





Bismillahir rahmanir rahim.

Assalamu'alaikum warahmatullahi wabarakatuh and greetings to all.

Alhamdulillah, it is through the grace of Allah that we can all gather here this morning to listen to my message for 2015. I guess it is not yet too late to extend my New Year wishes to the entire staff of the University of Malaya. The year 2014, has come and gone with all kinds of sweet and bitter events for us to reflect upon and hopefully we are well prepared to undertake the responsibilities and challenges of 2015.

The achievements and successes we attained last year are the result of the joint efforts and sacrifices from all of us. For that I would like to express my sincere appreciation to you, ladies and



gentlemen, for your continuous commitment in working towards success and maintaining UM as among the top in the national and international higher education arena. We must continue to look ahead and support the concerted efforts to achieve especially, a position among the top 100 best universities in the world rankings by 2016 and among the best 50 by 2020.

Today, let us together reflect upon this and continue to strive with the spirit of camaraderie for the sake of our beloved university. Last year I had urged us all to "Embrace Collaboration and Solidarity", and this year I have chosen to maintain collaboration and solidarity as the inspirational tagline towards our continued success.



RANKINGS AND RATINGS

Our commitment to achieve our target in the ranking and rating of universities is very important, because we want to see the University of Malaya perform at the national as well as the international level.

Last year we had been successful in moving our ranking up to 151 from 167 in 2013. Meanwhile for the Asian university rankings, we have moved up to 32 from 33 in the previous year. The University of Malaya is the only public institution of higher learning to be awarded a five star rating by the *QS Intelligence Unit* and this puts UM in the same group with other world-leading universities, like the University of New York, Duke and Columbia. Based on the results of the *Shanghai Jiao Tung World Rankings 2014*, UM has also managed to remain listed among the 400 best universities of the world, making us the only university in Malaysia to be ranked in the *Shanghai Jiao Tung*.

The achievement and success which I have mentioned here proves that the Unviersity of Malaya has been on the right track and I am confident of bringing the University to a better and higher level.

On this day we have to recognize that the nature of the education landscape is not only dynamic but also constantly changing. Therefore, we must respond quickly and race to move forward. We must also ensure we remain relevant and inline with the current trend so as to continue to be in competition for excellence. Our success in





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improving our ranking should be a reminder that competition at the international level continues to be intense.

In our fervor to spur efforts to improve international excellence, we also need to pay attention to the rating and benchmarking initiatives and processes at the national level. The Malaysian Education Development Plan (Higher Education), which is the rebranding of the National Higher Education Strategic Plan, is testimony of the continued commitment of the government in ensuring that the National Tertiary Education agenda is always the priority. The Malaysian Education Development Plan (Higher Education) has identified various challenges that it aims to address. Among these is the challenge in producing holistic graduates who have mastered a variety of skills, the challenge of narrowing the gap in the relationship between the university and the industry, the challenge of university rankings, and most importantly, the challenge of maintaining financial sustainability and autonomy.

RANKING	2013	2014
WORLD UNIVERSITY RANKINGS	167	151 51-100
		(6 out of 14 subjects)
UNIVERSITY RANKINGS ASIA	33	32

STRENGTHENING TEACHING AND LEARNING

The process of strengthening teaching and learning should be an ongoing effort so as to ensure that UM is able to produce the human capital needed to fill the job market and to increase the number of intellectual talent to meet the needs of the country. As I had emphasized in my message last year, we have the responsibility to implement learning and teaching approaches based on the concept that "knowledge and skills are for the future and not for solving last night's problem".





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To prepare and enhance the quality of the academic staff, various programs have been implemented. For example, the SLAB/SLAI policy now focuses on the placement of candidates to pursue their studies in higher education institutions that are listed in the top 100 world university rankings. This is to ensure that the academic staff will get the best exposure so that they can later return to make contributions that are of high standards and quality to the university.

A further effort by the University Management is to require every newly appointed academic staff to participate in an internship program known as the EMERALD program. This program, which comes under the auspices of ADEC, provides participants with exposure to important aspects of management in a university covering elements such as teaching and learning, research, supervision and administration. I understand that there has been an overwhelmingly positive response to this program because it not only instills a new sense of being among the young lecturers, but also exposes them to aspects that they

would want to develop as part of their future contribution to the University of Malaya. I expect all parties, especially the Heads of Department and Deans or Directors to give this program full cooperation and strong support.

