furniture and periodic maintenance.

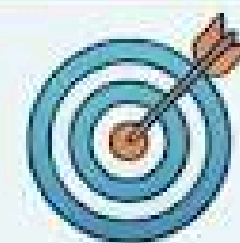


EXAMINATION DIGITALIZATION
Creation of a Digital Examination Hall and replacement of 10% face-to-face exams with online assessment.



STUDENT INTERNATIONALIZATION
Strengthening International Internship Programs and increasing international postgraduate student intake by 30%.

STRATEGIC TARGETS OF THE 2026 ACTION PLAN



QS WORLD UNIVERSITY RANKING TARGETS
Achieve a Top 100 world ranking by 2030, with 10 subjects also ranked within the same tier.



FLEXIBLE & DIGITAL LEARNING MODELS
Launching 12 satellite classes on weeknights in JB and KL, and introducing 30 Micro-credentials courses with industry.

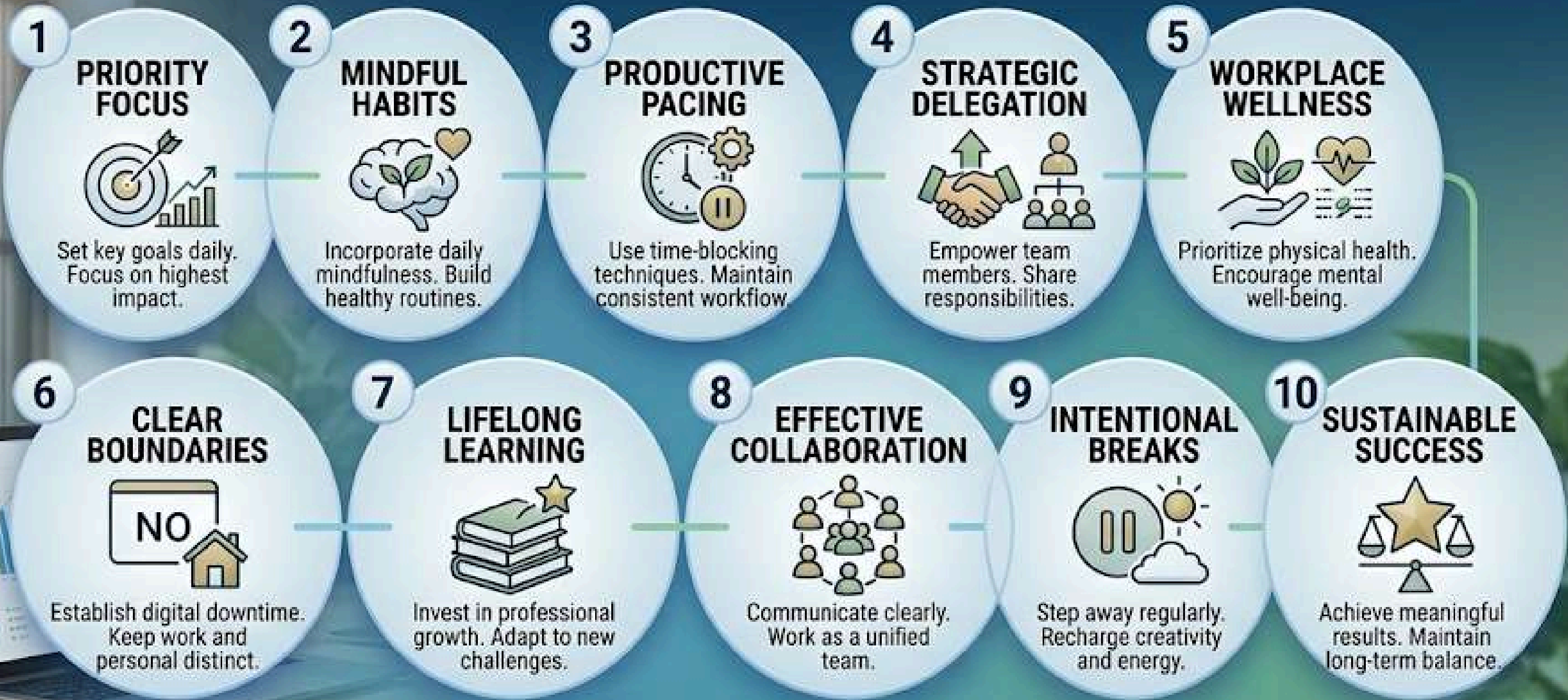


REVENUE GENERATION & FINANCIAL EFFICIENCY
Target a gross revenue of RM506 million per year and increase student per-capita efficiency by 20% by 2030.

**“Sesungguhnya Allah mencintai orang yang berjuang di jalan-Nya dalam barisan yang teratur, seolah-olah mereka seperti bangunan yang tersusun kukuh.”
(Surah As-Saff, ayat 4)**

THRIVE AT WORK, LIVE IN BALANCE

10 Principles for Productive Work & Balanced Life



**MEANINGFUL WORK. BALANCED LIFE.
LASTING SUCCESS.**



**“DAN BAHWASANYA MANUSIA
TIADA MEMPEROLEH SELAIN APA
YANG TELAH DIUSAHAKANNYA.”**

(Surah An-Najm, ayat 39)



UTM
UNIVERSITI TEKNOLOGI MALAYSIA





Thank you
