

# PAUPM STRATEGIC PLAN 2009-2014

## BACKGROUND

- In our aspiration to further elevate and expand PAUPM's roles there is a need to enhance the competency of the organization and the way it operates in order to ensure its effectiveness, hence the realization of impactful deliverables.
- With this thought in mind the 5 year strategic plan has been formulated to provide a framework within which our credo; goals and strategic initiatives; operating structure; and, near term action plans have been outlined based upon a brief audit of our environment and our shared experiences.
- Further drill down works on the plan need to be addressed by the respective working committees to further derive realistic and impactful action programs as well as ensure the achievement of best practices in their implementations.

## SUMMARY OF GAP & SWOT ANALYSIS

| STAKEHOLDERS  | OBSERVATION  |
|---------------|--|
| 1. Government | <ul style="list-style-type: none"> <li>• Revived focus in agriculture led to many new Policies (NAP), agencies, initiatives, grants etc.</li> <li>• Effectiveness is low, few success stories and similar gaps still exist today .</li> <li>• Uncoordinated &amp; silo efforts among the key reasons</li> <li>• Except for the plantation sectors, agriculture has yet to be a sustainable strategic industry</li> </ul>   |
| 2. UPM        | <ul style="list-style-type: none"> <li>• Recently ranked 96 regionally and lowest among premier public universities.</li> <li>• Leadership position in Agriculture waned after name change and diversification.</li> <li>• Lack of/depleting agriculture fundamental experts</li> <li>• Not alumni and surrounding community friendly, to increase CSR</li> <li>• Best positioned to be a core agriculture university with existing superstructure and human capital to ride on new strategic focus by government</li> <li>• Potential collaboration with UBC for commercialization of Research outputs</li> <li>• Angel fund for Research &amp; Development sought (insufficient fund)</li> <li>• Rebranding needs</li> </ul> |
| 3. Industry   | <ul style="list-style-type: none"> <li>• Strong growth in new subsectors like biotech, herbal medicine etc.</li> <li>• Lack of fundamental experts e.g. agronomists, soil specialists etc.</li> <li>• Lack of experts in new agri sub sectors.</li> <li>• Huge advancement in technology and research outputs yet to be effectively tapped.</li> <li>• SMEs failure from poor technical and commercial management/knowledge</li> </ul>   |

|             |  |
|-------------|--|
| 4. Students | <ul style="list-style-type: none"> <li>• Low sense of belonging &amp; pride, spirit of Serdang is lost</li> <li>• Largely timid, lack luster, low esteem and no sense of urgency.</li> <li>• Overall aptitude &amp; readiness to enter workforce is mediocre.</li> <li>• Low interest in agriculture related discipline (limited knowledge of industry potentials)</li> </ul>      |
| 5. Members  | <ul style="list-style-type: none"> <li>• To drive membership and participation among past alumni's especially 80's onwards</li> <li>• Low level of contribution to Alma Mater, to increase CSR &amp; PSR</li> <li>• Sees poor recognition of Alumni by University (Golf membership...)</li> <li>• Adjunct professorship for alumni</li> <li>• Potential smart alliances</li> </ul> |

## OUR CREDO

### OUR MISSION STATEMENT

To bring about an effective bonding among Alumni and between Alumni and the campus community that will result in the generation of various impactful programs of value to the nation, alma mater, members and students. We will champion the cause of the Agriculture industry and its related activities as our primary area of focus.

### OUR VISION STATEMENT

To be synonymously associated with the Serdang Spirit i.e. pioneering, bold and resilient, championing diverse activities aimed at enhancing the productivity and competencies of members, the alma mater, agricultural fraternity and nation as a whole.

### OUR PHILOSOPHY (SHARED VALUES)

- To deliver our services with utmost professionalism & integrity
- To uplift and place the good name of our Alma Mater at all times
- To propagate the Serdang Spirit and that of its founding fathers

## MAIN GOALS & STRATEGIC INITIATIVES

It is our aim to close the various gaps identified in the environmental audit and in the process achieves the following **goals** sustainably:

- To propagate a strong sense of bonding and a culture of sharing & giving as well as enhance beneficial networking among alumni and between alumni and Alma Mater
- Revitalize, rekindle, rejuvenate, and recreate the spirit of Serdang and to instill a strong sense of pride as well as belonging among students, recent and older alumni.
- To be an arm of the University in its effort to engage the industry, raise fund for R&D, provide industry needs feedback for curriculum relevance, uplifting Alma Mater's image, enriching & empowering students' learning experience and, enhancing their career opportunities potential.
- To ensure revival of the Agriculture agenda and help bring to speed and place UPM as a premier school for Agriculture excellence in the region
- To effectively support the National agenda in further catalyzing sustainable growth in the agriculture sector.