A Special Sabbatical program that was introduced last year is seen as an incentive for academic staff to be involved in research activities for a period of 12 months at world leading universities. During the 12-month period, staff are required to carry out research that would lead to publications in high-impact journals. This program is in addition to the existing sabbatical leave provisions. On top of that, the provision for academic staff to go on an Industrial Sabbatical has also been expanded, where staff can now have the opportunity to go on attachment in the private sector and industry in order to carry out specific research so that they can then share the experience with their students.

The establishment of the Curriculum Development Centre (CDC) has also helped the University in its efforts to coordinate the drafting and review of the



curriculum. Through this center we have reviewed the policy on the appointment of Program External Assessors, which had been implemented for no other reason than to ensure that the procurement of professional input is transparent and comprehensive in order to help us make sound decisions on the academic programs offered at the University. The CDC is also in the process of developing new programs that are more multi-disciplinary, inter-disciplinary and holistic in nature, and that are in line with the current and future market needs without compromising on entrepreneurial and soft skills.

The main Policy on the Management of Academic Programs is being designed to cover all aspects of program management including the development of new programs, the implementation and monitoring of programs, the accreditation and the closure of programs. This is to ensure that each program offered is of quality, accredited and in line with national needs. We are also making amendments to the Course and Teaching Evaluation System (CTES) to include a 360-degree assessment method that evaluates feedback from the student, Head of Department, peers and self-assessment for continuous improvement on the quality of teaching and learning.

Based on the higher degree audit reports issued by the MQA, we have been awarded accreditation due to the robustness of our internal quality assurance system and the quality of our postgraduate programs. The report states that the Higher Degree programs at UM are eligible to be listed in the Malaysian Qualification Register (MQR), which is the main reference in the evaluation of the quality and the selection of a specific program.

This year too, the University of Malaya will be going through a review for the purpose of maintaining the self-accreditation status that was awarded to us in 2010. We will continue to ensure that the accreditation system, which we had together developed, will be further improved and acknowledged again by the MQA in our efforts to retain the self-accreditation status. Again, I hope that all parties, particularly Deans and Directors, will join hands in this effort by ensuring that the required documentations are complete, up to date and ready for evaluation at all times.

DEVELOPING STUDENT POTENTIAL AND EMPOWERING STUDENTS OF QUALITY

The process of developing and enhancing students' character continues to be the main agenda for the University inline with the country's aspiration to produce graduates with high potential to excel and who are balanced both academically and in terms of character. The Student Affairs and Alumni Division (HEPA) plays a major role in ensuring that the University's efforts in relation to student development can be implemented in a more systematic and effective manner.

In 2014 we saw a variety of activities put into motion involving not only the Student Affairs and Alumni Division, but also other parties in the University. We





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are extremely pleased that the collegiate and caring spirit among the students continues to be expressed through various community programs. Cooperation from various parties to maintain the ecology of the University through the activities under UMCares and the UM Volunteers Secretariat is emboldening. The Lake Revival Project for example, became the focus of campus citizens when the Department of Development and Estate Maintenance with the help of students, successfully revived our beloved varsity lake. Our evenings can now be spent relaxing with Manap, Leha, Jumaat and Mary at the varsity lake.

I hope now more leisurely lake activities will be introduced so as to ensure the campus community adopts a healthy and active lifestyle.

When the country is in a state of mourning as a result of natural disasters which affected several states, there is nothing more uplifting and gratifying to me than knowing that the campus citizens have joined forces to contribute unwaveringly to the less fortunate. There had been a constant flow of staff and their family members who had come forward to offer their time, energy and expertise, food and other



basic needs, as well as financial contributions in support of the flood victims. This proves that the University is not just an institution of learning; its citizens also consist of concerned and caring human beings with a lot of soul.

At this point I wish to express my appreciation and gratitude to the entire campus community, especially to the donors and volunteers among students and staff for their assistance and contribution, and the good show of the spirit of volunteerism in helping those in need. Thank you once again.

I believe our efforts and contributions should not just stop here, as the post-flood recovery process still requires the services of volunteers and benefactors. Hopefully more volunteers and benefactors would come forward to help the victims rebuild their lives after such massive devastation. I am also confident that activities such as these will help shape the students' self-esteem in preparing them to leave the university as holistic graduates of quality; especially since beginning with the 2014/2015 session, all undergraduate students are required to attend



courses on Community Engagement, which will certainly help us achieve this objective.

