ISLAMIC UNIVERSITY OF MALDIVES

IUM 2030

STRATEGIC PLAN 2026-2030

ISLAMIC UNIVERSITY OF MALDIVES

STRATEGIC POSITIONING STATEMENT

IUM2030 is a **leading** premier Islamic university where faith enlightens knowledge and ethics shapes character to serve the **Maldivian** society and **global** Ummah. IUM2030 cultivates **Khalifah-driven** leaders and professionals who integrate **Tawhidic wisdom** with innovation, drive values-based sustainable development in the Maldives and beyond, and lead Islamic scholarship and education in the digital age.

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IUM 2030

Philosophy of IUM

IUM was established to serve and protect Islam and its principles in Maldivian society and the Ummah in general. The spirit of this philosophy is based on the teachings of Qur'an and Prophet Muhammad's (SAW) Sunnah. IUM's philosophy is based on the first divine commandment Iqra, (read). Accordingly, the University takes the first five verses from Surath Al'Alaq as its guiding philosophy:

اقْرَأْ بِاسْمِ رَبِّكَ الَّذِي خَلَقَ ﴿١﴾ خَلَقَ الْإِنسَانَ مِنْ عَلَقٍ ﴿٢﴾ اقْرَأْ وَرَبُّكَ الْأَكْرَمُ ﴿٣﴾
الَّذِي عَلَّمَ بِالْقَلَمِ ﴿٤﴾ عَلَّمَ الْإِنسَانَ مَا لَمْ يَعْلَمْ ﴿٥﴾

Recite in the name of your Lord who created . Created man from a clinging substance. Recite, and your Lord is the most Generous. Who taught by the pen. Taught man that which he knew not. No! [But] indeed, man transgresses.

VISION

Becoming the premier University advancing beneficial knowledge to the nation and Ummah.

MISSION

To produce outstanding students with balanced personality to attain success in this life and in the eternal life hereafter, in alignment with the national, regional as well as needs of the Ummah through excellence in teaching, learning, faculty research and scholarship and engagement in community service.

CORE VALUES

- Accountability
- Quality and Excellence
- Integrity
- Equity
- Commitment to the Nation and Ummah
- Brotherhood / Collegiality
- Spirituality

Strategic planning committee

The Strategic Plan 2030 was developed to provide a structured and forward-looking framework to guide the Islamic University of Maldives in achieving its institutional objectives over the next five-year strategic cycle. Following the completion of the Strategic Plan 2021–2025, and in response to an evolving higher education landscape characterized by increased competition, emerging opportunities, and changing stakeholder expectations, the University initiated a comprehensive strategic planning process. The Strategic Plan 2030 is firmly grounded in IUM's vision, mission, and core values, and is designed to enhance institutional effectiveness, sustainability, and long-term impact.

In accordance with the instruction and formal decree of the Vice Chancellor, the Strategic Planning Committee was established to oversee and guide the development of the Strategic Plan 2030. The Committee comprised senior academic and administrative leaders representing key functional areas of the University, ensuring broad institutional representation and informed strategic deliberation. The planning process was further strengthened by the guidance of an external consultant, Prof. Dr. Abdelaziz Berghout, whose expertise contributed to methodological rigour, strategic coherence, and alignment with internationally recognized best practices in higher education planning.

The formulation of the Strategic Plan 2030 was undertaken through a structured and participatory process. The Strategic Planning Committee convened more than thirteen formal meetings, in addition to extended working sessions, several of which involved full-day deliberations. These engagements reflected a substantial collective investment of time and expertise, with the Committee maintaining a strong commitment to producing a strategic document of high quality and institutional relevance.

To ensure inclusivity and institutional ownership, the Committee facilitated extensive stakeholder engagement across the University community. Dedicated consultation sessions were conducted with academic staff, administrative staff, alumni, and students, complemented by opportunities for written submissions. A comprehensive range of analytical tools was employed, including SWOT analysis, alumni surveys, University-wide student surveys, and Teaching and Learning (T&L) surveys. These inputs provided a robust evidence base for strategic analysis, enabling the identification of key strengths, challenges, opportunities, and priorities.

Throughout the planning process, the Strategic Planning Committee operated within established governance and quality assurance frameworks, reinforcing transparency, accountability, and alignment with institutional, national, and internationally recognized higher education priorities. The collective efforts of the Committee culminated in the successful development of a comprehensive and forward-looking Strategic Plan 2030, which provides a clear roadmap for institutional development, performance monitoring, and continuous improvement over the next five years.

The strategic planning committee 2026-2030 is composed of the following members.

Strategic Planning Committee Members	
Dr Visal Moosa *DVC Research & Innovation*	**Research & Innovation (Chairman)**
Aishath Shifa *Quality Assurance Controller*	**Institutional Effectiveness and Quality Improvement (Vice Chairman)**
Dr Aishath Waheeda *DVC Academic Affairs*	**Academic Affairs**
Ing. Ahmed Ameen Mohamed *DVC Admin & Finance*	**Corporate Affairs**
Ahmed Rauf Abdullah *Registrar*	**Student Affairs**
Mohamed Mansoor *Dean*	**Kulliyyah of Quran and Sunnah**
Dr Mohamed Affan Shafy *Dean*	**Kulliyyah of Sharia & Law**
Dr Suneena Rasheed *Examination Controller*	**Examination Department**
Dr Nasrulla Ahmed *Assistant Professor*	**Centre for Postgraduate Studies**
Dr Khaulath Saeed *Senior Lecturer*	**Kulliyyah of Education**
Dr Mohamed Abdullah *Senior Lecturer*	**Naifaru Learning Centre**
Ahmed Naushad *Marketing Manager*	**Marketing Department**
Ali Fahmy *Administration Manager*	**Facilities & Administration**
Ahmadullah Mauthoof *Human Resource Manager*	**Human Resources**

Acknowledgement

The development of this Strategic Plan reflects a comprehensive and collaborative institutional process, underpinned by shared commitment and rigorous deliberation. The University expresses its sincere appreciation to all stakeholders for their valued guidance, oversight, and sustained stewardship throughout the strategic planning process. The includes the university council, the top management team, the senior management team, the academic board, deans and heads of units, staff, students, alumni, the chancellor bureau, the quality assurance unit, and the marketing team among others.