To achieve these goals, we have identified the following **6 areas of strategic initiatives** where specific action plans and programs have been formulated and will be acted upon by the present committee (2009 – 2011)

- Organizational Right Fit
- Membership Management & Communications
- Student Enrichment & Empowerment
- Members Bonding & Networking
- Alma Mater, Government & Industry Collaboration
- Finance & Investments

### **Strategic Initiatives: Summary Action Plan 2009-2011**

#### Notes To Action Plans

- The action plans comprises of summarized programs for each strategic initiative and are:
  - By no means exhaustive and need further program recommendation by all
  - To be challenged & prioritized by all wrt relevance, significance, effectiveness & achievability
  - To be further drilled down with respect to detailed implementation issues, objectives, deadlines, budgets etc
- The 6 Strategic Initiatives are to be driven by respective committees led by an appointed team leader among the PAUPM committee members. Other committee members will be required to be part of any of the 6 Strategic Initiative Committees (SIC).
- Programs are assigned to respective SIC taking into consideration best-fit process ownership to minimize role ambiguity or functional conflicts.
- SICs will develop all detail execution plans and work hand in hand with PAUPM full time staff for their implementation.

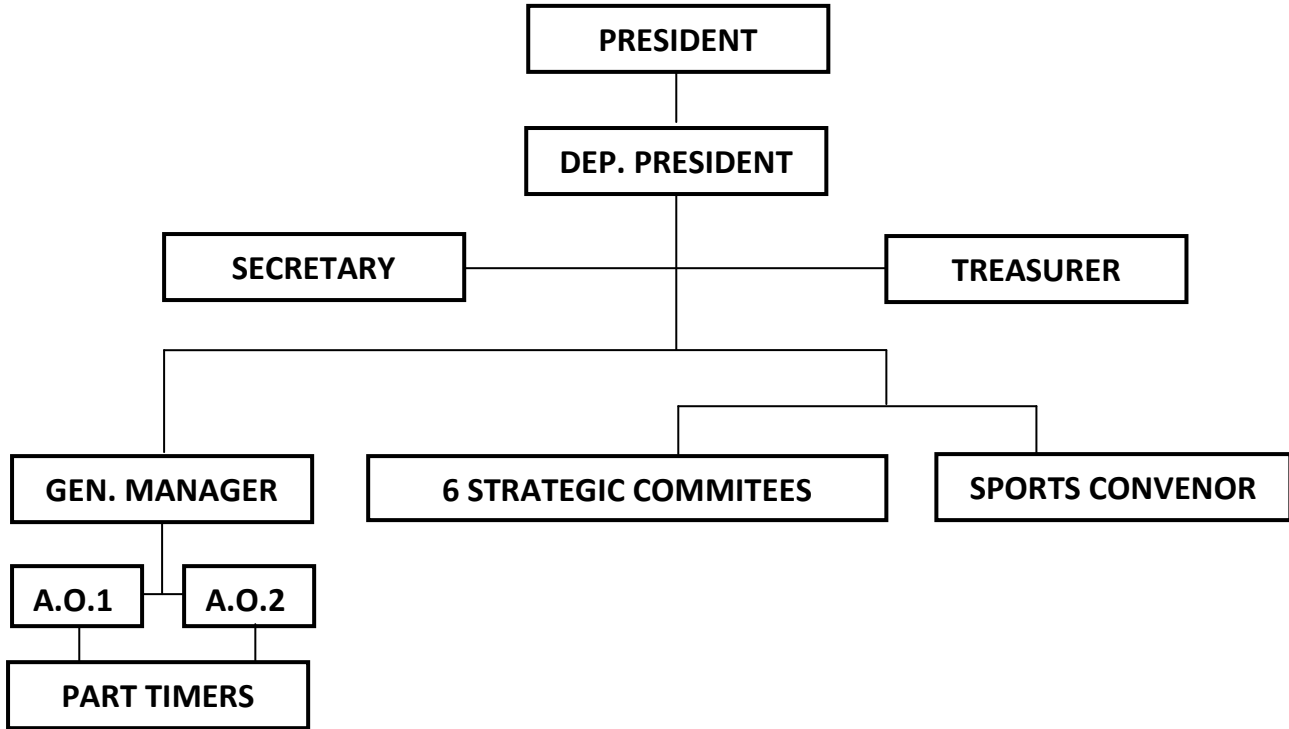
### **Strategic Initiatives: Summary Action Plan 2009-2011**

