

STRATEGIC PLAN

2020 - 2025

Published by

**Politeknik Kuching Sarawak
Km 22 Jalan Matang 93050
Kuching Sarawak,
MALAYSIA**

Copyright

Copyright©2020 by Quality Assurance Unit, Politeknik Kuching Sarawak.

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information storage and retrieval system, without prior permission from Quality AssuranceUnit.

Limit of Liability/Disclaimer of Warranty

The publisher and the authors make no representations or warranties either express or implied, with respect to this document, its quality, performance, merchantability, or fitness for a particular purpose. The publisher shall not be liable for errors herein or for incidental consequential damages in connection with furnishing, performance, or use of these materials. The advice and strategies contained herein may not be suitable for every situation. Neither the publisher nor the authors shall be liable for damages arising here from. The fact that organizations or Websites are referred to in this work as a citation and/or a potential source of further information does not mean that the authors or the publisher endorses the information the organization or Website may provide or recommendations it may make. Further, readers should be aware that Internet Websites listed in this work may have changed or disappeared between when this work was written and when it is read.

All information is correct at the time of print and is subject to change without prior notice.

Printed by: Tabuan Print, Kuching, Sarawak, MALAYSIA



TABLE OF CONTENT

	Slide Number
○ Director's Note	4
○ Strategic Direction of ○ Politeknik Kuching Sarawak	5
○ Organization Chart	6
○ SWOT Analysis of ○ Politeknik Kuching Sarawak	7
○ Strategic Plan of ○ Politeknik Kuching Sarawak ○ 2020 - 2025	14
○ Implementation Method	22
○ Sources of Authority	23
○ Conclusion	24
○ Editorial Staff	25

Director's Note

Assalamu'alaikum Warahmatullahi Wabarakatuh & Greetings to All

As a technical education and vocational training institution, it is certainly a challenge especially in the area of academic management to make this institution more relevant compared to the other institutions in this region. PKS has achieved a lot of success in academic, curriculum, research and co-curricular activities. Congratulations and well done to all of you.

Thus, various initiatives and programs are planned and are going to be implemented in the Politeknik Kuching Sarawak Strategic Plan for 2020 – 2025 to ensure TVET education in PKS is in the right direction, in line with the mission of Polytechnic and Community College Department and to achieve the Shared Prosperity Vision 2030

In realizing the Vision, Mission, Goals and Objectives of the Strategic Plan, PKS need to be proactive, fast , efficient and avoid the stigma of taking things for granted, in line with the Industry Revolution 4.0 to serve customers, stakeholders and produce graduates marketability and expertise in the latest fields of technology.

I believe PKS is always committed in developing the TVET's human capital. As the Director, I am proud to lead PKS in achieving the Vision & Mission set by Polytechnic and Community College Department and PKS over the next 5 years.