The University places special and profound acknowledgement on the exceptional contribution of ***Professor Dr. Abdelaziz Berghout***, whose role as the lead consultant was instrumental to the development of this Strategic Plan. His intellectual depth, strategic foresight, and methodological rigour significantly enhanced the quality, coherence, and academic strength of the Plan, ensuring a strategic framework that is firmly grounded in institutional realities while remaining forward-looking in its vision.

Introduction: IUM2030: A Plan for the Future

Islamic University of Maldives (IUM) is at a turning point, a time when the end of our 2021-2025 strategy cycle meets a world of unprecedented complexity and possibility. Intense global competition, rapid technological change, and changing social and economic conditions are all changing the way higher education works now and in the future. Internally, we need to focus on key components of our ecosystem, such as infrastructure, quality services, environment of teaching and learning, talent management and human resources, research quality, and long-term financial sustainability. In this situation, making the IUM Strategic Plan 2026–2030 is not only a matter of following procedures; it is necessary for strategic clarity, institutional resilience, and ground-breaking future progress.

Our strong Islamic and national identity is what guides us in this effort. Our philosophy is based on the idea that knowledge is not an aim in itself, but a sacred trust. This is guided by the divine commandment of Iqra, which means "to read, to seek, to discover." The idea of the Khalifah, the steward-leader and professional who combines faith and reason and whose values and ethics mold his or her character to serve the Maldivian society and the global Ummah, is what we are all about. Thus, this plan is a guide for developing these kinds of khalifah- leaders, based on the timeless wisdom of our heritage and a willingness to tackle the problems of our time.

Our biggest goals come from this basic identity and vision. The main goal of IUM2030 is to make our institution the best place to learn about Islam and Islamic knowledge and solutions to our problems, which will improve the lives of people in the Maldives and around the global ummah. To do this, we shall work toward five goals that are all connected: 1) to get recognized around the world; 2) to make sure that academic excellence produces graduates who are grounded in Tawhid and stewardship values; 3) to push for high-impact research that meets national and Ummatic needs; 4) to improve community engagement and nation building; and 5) to become financially independent for future developments of IUM.

This strategic plan didn't come from speculation; it came from thorough research and open conversation with the stakeholders. Developing it involved a rigorous, data-driven process that included in-depth SWOT and PESTLE assessments, interviews with academics, administrators, and alumni, and intensive workshops with university management. This group effort has created a plan that the IUM community really owns, showing that everyone is committed to a common goal. The plan's worth comes from how clearly it changes things: it turns our Islamic-national identity from something we just know to something that drives our core strategy, and it also focuses on digital transformation and financial independence in the future. There will be hard times ahead. To get beyond problems, you will need determination to come up with new ideas, discipline to carry them out, and a shared goal. This plan is more than just a piece of paper; it is a promise that everyone will work together to make IUM a model of academic achievement, a centre of Islamic thought leadership, and a force for good in the future.

We now want everyone in the IUM family to take on this plan, find their place in it, and help us with the important and meaningful work of constructing the IUM2030 that our country and our Ummah deserve.

Executive Summary: IUM Strategic Plan (2026-2030)

The IUM Strategic Plan (2026-2030) is an important and urgent task that needs to be done because of changes happening inside and outside the university. The last strategy cycle (2021–2025) is coming to an end, which is a good time to think about and refocus our goals. The higher education landscape and environment need quick solutions to deal with the problems caused by increased competition from both local and regional online and normal educational providers, rapid technological progress, stakeholder demand, and changing social and economic conditions. A full SWOT and PESTLE analysis showed us that we need to fix our infrastructure problems, improve our academic ecosystem, meet quality standards, do more research, get more involved in the community, improve our worldwide brand, and make sure we can stay financially stable. So, this plan is more than just an update to the way things are done; it's a strategic must if we want to deal with these issues, strengthen IUM's unique Islamic-national identity, and build our future as a leading institution of Islamic knowledge and education.

The main goals of this strategic plan are to:

- **Get Global Recognition:** Make IUM a leading Islamic university with a strong international reputation and ranking.
- **Make sure academic excellence:** Change the way we teach so that our graduates are not only good at university but also understand Tawhidic concepts and are ready for the problems of today.
- **Drive High-Impact Research:** Make IUM a place where people may go for intellectual guidance by doing research that focuses on national priorities and adds to the global Ummah Islamic discourses.
- Make community engagement and nation-building initiatives more meaningful and effective.
- **Become financially sustainable:** Create a strong and varied business model that makes you less reliant on government support and makes sure your operations can be sustained.

Our strategic positioning statement makes it clear what our strategic direction is: to be a leading centre of Islamic knowledge, raising the level of Maldivian society and the global Ummah via academic excellence and divine wisdom. Khalifah-graduates will advance Maldivian society and the global Ummah through teaching, learning, pursuing research, and getting involved in the community while upholding Islamic principles and values.

This change means that the university is intentionally strengthening its Islamic-national identity to be able to move toward becoming an international catalyst for the growth of Islamic knowledge, education and scholarship.

There are seven main strategic thrusts that make up the plan. These thrusts give us a complete framework for our growth:

1. Positioning internationally
2. Excellent education
3. Excellent research, consulting, and training
4. Dedication to building the nation, being involved in the community, and being sustainable
5. Digital change and new infrastructure
6. Leadership, governance, and talent development
7. Being financially independent and sustainable.

We have set eleven particular strategic objectives under the seven thrusts:

1. Improve brand, reputation, and marketing
2. Make internationalization more widespread
3. Integration and Values (Tawhidic world-view in curricula)
4. Student Holistic Development and Recruitment
5. High Impact Research
6. Promote Islamic Research, Consultancy, and Training
7. National Development and Community Empowerment
8. Digital Infrastructure Enhancement
9. Governance Excellence
10. Well-being and Work-Life Balance
11. Financial Independence and Sustainability.