Student participation in competitions at home and abroad is also becoming increasingly significant as out of 20 competitions in the country, we won 7 of them. Meanwhile, at the international level, out of the 11 competitions we participated, we gained 5 victories. I sincerely hope that this year and in the subsequent years we will be able to see an increase in the number of student participation so that the UM brand will continue to gain recognition within and outside the country.

To all students, do take up the challenge and showcase your talents and abilities in competitions so that the exposure that comes with such activities will benefit and put you at an advantage. To the Deans and Directors, I implore you to encourage your students to explore the more challenging areas out there through competitions such as these. The University has always been supportive of such activities, through the provision of financial and advisory services.





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For your information, beginning this 2015/2016 session, UM has been given the mandate to implement our own admission to undergraduate programs without being bound by the UPU system. This means that UM has the advantage of selecting candidates who truly qualify to study at this University and be subsequently moulded into holistic graduates at the end of their study.

Recognizing that students are an important asset of the country, UM has taken the initiative to become the first university that has the Inclusive Education Policy for Students with Disabilities. This is none other than to ensure that the welfare of students with disabilities is preserved. As a result, the UM Conference on Inclusive Varsity which was held for the first time, received a heartening response from all institutions of higher learning. For the year 2015, UM has formulated 4 strategies to coordinate the management of students with disabilities. These strategies are: management of students with disabilities, accessibility of buildings

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and campus vicinity, learning facilities, and support services to ensure quality of life and preparation for career.

One of the steps UM has taken to support the efforts mentioned above, is to produce an **Accesibility Map**, which provides individuals with disabilities guidance within the university as well as outside and also alternative access to facilities made available within the university specifically for their convenience. This effort imparts to parties outside of the University that UM is a **Disability Friendly** campus.

I am optimistic in my hope that this initiative will continue to gain the necessary support from the relevant parties so that this valuable asset is preserved.



WELFARE OF THE CAMPUS COMMUNITY

The welfare of the campus community is paramount in the agenda for ensuring students as well as staff can contribute their best to the University because their comfort during learning and working is closely linked to the quality of the performance generated. Taking this into account, the University is constantly increasing its efforts to provide the best for its citizens. Continuous efforts are being made to create a learning environment that is conducive in order to provide comfort for the students. In the past year, the Department of Development and Estate Maintenance (JPPHB) had successfully designed and completed 9 interactive and multipurpose spaces called the **Cube** in several Academies/Faculties/ Centers. The effort in creating such spaces is a step towards stimulating the minds of students, to encourage them to be more creative and to motivate them to make the campus as their top choice in the pursuit of knowledge. In addition to the Cube, we have also designed and upgraded several other facilities around campus such as the laboratories, teaching workshops, toilets, and the student learning center.



The University has also begun work on upgrading and repairing some of the residential colleges which includes repainting the buildings and replacing damaged furniture. In addition, we are in the process of identifying and upgrading existing elevators into more user-friendly units and studying the feasibility of installing elevators in existing buildings. Suitable spaces are also being identified for constructing premises that are equipped with centralized facilities that would be able to accommodate a restaurant, a mini market and a parking lot.

Efforts to upgrade the wireless infrastructure across the campus - fiber cables and low capacity or obsolete switches will also be replaced throughout campus this year. This is done to ensure that all UM citizens will have access to better quality Internet. The Information Technology Center (PTM) has received financial approval to replace the 3000 PCs that are more than 7 years old. With new PCs, staff will be able to complete their daily tasks more smoothly and with increased productivity.



Recognizing the high cost of living in big cities such as Kuala Lumpur, the University has made the decision to hand over the operations and management of the UM Daycare Center or TASKUM completely to the Human Resource Division effective from 1st. January 2015. This is to ensure that TASKUM can operate using the appropriate module and charge more affordable fees. Besides nurseries, transit facilities are also available for staff's children who attend schools within the campus vicinity. This will provide the solution for staff who previously had to use office hours to manage matters related to their children's schooling.