1. Organizational Right Fit: Committee led by President or Deputy

|                                       | <b>PROGRAM</b>   | <b>KEY OBJECTIVES/DELIVERABLES</b>   |
|---------------------------------------|--|--|
| ALL AJK, PAUPM & PUSAT ALUMNI OFFICES | 1. Formalization of working committees & the head of respective committees   | <ul style="list-style-type: none"> <li>• Each working committee will form its team, be responsible for the finalization &amp; approval of action programs, budget and its implementation.</li> <li>• As the owner and driver of their programs, the Committee will need to establish clear expectations &amp; interfacing mechanisms.</li> </ul> |
|                                       | 2. Formalization of full time administrative office and staffing as well as the procedures for seasonal part time staff. | <ul style="list-style-type: none"> <li>• To ensure the ability to operate &amp; manage all administrative functions &amp; program implementation with optimal efficiency, effectiveness and continuity.</li> <li>• To create pool of students who will be available on call/part-time basis to assist in our program.</li> </ul>                 |

|  |   |  |
|--|---|--|
|  | 3. Relocation to new office premises – Long term & immediate. |  |
|--|---|--|

1. ORGANIZATIONAL RIGHT FIT: CONT



2. MEMBERSHIP MANAGEMENT & COMMUNICATIONS: MARCOM COMMITTEE

| <b>TARGET AUDIENCE</b>  | <b>PROGRAM/DUE DATE</b>   | <b>KEY OBJECTIVES &amp; DELIVERABLES</b>  |
|-------------------------|---|---|
| New Graduates           | 1. Automatic Recruitment, collaborate with PA & YPR to distribute graduate package.   | <ul style="list-style-type: none"> <li>• Annual event prior to convocation</li> </ul>   |
| Non PAUPM member alumni | 1. Recruitment drives via: <ul style="list-style-type: none"> <li>• Interactive web registration upon receipt of fee credited to PAUPM account.</li> <li>• Various events like Grand Dinner, Home Coming, roadshows, out reach etc</li> </ul> | <ul style="list-style-type: none"> <li>• To Secure maximum membership from all batches (note: 80's ,90's &amp; '01 onwards (before auto admission) low nos. &amp; poor participation in programs).</li> </ul> |
| All Alumni & Public     | 2. Finalize and run PAUPM website – Q3 '09  | <ul style="list-style-type: none"> <li>• Our primary communication link to members, students and general public</li> <li>• Informative &amp; timely updates</li> <li>• Interactive yet secure</li> </ul>      |

|                   |  |   |
|-------------------|--|---|
|                   |  | <ul style="list-style-type: none"> <li>• Supports recruitment &amp; networking</li> <li>• Image positioning &amp; branding champion</li> <li>• Facilitate Serdang Alumni Assist Program (SAAP)</li> </ul> |
| All PAUPM Members | 3. Database Management: To organize membership database meaningfully to facilitate ease of use & networking through secure interactive access & update via website | <ul style="list-style-type: none"> <li>• Listings by batch, program, faculty, year entry/graduate and current position i.e. establishment, industry and area of specialization.</li> </ul>                |
|                   | 4. Public & Media Relations - On going   | <ul style="list-style-type: none"> <li>• To produce all communications materials for PAUPM.</li> <li>• Collaborates with P.A.</li> </ul>  |