This plan is thorough and can be put into action. It is set up so that everyone knows who is responsible and how to measure progress. There are 7 Strategic Thrusts, 11 Strategic Objectives (SOs), 30 Strategic Initiatives (SIs), and around 40 Key Performance Indicators (KPIs) in the framework. This structure makes sure that every strategic goal is turned into real, measurable activities.

There was good engagement of stakeholder in the formulation of this strategy, which shows how committed we are to a collaborative and open process. The work was detailed and based on data. It included twelve different tasks, such as looking over past strategic plans, assessing the 2021-2025 plan, performing new SWOT and PESTLE analyses, stakeholder analysis, and having interviews and feedback sessions with Kulliyyahs, administrators, alumni, and top management.

A dedicated workshop with the university's leadership, input from the Quality Assurance Unit, and multiple sessions with the Strategic Planning Committee over time made sure that many voices were heard and many ideas were taken into account. Many individuals in the IUM community have contributed to the preparation of this document.

This strategic plan aims to turn IUM from a respectable national institution into a leading Islamic university that is known around the world. Its main significance is that it makes our Islamic identity clear and strong, participating in the development of our Maldivian society and global Ummah through knowledge creation, dissemination and implementation. The plan's main goal is to nurture "Khalifah-graduates," who will be agents of change that will improve both Maldivian society and the global Ummah. It also takes proactive steps to improve important areas of sustainability by focusing on Digital Transformation and Financial Independence. This makes sure that the University will be academically strong, operationally efficient, and financially stable for many years to come.

The successful completion of this strategic plan is a sign of the shared wisdom, hard work, and forward-thinking leadership of many people. We are very grateful to the Vice Chancellor for his constant support and assistance during this process. We want to thank the Deputy Vice Chancellors for their strategic leadership and the top management, Deans, Directors, and staff for their excellent contributions, helpful input, and active engagement throughout the planning process. This document is a testament to their shared faith in the purpose of IUM to contribute to the sustainable development of the society and global Ummah.



Message from the Vice Chancellor

The document serves not only as a strategic plan but also as a guide and roadmap for a new era at the Islamic University of Maldives (IUM2030). It embodies our fundamental beliefs and serves as a bold statement of our aspirations. We are currently at a significant juncture, where the problems of a swiftly evolving world collide with unparalleled opportunities to advance our mission and enhance our influence within Maldivian society and the global Ummah.

Institutions have long discussed resilience, the capacity to uphold and realize their vision and goal. Our goal for IUM2030 is more profound. Our objective is to establish ourselves as a leading Islamic university benefiting both Maldivian society and the global Ummah. This strategy approach is designed to transform volatility into opportunity. Our pursuit of Financial Independence (Thrust 7), academic and research excellence (Thrust 2 & 3), dedication to internationalization and global visibility (Thrust 1), investment in Digital Transformation, governance, and talent development (Thrust 5 & 6), and commitment to national development and community engagement (Thrust 4) are not mere aspirations; they are the driving forces and catalysts that will enable us to adapt, innovate, and strengthen our relevance.

The IUM of 2030 will lead and develop in specific niche areas, rather than merely following. This plan incorporates creative ideas aimed at establishing our leadership in Islamic higher education.

This strategic plan establishes the foundation for IUM2030 to emerge as a leader in ethical AI research, examined from an Islamic perspective. We will utilize AI to provide individualized learning pathways for students, guaranteeing that no one is excluded. The forthcoming “Smart Campus App” and digital services represent advancements toward an ecosystem in which technology enhances human potential, hence increasing opportunities and expanding access, particularly for international postgraduate students in online formats.

- Our dedication to nation-building (Thrust 4) will be directed by a distinct vision. We will position IUM2030 as a leading expert in Islamic ecology and sustainable Islamic finance. Envision our research shaping national policy, our “Green Atoll Initiative” serving as an example for other island governments, and our graduates spearheading the development of economies that are wealthy, ethical, and principled.

- The Enduring Partnership Model: The connection between a university and its students must extend beyond graduation. We are developing a new framework for Lifelong Partnerships. The “Alumni Mentorship Program,” micro-credentials, and executive education will position IUM2030 as a lifelong resource for our alumni, fostering a continual circle of learning and mutual support.

This strategic plan is a commitment to cultivating a new institutional culture characterized by shared dedication, proactive engagement, courage, collaboration, and compassion. We will enable our educators to be ambitious in pedagogy, research, and community involvement. We will empower our staff to become leaders in operational excellence. Primarily, we will cultivate a community in which every student feels acknowledged, encouraged, and motivated to reach their utmost potential.

This strategic plan is a future to be collaboratively developed. I urge our staff and educators to serve as the architects of this transition. Dear students, you are the essence of this university; your vitality and aspirations are the foundation of this strategy. To our stakeholders, your leadership of this university is invaluable; your wisdom and counsel are greatly esteemed.

Let us undertake this journey with a unified goal and a collective conviction in the transforming potential of Islamic education and knowledge. Let us establish an IUM2030 that not only ranks among the best institutions but also serves as a beacon of hope, knowledge, and ethical leadership for the Maldives and the global Ummah.

Dr. Ali Zahir

Vice Chancellor, Islamic University of Maldives

29 January 2026



Message from the Chairman of Strategic Planning Committee

On behalf of the Strategic Plan Preparation Committee, I am honoured to present the IUM Strategic Plan 2026-2030. We didn't start our journey with solutions; we started with deep questions: Who are we? Who do we want to be? And what is our special mission and job in the field of Islamic higher education? This document is our joint response, an embodiment to the strength of inclusive dialogue and evidence-based vision of IUM community. It is the plan for IUM's next big chapter (IUM2030).