In collaboration with the Faculty of Education, plans are being made so that the two entities, TASKUM and TADIKUM, will be placed under the University of Malaya Early Child Care Centre. In the future, TASKUM and TADIKUM will be housed side by side for ease of management. We are targeting to become a model for Early Childhood Education - the first of its kind among institutes of higher learning that has the latest teaching and learning laboratories. In this way, we expect to provide not only quality early education program but also alleviate staff's problems in managing their children's schooling and childcare issues.







ENHANCING RESEARCH AND INNOVATION

As a research university, we cannot run away from the fact that research and innovation must continue to be given empowerment. The year 2014 saw many achievements from members of the University at the national as well as the international level. We expect such successes to be replicated this year with an even greater impact. Most importantly, I would like such successes to inspire and motivate other members of the University to strive for success not only for themselves but also for the University and our beloved country.

Over the past few years, we have seen an increase in the number of publications in high impact journals produced by UM staff and students. Up until December 31, 2014, statistics released by the Library shows UM as having published **2556 articles in ISI indexed journals**. In addition, 2669 articles were published in Scopus indexed journals while at the same time, 161 patents have been filed. In the past year alone, 56 patents were generated - the number indicates a 4-fold increment from the previous year. This is indeed an achievement to be proud of and kudos to all who have contributed.

It is high time that we share the success of research with the society. As I have always stressed, the society out there are eagerly waiting for research products or findings that can contribute to the welfare of the people. For that, we are now working to turn UM into the hub for innovation at the national level and later expanding to Asia. It is hoped that as more and more products that can be commercialized are created through research activities, more income would be generated for the University and the country.

As an example, I am very proud to let you know that some of our research products have been directly meaningful to the flood victims recently. **Ultrafiltration or UF** had been installed to filter and treat floodwater or river water so that flood victims can have clean water for their daily use. For your information, this project is a collaborative effort of researchers from the UM Center for Separation Science and Technology at the Faculty of Engineering together with TechKem Sdn. Bhd.



In addition to that, our colleagues from the Faculty of Science, headed by the Dean himself, have installed and are still installing **tube wells** in locations that were affected by the floods. While this may seem like a small contribution, it will certainly have positive long term effects on the public. We are very pleased that several parties, including **Media Prima** and **CIMB Bank** have come forward to sponsor the installation of these wells. We have also received personal sponsorship from individuals as well as from several CoRs in the University itself. Hopefully more people will come forward to offer their assistance.

Congratulations to the team of researchers who have successfully created the products.

Undoubtedly, when talking about research, what comes to mind is science and technology. We rarely take a serious look at the social sciences and humanities. Thus, towards the end of 2014, various strategies have been planned out to revisit issues related to research in the social sciences, including reviewing the annual KPI and Standard Academic Performance Target (SAPT). This is to ensure that the researchers in these fields are given fairer assessment particularly in relation to the promotion process. The University hopes to see more researchers in the social sciences take up the challenge to intensify research activities at the university, national and international levels. And once again, we also hope that the findings of their research would be translated into contributions to society and the nation.



In relation to this, I am counting on the Office of International and Corporate Relations to exercise their role in making more UM researchers visible in the media especially in discussing current national issues as well as global issues in their respective areas of expertise.

The **Grand Challenge** research project is a UM initiative in managing research using new approaches that have not been employed by any other university. Through this Grand Challenge research, I am expecting more researchers to seize upon the opportunity as it focuses on the challenges of future research. To ensure the Grand Challenge initiative achieves its objectives, the University has allocated RM8 million for 2015. Through these efforts, more internationally prominent figures in specific areas will be brought in with the expectation that UM researchers would take the opportunity to collaborate with them.

UM will also continue to collaborate with various internal and external entities on research collaboration projects, including the industry. Last year we managed to establish collaboration with the University of California Santa Barbara for the **Next Generation Gallium for the Gallium LED Project**. We are also continuing our collaboration with Nobel Laureate Professor Shuji Nakamura for a project sponsored totally by EPU to the tune of RM70 million. This project will begin with the construction of a facility worth RM6 million.

In continuing with the initiative on High Impact Research, the University is in the final stages of obtaining an allocation of RM 1 billion from the government specifically for HIR Phase II, which will start in 2016, and will run until 2020.



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INTERNATIONALIZATION

In our efforts to strengthen our position at the international level, we must comply with the fact that internationalization activities are a challenge for all of us. The student mobility program is one of the strategies to ensure UM remains in the world rankings. Increasing the number of students involved in student exchange programs abroad has widened our students' exposure to outside world. In 2014 a total of 2015 students participated in student exchange programs to universities in Japan, Korea, Indonesia, Thailand, the Middle East, Europe, and several other countries. Meanwhile, under the same program, we have also received a total of 1731 students from abroad into the UM campus.