Jamaliah Binti Ahmad

Director

Politeknik Kuching Sarawak



POLITEKNIK KUCHING SARAWAK

Vision

To be the Leading Edge TVET Institution

Mission

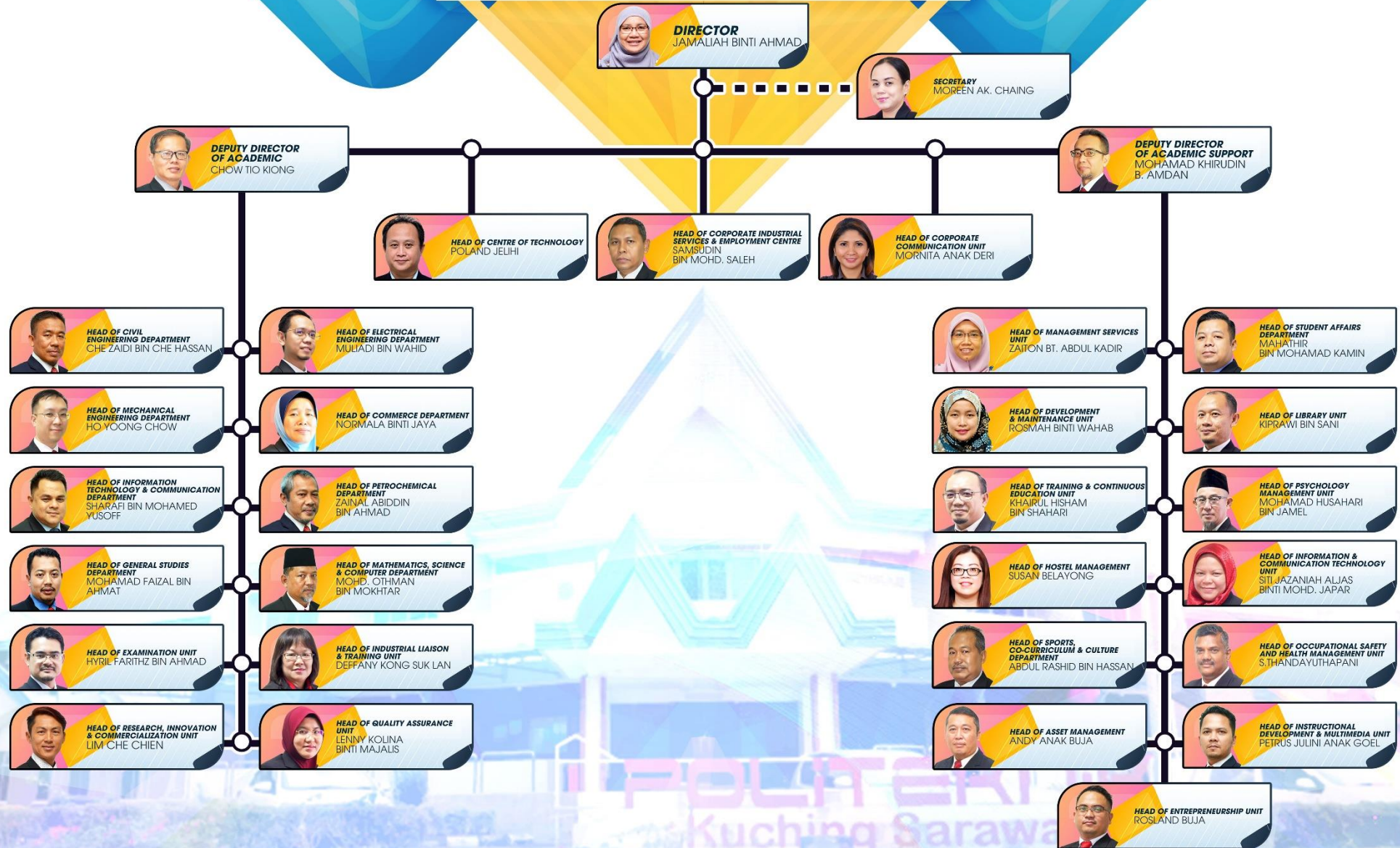
To provide wider access to qualified and recognised TVET program in order to develop holistic, entrepreneurial and balanced graduates as well as to empower communities through lifelong learning by capitalizing smart partnerships with stakeholders