We came up with an approach that went beyond normal planning to make sure our plan will be strong and innovative. During our meetings and interactions with stakeholders and community members, we didn't only gather information; we also listened for stories and tried to get a deeper understanding of our members' ideas and opinions. Our process involved a number of analyses that were linked to each other:

- SWOT and PESTLE: Our basic SWOT analysis gave us an honest look at ourselves, and our PESTLE analysis put IUM in the middle of the complicated web of regional, global, and national contexts. This dual lens made sure that our plan looks both inward and forth.
- Stakeholder Analysis and Engagement: We sketched out our whole ecosystem since we know that IUM's success is a group effort. This led to tailored engagement methods that turned stakeholders into active partners in our cause.
- The Alumni Echo: Getting feedback from our alumni, was really important. The "echo" from our alumni, even though there weren't many, was a great way to show that our focus on program relevance, research impact, and the need for a lifelong learning ecosystem was right.
- The Power of Dialogue: The core of our process was the series of interviews sessions. We got feedback from students so we could understand how they view the university and its programmes. We talked to deans and faculty on the limitations and problems faced. We talked to administrators to find the problems in our systems. These comments weren't only for advice; they changed things by showing us what our university community thought.

The combination of this rich data and conversation led to a number of fundamental ideas that are the core of this approach. We understood that for IUM to be relevant in 2030, it needs to adopt a few important new ideas:

- Our study of technical and economic challenges showed that just being able to bounce back wasn't enough. This plan suggests building a complete ecosystem by diversifying finances, improving academic and research quality, getting people involved in the community, having ethical governance, and building a strong digital infrastructure.
- From Nation Building to Global Ummah Thought Leadership: Our conversations with stakeholders, especially those about our Islamic identity, revealed a rare chance. We may go from only serving our country to being a global centre for Islamic thought in areas like Islamic sustainability, the environment, tourism, halal products, Islamic finance, and ethical conflict resolution. It shifts our focus from not only a regional strength to a unique selling factor for the global Ummah and beyond.
- From helping students to a lifelong journey that is unique to them: The student focus groups and alumni survey showed us that a degree is not the end of the student journey. This gave rise to the idea of a Personalized Lifelong Journey, in which IUM helps people from prospective students to alumni and beyond by providing micro-credentials, career transition support, and chances for continuing learning.

This strategy plan is meant to be a continuous framework and roadmap, not a strict map. The strict, data-driven process that made it has given us not only a map, but also a compass. We have built-in ways to assess and change the strategy so that it stays flexible and can respond to new challenges and opportunities.

The university's mandate has just been renewed, but our committee's work is done. We are very sure about giving you this strategic plan document (IUM2030) because of what it says and the group of people that made it. The IUM community owns the strategy, and that shared ownership will be what makes it work.

We now want everyone in our community to join us in the smart and deep work of constructing the future of IUM2030 by taking up this strategic plan.

Visal Moosa, Phd

Deputy Vice Chancellor for Research and Innovation.

Chairman,

Strategic Planning Committee 2026-2030,

Islamic University of Maldives.

29 January 2026

PART 1

PREPARATION OF THE

- STRATEGIC ANALYSIS
- STRATEGIC PLAN

I- Development and Preparation of IUM Strategic Plan (2026-2030)

1.Introduction

The formulation of the IUM2030 Strategic Plan (2026-2030) signifies a critical and visionary milestone in the University's ongoing development. In a period characterized by swift global transformation, technological upheaval, and shifting educational paradigms, this plan serves not merely as a procedural document but as a strategic guiding framework. It is structured to guide the University toward its ultimate goal of becoming a "leading of Islamic knowledge, uplifting Maldivian society and the global Ummah through academic distinction and divine wisdom."

Building upon the groundwork established by prior plans and the essential insights gained, this strategic plan is designed to be both ambitious and attainable. It is founded upon our refined philosophy of the commandment Iqra (read), which obligates us to rigorously pursue, uncover, and utilize advantageous knowledge. This plan functions as a comprehensive outline, directing IUM's growth into a globally leading institution that integrates enduring Islamic principles with modern excellence, ensuring our graduates emerge as the Khalifah-leaders our society and global ummah require.

2. The Comprehensive Process of Developing the IUM Strategic Plan (2026-2030)

The development of the IUM Strategic Plan (2026-2030) was a thorough, data-informed, and highly inclusive process. The process was devised to go beyond mere continuation and instead promote a comprehensive redefinition of IUM's future function and influence. It was based on a thorough examination of our history, an honest evaluation of our current situation, and an ambitious forecast of our envisioned future.

The Strategic Planning Committee implemented a comprehensive, multi-tiered approach, guaranteeing that every aspect of the University's ecosystem was thoroughly evaluated. The process was gradual but iterative, with insights from each segment guiding and enhancing subsequent stages. It commenced with a comprehensive evaluation of our institutional history, evaluating the achievements and challenges of the strategic plans from 2015 to 2020 and from 2021 to 2025. This historical analysis was promptly supplemented by a proactive environmental scan, incorporating a new SWOT analysis to assess our internal strengths and weaknesses, and a PESTLE analysis to examine the external political, economic, social, technological, legal, and environmental factors influencing our environment.

Importantly, the process was characterized by stakeholder engagement. Recognizing that a strategic plan's strength depends on the community that endorses it, the committee initiated a thorough consultation process. This encompassed sessions with some Kulliyyah deans and administrators to gather insights into ground-level realities and aspirations, sessions with alumni to obtain external perspectives on our value and potential, and workshop with senior management to align on strategic priorities. Inputs from the Quality Assurance Unit, which collected feedback from students, staff, and industry partners, were essential in ensuring that the plan aligns with market demands and maintains a strong commitment to quality.

This thorough consultation and analysis phase culminated in a series of focused meetings and feedback sessions with members of the university's strategic planning committee. Here, the various streams of data, feedback, and analysis were integrated, discussed, and combined into a clear and actionable strategic framework. The outcome is a plan that does not function as a top-down directive but rather as a shared vision, developed through collective insight and a unified dedication to IUM's mission.