For exchange programs involving the transfer of credits, we saw a significant increase whereby in 2014 a total of **264** students participated













in the program compared to a total of **184** students in 2013. I urge Deans / Directors to encourage the participation of their students in such programs as the student exchange program can help produce students who are more idealistic, proactive, and creative which can help boost their self-confidence whilst raising the standing of the Faculty and the University at the international level.



Last year the University successfully organized the inaugural "University of Malaya Summer Programme 2014" in which 60 students from various countries such Japan, Taiwan, Thailand, Indonesia and Vietnam participated. This 3-week program gave international students exposure to the way of life in our multicultural, multiracial and multilingual society and also to other related social aspects. Our expectation is for the students involved in this program to bring back to their respective countries of origin their experiences during the program, and to also bring the UM name to the international arena.

The University of Malaya also played host to the **QS Summer School 2014** first Summit, which was held in Kuala Lumpur. This program which is an international forum, brought together 123 participants comprising the management teams of 74 institutions of higher learning from 32 countries. The forum which discussed the management and best practices of "summer school", is also a platform for collaborative relations among the participating countries concerned. This year UM has been entrusted once again to host the 2nd QS Summer School Summit.











EXEMPLARY HEALTH SERVICES

When talking about the development of the campus, we must not forget that the UM Medical Center (UMMC) is also a part of us. There is no denying the significance of UMMC's role and contribution to UM, especially in strengthening medical services and developing programs at the Faculty of Medicine. The UMMC Master Plan 2025 has already begun to be developed to ensure the benefits to society are maintained in accordance with the government's aspiration to provide the best health services to the people. The Master Plan encompasses 12 strategies among which are the processes of upgrading existing facilities and constructing more medical facilities as well as improving the traffic flow in the areas within and surrounding UMMC.



Under this plan too, the existing 12 Operating Theatres will be renovated and upgraded, making them fully equipped with the latest and most advanced technology. This project was started in November 2014 and will take approximately 2 years to complete. Apart from that, UMMC has taken the initiative to realize a new era in the world of medicine in Malaysia with the setting up of the UM Centre for Image Guided and Minimally Invasive Therapy (CIGMIT). IGMIT is a new method of treatment using the hybrid operating theater where imaging and surgery can be performed simultaneously during a surgical procedure on a patient. I am pleased to let you know that the center began its operations towards the end of 2014.

UMMC is currently endeavoring to improve its patient management system in its entirety. The project, which is called **THIS** or **Total Hospital Information System,** is expected to provide a patient management system with centralized integration that has the functions of hospital data management process which will provide maximum efficiency in providing treatment to patients.

It is hoped that these efforts would eventually enable UMMC to obtain the MALAYSIAN SOCIETY FOR QUALITY IN HEALTH (MSQH) accreditation.

We have also received funding of RM13 million from the Federal Territory Islamic Religious Department to develop an Islamic Center to enable various activities to be carried out, especially those involving the welfare of Muslim patients.



FINANCIAL SUSTAINABILITY

Although UM has been awarded autonomy status in 2012, which means that the University now has the freedom to manage and determine our own direction, we do not deny that the University's dependence on the government still exists.

Since the third quarter of 2014, the Malaysian Ministry of Education has begun a blockade of 5% of the total disbursement of grants totaling RM 7.9 million. Despite this, the University management has agreed not to cut the CoRs expenditure allocation and instead to bear the shortfall in funding. This means that the CoRs would not feel the effects of the cut in funding because of the buffer provided by the management.

For 2015, a management budget of RM768 million has been approved for the University of Malaya, which is an increase of 1.72% or RM13 million. Meanwhile, all UM New Policy applications have not been approved for the year 2015. Although this situation can be viewed as making things difficult for us, like it or not we should plan and manage our finances wisely.

The employment of the **Blue Ocean Strategy** should be widened so that other than practicing smart partnership we will also nurture a prudent financial practice among us. For example, offering laboratory space or high-tech equipment for rent to other agencies including other institutes of higher learning and research centers will enable us to generate revenue applying this concept of Blue Ocean Strategy.