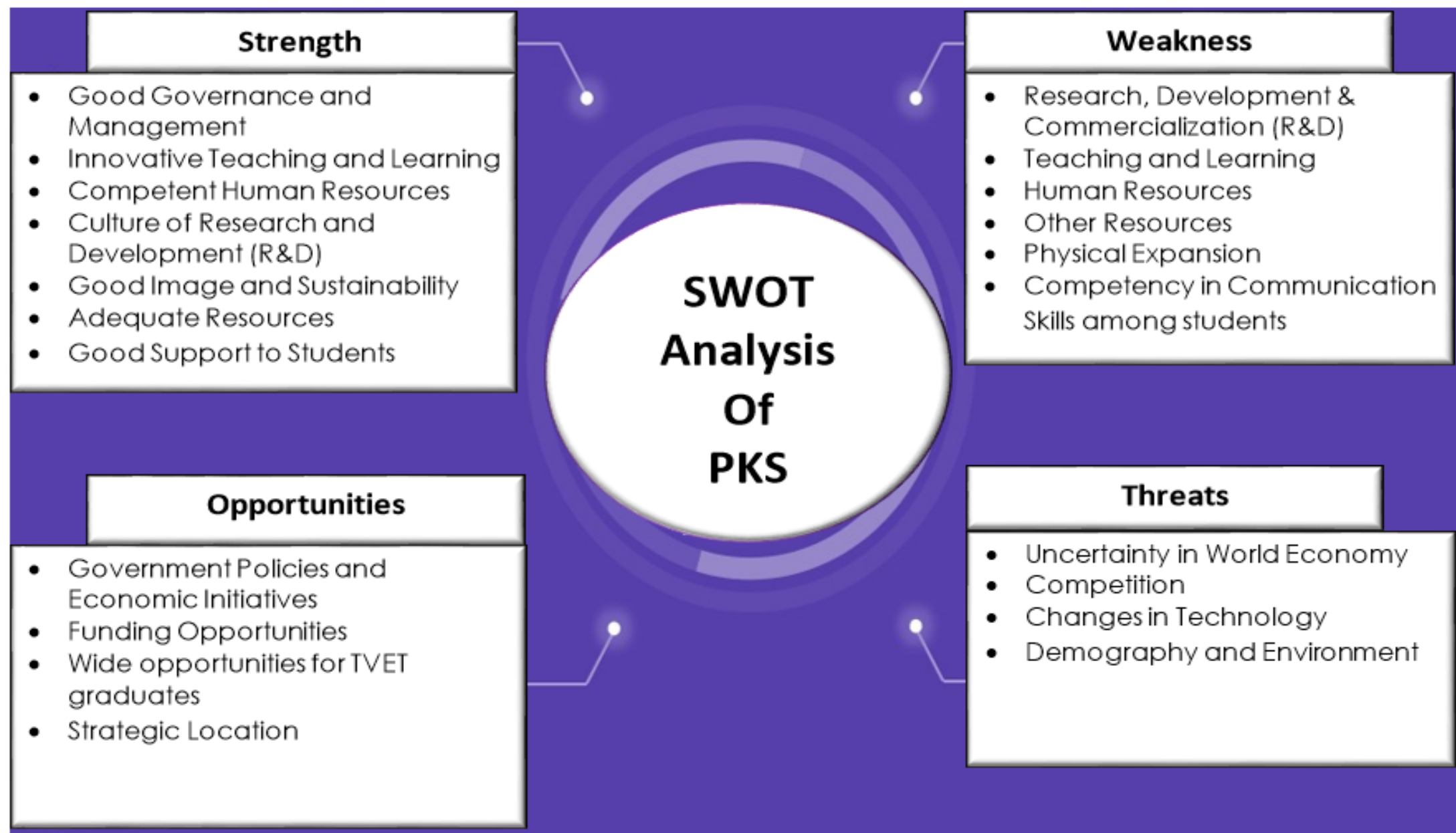
Goal

To produce marketable graduates



Organisational Structure POLITEKNIK KUCHING SARAWAK





Good Governance and Management

- Fully supported and funded by the Government of Malaysia and Ministry of Education.
- Strong support from the Department of Polytechnics & Community Colleges Education to be a regional player in Technical & Vocational Education and Training (TVET)
- Continuous support from PKS top management and staffs to elevate and strengthen PKS to be one of the main TVET centre in Sarawak and Malaysia, in general.
- Supported by inclusive and strong guidelines, circular and standard developed by the government for and effective delivery services as government agency.
- Lowest tuition fees structure offered to all programs of similar levels in Malaysia with RM200.00 (USD50.00) per semester compared to RM15,000.00 (USD3,700.00) for other institutions.
- Board of Advisors including key personalities in the industries and academia
- Adopted MS ISO 9001: 2015 Quality Management System and implemented Risk and Opportunity Management Plans for all key processes

Innovative Teaching and Learning

- 13 diploma programs are offered and all programs accredited by the national accreditation Board – Malaysian Qualifications Agency (MQA) or Board of Engineers Malaysia (BEM) and recognized by the Malaysian Civil Service Department.
- Innovations in Teaching & Learning implemented since 2014. Implemented blended learning method to enhance student centered learning.
- One semester Industry attachment (Internship Programme) for final semester students.
- Active involvement from industries in implementing PPI and other academics activities
- The appointment of industry as the polytechnic advisory committee, the industrial partner and the industrial fellow to provide input on the latest development in the industry
- Programs offered are in line with the current industry needs