3. Key Elements of the IUM Strategic Plan (2026-2030) in comparison to the Prior Plan (2021-2025)

The IUM Strategic Plan (2026-2030) signifies a shift in strategic focus, extending the foundation established by the 2021-2025 plan while incorporating several notable improvements in emphasis.

Feature	IUM Strategic Plan (2021-2025)	IUM Strategic Plan (2026-2030)
Core Structure	9 Key Result Areas (KRAs)	7 Strategic Thrusts & 11 Strategic Objectives (SOs) - A more streamlined and focused architecture.
Primary Focus	Internal Process Improvement & Gaining Competitive Edge	Global Positioning, Digital Transformation & Financial Sustainability. A building up on internal optimization to external leadership and long-term resilience.
Philosophical Foundation	Implicit Islamic Identity & commitment to nation building	Explicitly Refined Philosophy, Vision & Mission. A clearer, more powerful articulation centered on Iqra and cultivating Khalifah-graduates serving Maldivian society and global Ummah.
Analytical Aspect	Analysis of the previous plan (IUM 2021-2025).	Comprehensive SWOT, PESTLE, and Stakeholder Analysis - A more robust and data-driven foundation for strategic choices.
Measurement Framework	Balanced Scorecard System.	Enhanced Balanced Scorecard. Clearer linkages between corporate-level KPIs and operational-level PIs, improving accountability.
International Outlook	Present but needs more emphasis	International Positioning is a dedicated Thrust. A deliberate and major push for global recognition and collaboration.
Financial Model	Implicit focus on government funding.	"Financial Independence and Sustainability" is a dedicated Thrust -A clear strategy for revenue diversification and long-term financial readiness.
Community Role	Implicit in activities.	Commitment to Nation Building, Community Engagement & Sustainability is a dedicated Thrust - A more structured and impactful approach to societal contribution.

4.Strategic Directions and Expectations of the New Strategic Plan

The strategic vision for 2026-2030 is clear and definitive: to position IUM as a leading premier beacon of Islamic scholarship that guides and enlightens both Maldivian society and the broader global Ummah. This overarching aspiration is supported by a dedication to developing "Khalifah graduates" and advancing Islamic scholarship and education as the cornerstones for IUM's future transformative contributions to society.

This vision will be achieved through seven strategic thrusts, each serving as a vital pathway toward excellence:



1. **International Positioning:** To establish a strong global brand and reputation by positioning IUM as a leading progressive Islamic university of choice.



2. **Excellence in Education:** To transform our teaching, learning, and curriculum by fully integrating the Tawhidic world-view, thereby cultivating well-rounded and highly employable graduates.



3. **Excellence in Research, Consultancy, and Training:** To spearhead impactful research that addresses national and Ummatic challenges, positioning IUM as a leading premier centre of intellectual authority.



4. **Commitment to Nation Building:** To serve as a catalyst for national development and community empowerment through meaningful service and sustainable initiatives.



5. **Digital Transformation and Modern Infrastructure:** To develop a cutting-edge digital and physical ecosystem that advances learning, research, and operational effectiveness.



6. **Governance, Leadership & Talent Development:** To cultivate a culture of excellence, accountability, and well-being, ensuring that IUM is administered efficiently and guided by capable and talented leaders.



7. **Financial Independence and Sustainability:** To develop a robust business model that maximizes resource efficiency, broadens revenue streams, and guarantees enduring financial self-sufficiency

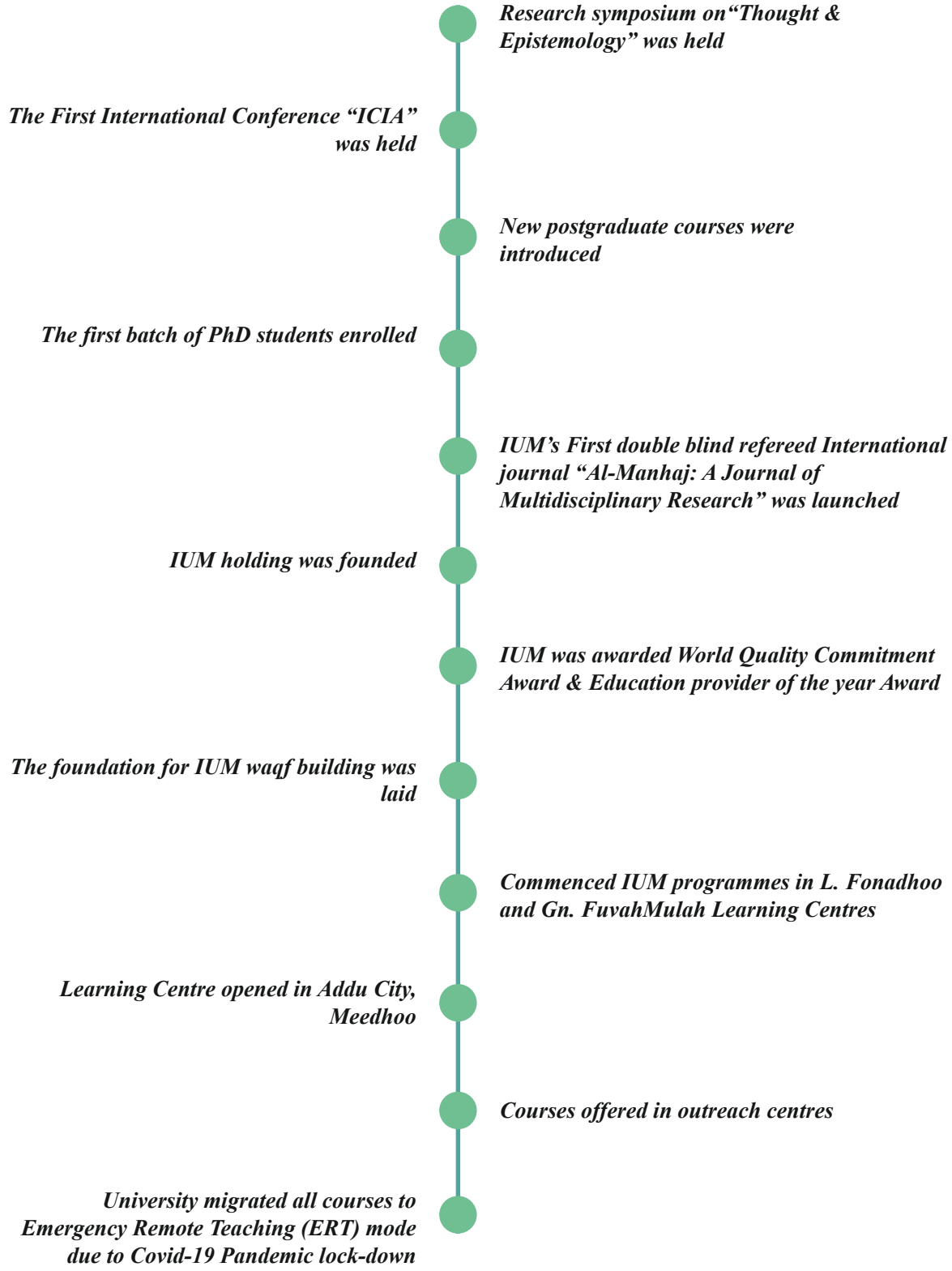
Together, these initiatives constitute a comprehensive and cohesive strategy aimed at advancing IUM to new levels of influence, acknowledgment, and service.