### 3. STUDENT ENRICHMENT & EMPOWERMENT

| TARGET AUDIENCE                 | PROGRAM/DUE DATE   | KEY OBJECTIVES & DELIVERABLES   |
|---------------------------------|--|---|
| All students, UPM, PA, YPR      | 1. Financial Assistance: <ul style="list-style-type: none"> <li>• Scholarship or grant to deserving students – directly or via YPR</li> <li>• Research grants to students</li> <li>• Best achiever awards by year (to set criteria)</li> <li>• Short term – bridging loan for course completion, lap-top purchase or special cases.</li> </ul> 2. Students Enrichment Programs: <ul style="list-style-type: none"> <li>• Speakers Championship (open or by college)</li> <li>• Students Debate Championship (open or by college)</li> <li>• Students Team Project Championships</li> </ul> 3. Mentorship Program (conducted by Pusat Alumni) | <ul style="list-style-type: none"> <li>• To ensure needy but deserving students are able to complete their studies.</li> <li>• To consider M.Sc. students for scholarships</li> <li>• To encourage &amp; acknowledge students performance</li> <li>• To develop students' communication, idea presentation, analytical, leadership &amp; Team work skills; promote right aptitude and motivation; and, remove undesirable elements and personal inhibitions.</li> <li>• Multidiscipline and mixed nationality teams will be encouraged.</li> <li>• To secure Sponsorship for prizes to winners</li> <li>• Once per Quarter</li> </ul> |
| Students from relevant Programs | 4. Industry Internship & Visit Programs:   | <ul style="list-style-type: none"> <li>• Twice or 3 times a year for industry visits to provide exposure to students</li> <li>• To facilitate internships to industry as required by their programs</li> </ul>  |

|                                    |   |  |
|------------------------------------|---|--|
| Relevant students & Faculty staffs | 5. Alumni Experiential Talks & Dialogues (AETD)   | <ul style="list-style-type: none"> <li>• Once per Quarter</li> <li>• Provide hands on experience &amp; expert knowledge from Industry practitioners to benefit students</li> </ul> |
| All students                       | 6. Student Assist Program <ul style="list-style-type: none"> <li>• Counseling and advisory program for students in difficulty. To be conducted at PAUPM HQ. Pool of experienced alumni can be roped in as councilors.</li> </ul>      | <ul style="list-style-type: none"> <li>• A bi weekly program</li> <li>• Certain issues can be brought up to PAUPM for further assistance (e.g. monetary)</li> </ul>                |
| Graduating Students                | 7. Graduate Assist Program for: <ul style="list-style-type: none"> <li>• Job interviewing skills (conducted by PA)</li> <li>• Pre-Graduation Recruitment</li> <li>• Organizational expectation &amp; orientation workshop.</li> </ul> |  |

#### 4. ALUMNI BONDING & NETWORKING

| TARGET AUDIENCE              | PROGRAM/DUE DATE  | KEY OBJECTIVES & DELIVERABLES   |
|------------------------------|---|---|
| Alumni Members & Non Members | <ol style="list-style-type: none"> <li>1. Alumni Grand Dinner: A highlight event for members to refresh old-ties, acknowledge &amp; reward achievements etc in fine dining &amp; apt entertainment.</li> <li>2. Home-Coming (By Pusat Alumni): An annual weekender event that brings alumni members back to faculties &amp; colleges, interacting with students &amp; staff fraternity through intellectual discourses, games &amp; social gatherings.</li> <li>3. Hari Alumni (By Pusat Alumni). Annually on the 21st of May in recognition of the Inauguration of Sekolah Pertanian? PAUPM to host UPM-ALUMNI Golf friendly.</li> <li>4. Smaller alumni social gatherings by batch, college or faculty e.g. barbeques, golf games or college homecoming.</li> </ol> | <ul style="list-style-type: none"> <li>• To conduct once every 2 years</li> <li>• To promote business &amp; social networking among members and with alma mater</li> <li>• To target minimum 1000 pax per event</li> <li>• To raise min RM50K net income per event.</li> <li>• To identify &amp; provide necessary support wrt to the programs that will lead to meaningful rapport between students &amp; staff with alumni (e.g. through friendly sports events like Golf, soccer, rugby &amp; touch rugby)</li> <li>• To further strengthen the bonding between PAUPM &amp; UPM</li> <li>• Conducted by respective Alumni bodies as &amp; when determined with encouragement &amp; support from PAUPM</li> </ul> |

|  |   |  |
|--|---|--|
| Alumni & Non Alumni in respective states   | <p>5. Roadshow to states</p> <ul style="list-style-type: none"> <li>• Dinner, lunch or high tea with golf games</li> </ul> <p>6. Corporate &amp; Institutional Outreach</p> <ul style="list-style-type: none"> <li>• Special visits to establishments with large pool of Alumni.</li> </ul> |  |
| International Alumni members & non members                                       | 7. Promote creation of International Chapters & provide support programs.   |  |
| All Alumni   | 8. Serdang Alumni Assist Program (SAAP) Through the website Alumni can submit their request for specific assistance e.g. certain expertise or market channel for their businesses and others can respond directly or be facilitated by PAUPM.   |  |
| Note* All events should support recruitment drive & fund raising where possible. |   |  |