Competent Human Resource

- Experienced and highly competent teaching staffs in various fields such as Engineering, Commerce, Accounting, Geomatics, Information Technology as well as general studies.
- Experienced and highly competent non-teaching staffs in various fields such as administrative, engineering and maintenance, librarian, counsellor, sports and so on
- A significant number of teaching staff with PhD qualification as well as other professional certification awarded by established board in the country such as Board of Engineers (BEM), Malaysia Board of Technologist (MBOT) and Malaysia Institute of Accountant (MIA).
- Staff development is well-planned and implemented

Good Image and Sustainability

- Established in 1987 with strong annual students intakes and the first polytechnic in East Malaysia.
- Able to provide consultation and training to industries, educational institutions and the general public.
- Mutual understanding with Advisory Committee, Fellow Industry and industrial links.
- Establishing Centre of Technology (COT) for Process Engineering and Center for Refrigerant Service Sector (Certificate of Service Technician programme) approved by Department of Environment able to provide consultation and training to industries, educational institutions and the general public.
- Active collaboration with industries involving staffs and students.
- Establish strong networking and collaboration with Industrial Advisory Committee, industries players as well as other higher education provider.
- Active in Corporate Social Responsibility (CSR) programs with local community, vocational colleges and schools eg. Touch Point Programmes in Kabong and Kampung Biawak, Lundu.
- Cater to local community's lifelong learning needs.
- Acquired Quality Management System MS ISO 9001:2015 certified by Standard and Industrial Research Institute of Malaysia (SIRIM) since 2017.
- Acquired Conducive Ecosystem of Public Sector (EKSA) certification in March 2018.
- Graduates are widely accepted by government agencies and private industries as well as higher learning institutions.
- Students and staffs have won numerous awards and medals nationally and internationally through active involvement in competitions and Research & Development.

Culture of Research and Development

- Special unit is established to manage Research and Development since it is essential part to enhance teaching staffs knowledge and skills in academics
- R&D and Innovations is one of criteria to be considered in teaching staffs promotion.
- Students and staff have won numerous awards and medals through active involvement in competitions and R&D
- Various grants such as TRGS and FRGS, PPRN are offered to qualified staffs.
- Teaching staff are encouraged to participate in any recognized platform locally and internationally to present their researched paper or to demonstrate their innovative product.
- PKS as the Centre of Technology COT (POLCPro) in the field of Process Engineering
- PKS as the Established Centre of Training in air-conditioning and refrigeration for Technician Certificate Program.
- PKS as the Centre of Geomatic Consultancy & Training

Good Support to Students

- Graduates are widely accepted locally and internationally – 97% graduate employability in 2018
- Students hostels – 2258 capacity. Approximately 50% of the students are offered in-campus accommodation.
- Poliku Park is an outdoor recreational for students in campus.
- Career guidance and entrepreneurial programs
- Academic Advisor for each student during their studies and until a semester after their graduate.
- Health clinic in campus.
- Students Welfare Fund is established to support needy students during their studies.
- Transportation provided for out-of-campus activities and during semester break.
- Recognition and awards given to excellent students in both academic and non-academic performance.
- Provide in-campus interview session by the companies/firms or other agencies for the students for job applications or internship programme.
- Opportunity to pursue further education in local/private learning institutions such as University Malaysia Sarawak, Mara Technology University (UiTM).
- Provide courses for the students to seat for Malaysian University English Test (MUET) as a preparation for them to further their study. High percentage of students acquire Band 4 in Malaysian University English Test (MUET) as part of prerequisite to board placement in local university.

Adequate Resources

- Good ICT infrastructure and Free Wi-Fi within the campus vicinity – currently 500MBPs Internet Bandwidth, with plans to expand to 1Gbps.
- One Main lecture theater and 4 Mini Lecturer Theater
- Excellent teaching and learning facilities: (TECC and e-Lab)
- Various sports facilities – Football and hockey field and netball courts, mini grandstand and other courts.
- Great landscaped learning campus.
- Ample computer units for teaching & learning as well as administration purposes.