5.Consultation, Evaluation, and Planning Procedures

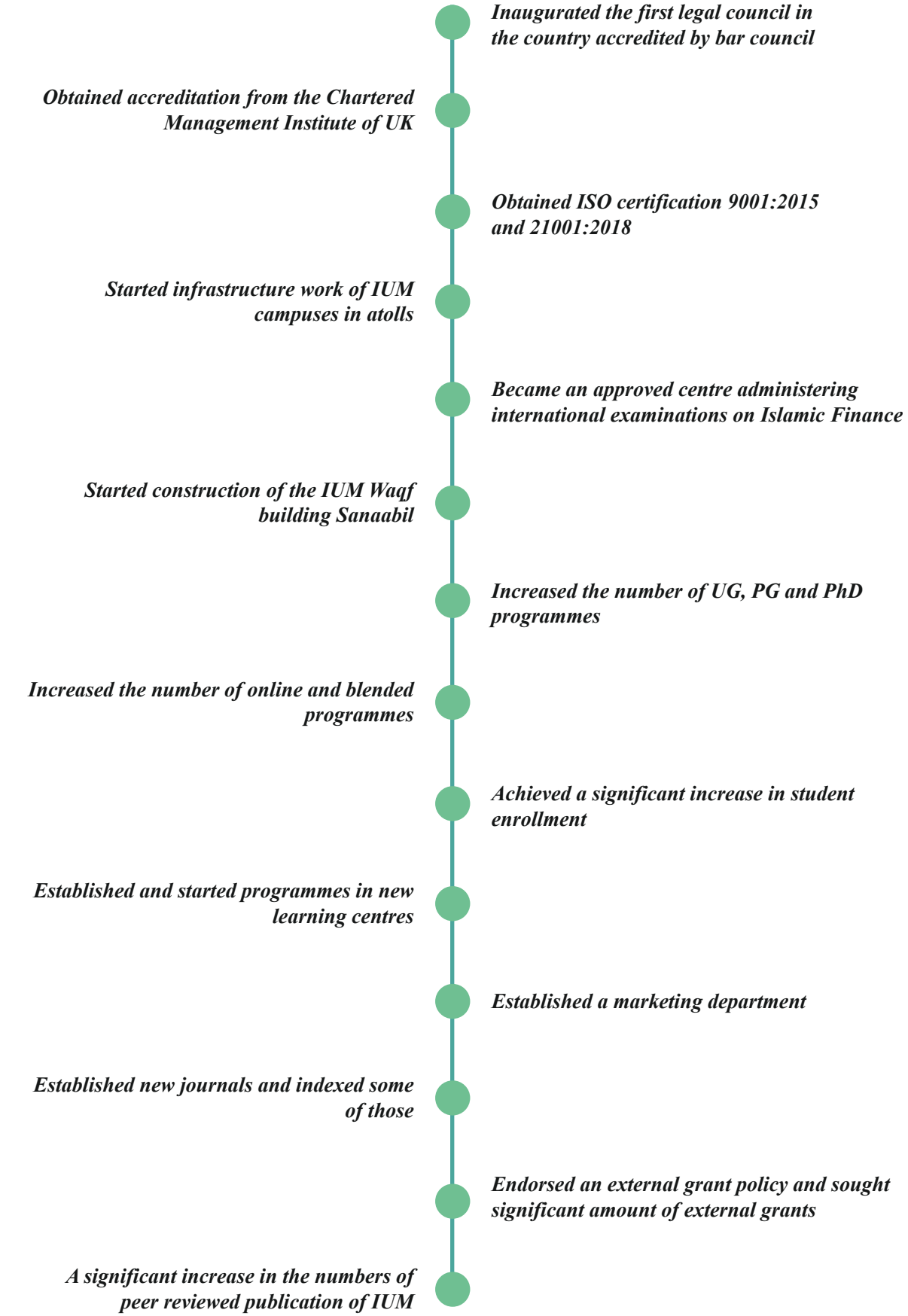
The Strategic Planning Committee and the team meticulously implemented the following twelve key steps and activities to ensure that the new plan is comprehensive, pertinent, evidence-based, and embraced by the entire IUM community:

1. **Review of Prior Strategic Plans:** A detailed review of the University's strategic plans for 2015-2020 and 2021-2025 to assess historical context, accomplishments, and areas for improvement.
2. **Evaluation of the (2021-2025) Plan:** A comprehensive assessment of the special committee's report on the 2021-2025 plan, offering essential feedback and recommendations for the upcoming cycle.
3. **New SWOT Analysis:** An in-depth evaluation of IUM's internal Strengths, Weaknesses, Opportunities, and Threats pertinent to the 2026-2030 timeframe.
4. **Updated PESTEL Analysis:** An in-depth examination of the Political, Economic, Social, Technological, Environmental, and Legal factors that are expected to influence the University over the next five years.
5. **Stakeholders' Analysis:** A structured approach to identifying and evaluating the expectations and influence of key stakeholders, including students, staff, alumni, government entities, and industry partners.
6. **Interview sessions with Some Kulliyyahs:** Organized feedback sessions with Deans and selected faculty members from some Kulliyyahs to collect academic insights and strategic guidance.
7. **Interviews with Some Administrators:** Individual discussions with designated senior administrative personnel to gain insights into operational challenges, efficiencies, and potential opportunities.
8. **Session with Alumni:** A focused session with some alumni representatives to gather external perspectives on IUM's brand reputation, graduate outcomes, and opportunities for collaboration.
9. **Workshop with Top Management:** A comprehensive one-day session involving the Vice Chancellor, DVCs, Deans, and senior administrators and academicians (those in attendance) to establish alignment on key strategic priorities and overarching orientations.
10. **Inputs from the Quality Assurance Unit:** Incorporation of exhaustive feedback from the Quality Assurance Unit, which consolidated inputs from students, staff, deans, administrators, and industry partners concerning quality and institutional performance.
11. **Meetings with the Strategic Planning Committee:** Multiple focused meetings and continuous feedback sessions with the Strategic Planning Committee to review, discuss, and refine the strategic components.
12. **Revision of Historical Documents:** A comprehensive review and analysis of all documents pertaining to the previous strategic plans (2015-2020) and (2021-2025), along with their implementation reports, to identify key lessons learned and best practices.

II- Major achievements of IUM : 2016-2020



Major achievements of IUM: 2021-2025



III- SWOT & PESTLE: Analyses and Implications

SWOT Analysis and its Implications for IUM2030

SWOT Analysis

1. Islamic Identity, Academic Excellence & Quality Assurance
Islamic Identity

Qualified Faculty: Experienced lecturers delivering programs, with Master's- and PhD-qualified staff

Quality Standards: Implementation of ISO 9001:2015 and ISO 21001:2018 certifications, demonstrating commitment to excellence

Program Diversity: Growing academic offerings at certificate, diploma, bachelor's, master's, and PhD levels

2. Community Engagement & Partnerships
Community Presence: Strong local history serving Nalfaru and nearby islands, with deep community roots

Active Partnerships: Collaborations with councils, fisheries, schools, NGOs, the health sector, and private businesses

Student Engagement: Good participation among working adults preferring local education options

3. Infrastructure & Systems
Good IT Infrastructure: Well-maintained network systems ensuring minimal downtime and stable access

Good Management Systems: Ticketing and helpdesk systems, and IT inventory management

Growing User Base: Increasing demand for digital services creating expansion opportunities

STRENGTH **S**

1. Infrastructure & Resource Limitations
Physical Constraints: Insufficient classroom space and library facilities constraining growth

ICT Shortages: Inadequate Internet connectivity, devices, and smart classroom tools

Financial Limitations: Lack of a dedicated budget, petty cash constraints, and slow procurement processes

2. Academic & Quality Gaps
Staffing Dependencies: Over-reliance on visiting and part-time lecturers due to limited full-time academic staff

Library System Issues: KOHA and HOBA software requiring upgrades

Quality Control Challenges: Limited regional recognition and low external rankings

3. Operational & Support Deficiencies
Marketing Weaknesses: Poor visibility of achievements and program strengths at Nalfaru

Administrative Complexity: Slow response times and processes

Student Support Gaps: Insufficient investment in IT support, writing support, and counseling services

W WEAKNESS

OPPORTUNITY **O**

1.Program Expansion & Innovation
Digital Learning Growth

Applied Research Development

Skills-Based Education

2. Strategic Partnerships & Collaborations
International Collaboration

Industry Partnerships

OIC / ISESCO / FUIW Relations

3. Technology & Infrastructure Enhancement
Digital Transformation

Automation Opportunities

Technology Adoption

T THREAT

1. Competitive & Market Pressures
Increasing Competition

Growth of Online Competitors

Brand Perception Challenges

2. Resource & Infrastructure Constraints
Economic Volatility

Technology Evolution Risks

Resource Scarcity

3. Operational & Quality Challenges
Staff Retention Issues

Quality Expectation Gaps (academic excellence and employability)

Shortage of full-time academic staff and administrators

Implications for Strategic Plan Preparation

Strengths Implications

- Leverage strong Islamic identity as primary differentiator in strategic positioning
- Utilize existing partnerships for rapid expansion and global reach
- Build on quality assurance systems to address accreditation weaknesses
- Capitalize on brand acceptance for marketing and recruitment initiatives
- Use decision-making agility to respond quickly to opportunities

Weaknesses Implications

- Address enrolment of students (international) through targeted marketing and program relevance
- Develop comprehensive international accreditation strategy.
- Implement student success initiatives to improve retention and graduation
- Break down organizational silos through structural reorganization
- Prioritize resource allocation for critical facilities and staff development
- Establish well-being programs for students and staff
- Create interdisciplinary research framework to optimize knowledge integration