#### 5. Alma Mater, Government & Industry Collaboration

| TARGET AUDIENCE   | PROGRAM/DUE DATE   | KEY OBJECTIVES & DELIVERABLES   |
|---|--|---|
| UPM Mgmt  | <p>1. To collaborate with UPM in the Campus-wide re- greening and reinstatement of shared farm concept (updated concept).</p> <p>2. To hold quarterly dialog sessions with VC &amp; management team.</p> | <ul style="list-style-type: none"> <li>• To reinstate the glorious days of UPM and turn the campus into a model green campus with landscape &amp; agricultural showcase – perhaps a horticultural delight! A branding platform.</li> <li>• To channel feedback on Betterment of University</li> <li>• To discuss various collaboration opportunities</li> <li>• To provide update on PAUPM activities.</li> </ul> |
| Private & Public Sector, Academic Staff, Graduate Students. | 3. Industry International Agriculture Conference (E.g. Mr. Lockemann, Secretary General of International Fertilizer Organization - IFO).   | <ul style="list-style-type: none"> <li>• Once per year, co organized with Pusat Alumni</li> <li>• Conduct best in class conference especially on Agriculture with leading foreign &amp; local authorities</li> <li>• Branding platform for UPM &amp; PAUPM</li> <li>• Revenue Generation</li> </ul>   |

|                                   |  |  |
|-----------------------------------|--|--|
| Govt, UPM, YPR, Industry & Alumni | 4. High Level Annual Industry Roundtable or Retreat – A sponsored do.  | <ul style="list-style-type: none"> <li>To address policy &amp; strategic matters on Agriculture from a totally integrated perspective</li> <li>To derive at holistic and seamless planning of national resources – skillset, infrastructure etc among all stakeholders ('Agribridging')</li> </ul> |
| PAUPM, UPM, Public                | 5. Charity Homes & Orphanage enhancement of basic needs through self – sufficient and right agriculture practices. | <ul style="list-style-type: none"> <li>To provide training for right crop (vege &amp; fruits) and animal husbandry (poultry, goats, fish) to homes that already operate their own farms.</li> </ul>  |

#### 6. Finance & Investment

| TARGET AUDIENCE          | PROGRAM/DUE DATE   | KEY OBJECTIVES & DELIVERABLES   |
|--------------------------|--|---|
| Past & New Graduates     | <ol style="list-style-type: none"> <li>Non Business Income Generation <ul style="list-style-type: none"> <li>Automatic membership fee</li> <li>New recruitment programs</li> <li>Annual dinners &amp; events</li> </ul> </li> <li>Business Income Generation <ul style="list-style-type: none"> <li>Ticketing Kiosk</li> <li>CIMB members card</li> <li>Sales of gift items</li> <li>Café rental and/or operations at new HQ</li> <li>Rental of meeting/seminar rooms at new HQ</li> <li>International Agriculture Seminar (participants fee &amp; Sponsorships)</li> </ul> </li> <li>Philanthropist 'Club': A club of major Corporate &amp; Personal sponsors, donors &amp; contributors (ideas, efforts, expertise) with special events and recognitions.</li> </ol> | <ul style="list-style-type: none"> <li>Generation of income to support activities</li> <li>Generation of income to support activities</li> <li>To attract more high network alumni to the alma mater and drive philanthropism and sharing spirit among members</li> <li>To secure sizeable and continuous donation</li> </ul> |
| UPM, Members & Industry. | 4. Finance of viable R&D and take equitable stake upon commercialization   |   |
| AJK                      | 5. Expenditure Budget (Capex & Opex) & Controls  | <ul style="list-style-type: none"> <li>To establish clear policies &amp; Procedures.</li> <li>To ensure efficiency &amp; accountability</li> </ul>  |
| Members                  | 6. Financial Reporting   |   |