The partnership I mentioned earlier is not limited to laboratories and technology but also applies to other facilities such as training centers owned by government agencies such as INTAN, 1Malaysia Training Centres and AKEPT. Where previously the cost of organizing training can come up to millions of ringgit as some were carried out at a high cost in hotels or private training centers, it is high time we save by using government-owned training spaces that are cheaper. UM also has several research centers complete with accommodation that can be used as training centers facilities such as the Glami Lemi Research Center, Jelebu



and the Off-Campus Research Center, Gombak. These facilities should preferably be made available for the campus community to utilize.

We will continue with some of the austerity measures that we have undertaken in the past year and I call upon all parties to cooperate, including cutting down on the office upgrade or renovations plans, reducing the amount spent on refreshments for internal meetings and minimizing costs in organizing seminars, courses or formal events. In addition to that we should review the way we consume electricity and water as well as the use of buntings or banners for announcing a program so that there is no wastage. I recommend that we use the website facilities or the social media to promote the programs we are organizing.

Based on the **Special Audit** on procurement management in UM from 3 November 2014 to 23 December 2014, several observations were issued by the auditors, among which were research performance that were not monitored

properly, procurement processes that were carried out without obtaining the approval of the authorities, poor monitoring of equipment use by the management thus resulting in the inability to locate the asset and poor monitoring of development projects. These are only some of the observations received - do treat them as earnest admonitions that will increase our integrity in improving the way we manage our finances.

Therefore, I urge all parties to ensure the same thing does not happen again. All Heads of the CoRs are responsible for ensuring full compliance with procurement procedures and for monitoring the procurement of supplies, services or work performed at the CoRs respectively.

Before I end this speech, I would like to emphasize to the audience that in the pursuit of our efforts to improve the excellence of the University, all parties play an important role in giving prestige to the use of **Bahasa Melayu** in everyday affairs. This is in support of the government's agenda to ensure Bahasa Melayu continues to be honored in nation building.

I have shared with all of you here the various aspirations of the University. None of these processes are independent in character. As such, the cooperation of all staff and students from every component is important. Therefore, I urge all campus citizens to join me in collaboration and solidarity so as to ensure that one day in the future UM will be able to set its name alongside world renowned names in higher education. We need not fear because the spirit of collegiate and



understanding between us will be our internal and external strength when we traverse the challenges ahead.

In carrying out the task of leading this University we love, I often remind myself to make the **Prophet Muhammad S.A.W** as my model. Leadership characteristics that exist in Rasulullah S.A.W should be emulated by all of us because he never craved for power or rank, instead he always treated the post he held as a trust bestowed upon him that must be undertaken with a full sense of responsibility. Being a leader is not a ticket to glory or to gain power because everything that we do, we will be accountable in the hereafter.

Hence, I appeal to all citizens of the University, regardless of position and rank, to carry out this mandate by lending unwavering commitment that would drive UM to a higher level.

Tumbuh mengkudu berdaun lebat Dahannya rendang peneduh laman Teguh bersatu berkat muafakat U.M. cemerlang sepanjang zaman.

Subur pandan kerana rimbun Cantik sirih kerana tersusun Kuat buluh kerana serumpun Maju UM amat dikagum.

Di lembar sejarah nama terpahat Universiti terulung pembina bangsa Dengan muafakat bertambah berkat Kekal cemerlang kian perkasa.

Thank you, Wabillahi Taufiq Walhidayah Wassalamualaikum Warahmatullahi Wabarakatuh.

UM in Rankings & Ratings







Kekalkan prestasi! "@idrisjusoh Tahniah kpd UniMalaya kerana menerima pengiktirafan 5 Bintang QS Intelligence Unit! pic.twitter.com/WjtLbnAEvv"





READER'S DIGEST TRUSTED BRAND



UM — Facts and Figures — (Research)

|S| **2556**

Scopus **2669**

63,718 CITATIONS

128
FIELD-WEIGHTED
CITATION IMPACT

3.60 CITATIONS PER PAPER

PATENTS FILED

56
PATENTS GRANTED

8 Challenges

Rankings and Ratings 01 **Strengthening** 02 Teaching and Learning **Developing Student** Potentials and Empowering Students of Quality Welfare of the **Campus Community Enhancing** Research 05 and Innovation Internationalization **Exemplary Health Services** Financial Sustainability



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