PKS SWOT ANALYSIS : STRENGTH

Research, Development and Commercializing

- Commercialization of patented products is hampered by lack of funding.
- Insufficient internal funding for research and development.
- Numbered entries of international level and impactful researches and publications.
- Lack of study to identify community lifelong learning needs.

Human Resources

- Frequent changes in top management post since established.
- Academic staff are overloaded with various administrative tasks as needed to meet accreditation demands.
- Adequate training are necessary to keep pace with technology advancement.
- Relevant training are needed to fulfil the skills and teaching demand.
- High transfer rate of staff to other polytechnic causes vacant in knowledge and skills in the academic department.
- New staff need time to familiarize with courses and new working environment.

Physical Expension

- Bottlenecks in infrastructure and limited physical space for extension and new development.

Competency in Communication Skills Among Students

- Students are less proficient in communication and soft skills.
- Some students are weak in English grammar and vocabulary which hinders them to write and speak well in their daily assignments.

Teaching & Learning

- Limited opportunities to learn international languages other than English and Mandarin.
- Gaps between curriculum elements and industry needs are to be identify or narrowed.
- Longer time frame spent in tertiary level education.

Other Resources

- Wi-Fi may not reach optimum speed due to heavy usage by students and staff, resulting in slow Internet access.
- Insufficient and aging facilities and resources.
- Unable to cater adequate in-campus accommodation to all students.
- Need additional mode of transport to meet students' activities needs.
- Sufficient funds are necessary to conduct continuous long term Corporate Social Responsibility programmes.

PKS SWOT ANALYSIS : WEAKNESS

Government Policies and Economic Initiatives

Opportunities for staff to go on industrial attachment and graduates to seek employment in industries in the National Key Economic Areas (NKEA) identified by the government

- Demand for skilled and knowledge-based human capital resulting from the government's transformation plan to turn the country into a high income nation
- National Higher Education Blueprint – one of the main thrusts dedicated to TVET
- Government policy to strengthen TVET among young generations.
- "Position TVET as an attractive career pathway" : one of Sarawak State Ministry of Education, Science and Technological Research (MESTR) key deliverables.
- High volume of school leavers to be potential clients.
- Development in Green Technology and IR4.0

Funding Opportunities

Special allocation for TVET in national budget (RM5.9 billion for year 2020 @ USD1.42 billion) (USD1=RM4.16)

- Opportunities to get external funding/ research grants
- Opportunities to participate in competitions, conferences and exhibition in the field of TVET.

Strategic Location

- PKS is in Kuching, capital city of Sarawak.
- Established and expanding eco-tourism industry and medi-tourism in Kuching, Sarawak. Good, reliable medical centers and high demands for good technical back-up.
- Close to other national and international higher learning institutions eg. University Malaysia Sarawak, Mara Technology University, Swinburne University of Technology (Sarawak Campus))
- Close to public facilities
- Close to industries – collaboration in Research & Development.
- Collaboration and good rapport with agencies

Wide Opportunities for TVET Graduates

High graduate employability for the past 3 years (more than 90%).

- Graduates are able to further their studies locally or abroad with or without credit exemption / credit transfer.
- Graduates can get their job placement as fast as the day one after they completed their studies (because of effective final semester internship programme).
- Malaysia Technology University is a combination of various local university established to cater graduates from polytechnics to further their studies at their university.







International Recognition and Globalization







- Opportunities to strengthen the polytechnic's branding through international accreditation and recognition, through international benchmarking visits, by participating in international competitions eg. Federation International . RobotSport Association (FIRA), MTE, iCompex, and Polyskills and via industrial attachments for faculty and students in various discipline.

Uncertainty in World Economy	Competition	Changes in Technology	Demography and Environment
<ul style="list-style-type: none"> • Uncertainties in key economies like the USA. • Europe and China that may affect Malaysia's exports rate of currency and thus undermine PKS's graduate employability. 	<ul style="list-style-type: none"> • Competition from countries with lower cost of doing business due to globalization • Competition from other public and private institutions offering TVET programmes. • Competition from various institutions seeking industrial placement. • Competition and offers from various TVET providers to accommodate intakes. 	<ul style="list-style-type: none"> • Keeping pace with rapidly changing trends and development in technology. • Changing demands and needs of clients or stake holders. 	<ul style="list-style-type: none"> • Students are of various education background and expectations. • Adapting and integration of new cultures and norms among graduates. • Unlimited access to open sources of information and data.

PKS STRATEGIC PLAN 2020 - 2025

PROGRAM/ACTIVITY		DURATION					
		2020	2021	2022	2023	2024	2025
CORE 1 : PRODUCE QUALITY GRADUATES OF TVET							
STRATEGY 1: PRODUCE GRADUATES WITH HIGH EMPLOYABILITY							
1	Offering value-added courses, training and exposure to improve students' employability	100%	100%	100%	100%	100%	100%
2	Encouraging industries to conduct on campus recruitment.	90%	90%	90%	90%	90%	90%
3	Percentage of Polytechnic and Community College Graduates who work in their field or on the same level of their qualifications	85%	85%	85%	85%	85%	85%
4	Promoting the institution's programmes through various platforms	6	6	6	6	6	6
5	Encouraging teaching staffs and students to take up the opportunities provided by the government & industries especially in established economic corridors.	√	√	√	√	√	√
6	Maximizing graduates opportunities in terms of industrial networking, industrial training and employability especially in Sarawak & Sabah.	√	√	√	√	√	√
7	Strengthening the existing networks with the Advisory Committee and industrial links.(at least 2 activities per year)	100%	100%	100%	100%	100%	100%
8	Percentage of students graduating during the design phase of a program (GOT)	75%	75%	75%	75%	75%	75%

PROGRAM/ACTIVITY		DURATION					
		2020	2021	2022	2023	2024	2025
CORE 1 : PRODUCE QUALITY GRADUATES OF TVET							
STRATEGY 2: IMPROVE THE ECOSYSTEM OF ENTREPRENEURSHIP							
1	Increasing the number of students involved in entrepreneurship activities.	20 	22 	25 	25 	30 	35 

STRATEGY 3: DEVELOP GLOBAL GRADE GRADUATES							
1	Encouraging teaching staffs and students to participate in national and international programmes and competitions.	3%	3%	4%	4%	5%	5%
2	Improving students' communication skills in English (percentage of student's achieve at least grade C in Final Assessment).	50%	50%	50%	50%	50%	50%
3	Enhancing participation of students in national and international activities, programmes and competitions.	40 	45 	50 	55 	60 	65 
4	Improving the well-being of the local community through Corporate Social Responsibility and lifelong learning programmes.	8	8	8	8	8	8
5	Encouraging staffs and students to conduct programmes involving knowledge or technology transfer to the communities.	8	8	8	8	8	8

CORE 2 : STABILIZE THE RESPONSIVE AND SUSTAINABLE GOVERNANCE**STRATEGY 1: EMPOWER THE INSTITUTIONS BASED ON IR4.0**

1	Providing expertise in niche areas for industries and other institutions.	4	4	4	4	4	4
2	Intensifying staff involvement in Green Technology and IR4.0 activities and programme	1%	2%	3%	4%	5%	6%
3	Enhancing staff competency and knowledge through training in programmes to fulfill the aspiration of the nation	100%	100%	100%	100%	100%	100%

STRATEGY 2: ENFORCE EFFICIENT FINANCIAL MANAGEMENT

1	Enhancing staff competency and knowledge in financial management through training in programmes to fulfill the aspiration of the nation	100%	100%	100%	100%	100%	100%
2	Conduct internal audit or inspection every year	2	2	2	2	2	2

STRATEGY 3: STRENGTHEN HUMAN RESOURCE MANAGEMENT

1	Enhancing staff competency and adapting working environment through orientation program	2	2	2	2	2	2
---	-----------------------------------------------------------------------------------------	---	---	---	---	---	---

CORE 3 : ENRICH TALENT

STRATEGY 1: PRODUCE EFFECTIVE WORKERS THROUGH COMPREHENSIVE LONG TERM TALENT DEVELOPMENT PROGRAM

1	Intensifying staff industrial attachment programmes in technology driven industries to enhance staff competency in the latest technology.	14	15	16	17	18	19
2	Providing structured training to the staff in order to strengthen research proposals for funding.	2	2	2	2	2	2
3	Exposing the lecturers to the current and latest practices and technologies through industrial collaborations and attachments both nationally or internationally.	2%	5%	8%	10%	12%	14%

CORE 4 : LEAD EDUCATION SYSTEM THROUGH TVET 4.0**STRATEGY 1: TRANSFORM EDUCATION PROGRAM ACCORDING TO INDUSTRIAL DEMAND**

1	Enhancing collaborative initiatives for staff and students with national and international higher learning institutions.	1	1	1	1	1	1
2	Sourcing assistance from Department of Polytechnic and Community College Education (DPCCE) to provide insights and exposure to industries.	√	√	√	√	√	√
3	Sharing the database or online academic references with other higher institutions eg. Online Public Access Catalogue (OPAC).	100%	100%	100%	100%	100%	100%
4	Upgrading Wi-Fi Internet connectivity and Facilities.	√	√	√	√	√	√
5	Proper planning for infrastructure expanding and upgrading.	√	√	√	√	√	√

CORE 4 : LEAD EDUCATION SYSTEM THROUGH TVET 4.0							
STRATEGY 2:IMPROVE THE EFFECTIVENESS OF DELIVERY MECHANISM							
1	Developing e-Learning as a tool to enhance teaching and learning process in-line with the latest Government policy to widen the broadband capacity.	75%	75%	75%	75%	75%	75%
2	Activities such as elocution, public speaking and debate should be carried out frequently as they serve as a platform for the students to improve their communication skills and self confidence.	5	5	5	5	5	5
3	Enhancing the implementation of Outcome-based Education (OBE) to ensure that graduates possess the required competencies to function effectively at the workplace.	100%	100%	100%	100%	100%	100%
4	Exposing the teaching staffs to the current and latest practices and technologies through industrial collaborations and attachments both locally and internationally.	100%	100%	100%	100%	100%	100%
5	Improving quality and delivery of programmes so as to be the leading institution in the region.(T&L observation)	100%	100%	100%	100%	100%	100%
6	Providing upgrading skills training, particularly in the use of technology in teaching and learning to the teaching staff.	100%	100%	100%	100%	100%	100%
STRATEGY 3:GET RECOGNITION AND / OR ACCREDITATION							
1	Applying for international accreditation to enhance branding.	1	1	1	1	1	1
2	Benchmarking established institutions in TVET to acquire best practices and for improvement.	2	2	2	2	2	2

PROGRAM/ACTIVITY		DURATION					
		2020	2021	2022	2023	2024	2025
CORE 5: STRENGTHEN THE INDUSTRIAL COLLABORATION AND COMMUNITY							
STRATEGY 1: STRENGTHEN THE NETWORKING OF INDUSTRY-INSTITUTION							
1	Strengthening the existing networking with the Industry Advisory Committee and industrial links. (program involvement with IAC)	100%	100%	100%	100%	100%	100%
2	Enhancing R&D through collaborative work with other institutions, industries and international links.	1	1	1	1	1	1
3	Collaboration with other institutions to enhance the niche area.	2	2	2	2	2	2
4	Collaboration with industries to strengthen internship programme and Industry Visiting Lecturer (PPI)	2	2	2	2	2	2
5	Enhancing the Industry Advisory Committee and industries role in curriculum development and implementation	100%	100%	100%	100%	100%	100%
6	Intensifying collaboration with industries and local and foreign institutions of higher learning.						
STRATEGY 2: ENSURE SIGNIFICANT CONTRIBUTIONS TO COUNTRY AND COMMUNITY							
1	Intensifying Time-sector Privatization programmes to source for operational funding.	√	√	√	√	√	√
2	Insourcing and outsourcing of facilities and resources with other institutions and industries.	√	√	√	√	√	√
STRATEGY 3: STRENGTHEN RAPPORT WITH ALUMNI							
1	Networking with alumni and industries to aid in graduate employment.	√	√	√	√	√	√

CORE 6 : CULTIVATE APPLIED RESEARCH AND INNOVATION**STRATEGY 1: CONSERVE THE ECOSYSTEM OF RESEARCH AND INNOVATION**

1	Giving recognition and incentives to academic and non academic staff who have excelled in research & development, publication and innovation in teaching and learning.	√	√	√	√	√	√
2	Encouraging staffs to inovate products that are useful to the industry or community	1	1	1	1	1	1
3	Networking with funding bodies to facilitate application for research funding.	1	1	1	1	1	1
4	Encouraging and facilitating quality researches by the staff to be presented to the relevant bodies for funding.	1	1	1	1	1	1
5	Developing the niche area to fulfill the latest needs of the end-users.	1	1	1	1	1	1
6	Maximizing the knowledgeable and well-trained manpower in driving the institution towards being the centre of excellence. (training centre)	3	3	3	3	3	3

Implementation Method

The success of Politeknik Kuching Sarawak Strategic Plan is largely dependent on effective implementation and support methods.

Some of the approaches used in this implementation are as followed:

- Informational activities in strategic communications to PKS committee through appropriate seminars, meetings, and social media.
- Implementation of PKS Strategic Plan initiatives in PKS Annual Action Plan planning



Observation is carried out periodically and improvements are made at each stage of implementation so that PKS is always on the right track.



All departments and units in PKS need to play their part in ensuring that the PKS Strategic Plan and Action Plan are achieved.



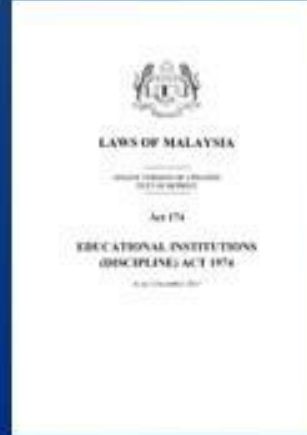
Assessment of implementation and achievement are conducted four times a year. On the other hand, review is conducted on a yearly basis taking into account the current scenarios and challenges.



Malaysian Education
Blueprint (2015- 2025)



Education Act 1996
(Act 550)0



Education Institution
(Discipline) Act 1974



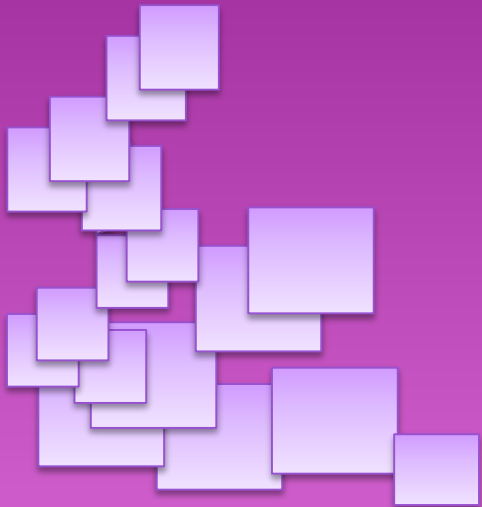
JPPKK Strategic Plan
2018 - 2025

PKS KPI
2019-
2020

Key Performance Indicator
2019 - 2020

SOURCES of AUTHORITY

CONCLUSION



- High commitment, engagement and dedication from all staff of PKS are crucial in ensuring success and positive impact on the arranged plans of Polytechnic and Community College Department.
- Thus, the PKS Strategic Plan 2020-2025 outlines the strategies that need to be implemented to meet the needs of the stakeholders to realize the direction of PKS towards achieving the inclusive and sustainable national aspirations.



EDITORIAL STAFF

Advocate

Mdm. Jamaliah Binti Ahmad
Director
Politeknik Kuching Sarawak

Advisors

Mr. Chow Tio Kiong
Deputy Director of Academic

Mr. Muhamad Khirudin Bin Amdan
Deputy Director of Support Academic

Mdm. Normala Binti Jaya
Head of Commerce Department

Editors

Mdm. Lenny Kolina Binti Majalis
Mdm. Khairani Binti Kaharuddin
Mr. Mohd Nasiruddin Bin Badrol Zaman
Mdm. Nur Athirah Binti Azni
Ms. Siti Rozana Binti Romali

Translator

Mdm. Nur Syafia Izzah Binti Ismail

www.poliku.edu.my