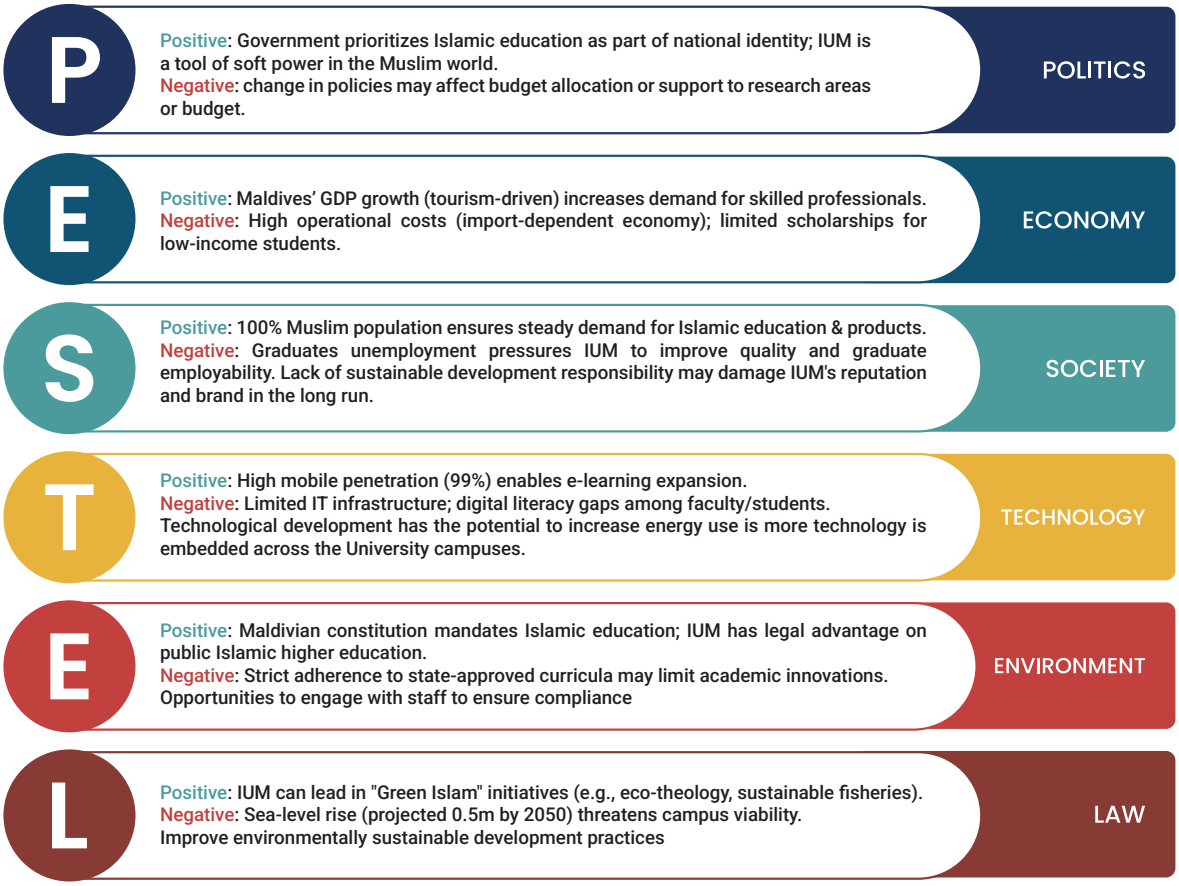
Opportunities Implications

- Develop digital transformation strategy for online education expansion
- Create OIC/ISESCO/others partnership framework for global positioning
- Establish entrepreneurial ecosystem for experiential learning
- Build fundraising capacity for research and student support
- Develop technological infrastructure to support innovation
- Create regional expansion strategy for broader market reach

Threats Implications

- Develop competitive differentiation strategy against online providers to attract international students (online modes)
- Create financial diversification plan to reduce government dependency
- Implement brand enhancement strategy to improve perception
- Establish technology adaptation framework for AI and digital evolution in teaching and learning
- Develop policy advocacy strategy for favourable government and industry relations
- Create financial resilience plan for enrolment fluctuations.

PESTEL Analysis and Its Implications for IUM2030



Implications:

- Diversify funding (e.g., OIC, Islamic Development Bank, industry, donations, endowment) to reduce state dependence.
- Advocate for institutional transformation in academic governance & management to ensure relevance.
- Launch income-generating programs (e.g., executive courses in Islamic finance, Islamic governance & management, Islamic Halal).
- Partner with tourism sector for Shariah-compliant hospitality training.
- Introduce online and remote supervision modes of student recruitment especially Postgraduate level.
- Invest in LMS (Learning Management Systems) and cloud-based resources.
- Train faculty in EdTech and hybrid teaching models
- Introduce new integrated & interdisciplinary new programs imbued with Islamic values.

Key Strategic Priorities from PESTLE

IUM has been urged to heed, among others, the following areas:

1. **Islamic Education Leadership:** Leverage political mandate and social foundation to lead and champion Islamic scholarship and interdisciplinary research for the benefit of the Maldivian society and global Ummah;
2. **Digital Transformation:** Address technology gaps while capitalizing on the use of online modes, AI and new instructional techniques in teaching, learning and assessment,
3. **Financial Resilience:** Diversify revenue and optimize assets to withstand economic volatility and future academic excellence developments;
4. **Environmental Sustainability:** Integrate "Green Islam" concepts and climate adaptation to promote ethical environmental and Islamic solutions;
5. **Quality Assurance:** Advance quality requirements, accreditation and relevant standards;
6. **Community Integration:** Align with societal expectations and industry market needs for national development.

IUM SWOT-PESTLE Strategic Mapping & Implications

SWOT-PESTLE Alignment Matrix

Strategic Alignment	Corresponding PESTLE Factor (s)	SWOT Element
STRENGTHS		
Strong Islamic Identity	Political: Islamic Education Mandate Social: 100% Muslim Population	Leverage legal advantage and cultural foundation
Community Presence	Social: Local Education Preference Economic: Tourism-Driven Economy	Build on local trust while expanding to tourism sector to introduce new relevant programmes to generate revenues
Qualified Academic Staff	Social: Graduate Unemployment Pressure Legal: Accreditation Standards	Address academic quality programmes and services while meeting demands
ISO Certifications	Legal: Accreditation Requirements Economic: Import-Dependent Economy	Use certifications to enhance quality and reputation.
WEAKNESSES		
Infrastructure Limitations	Economic: Resource Constraints Environmental: Sea-Level Rise in the long run	Address physical constraints with sustainable solutions including online offering for postgraduate and long-life learning programs
Limited Research Output	Economic: Funding Limitations Political: Government Funding might not always be available in certain niche/priority areas of IUM	Diversify funding to reduce government dependency
Marketing Weaknesses	Economic: Competition Social: Brand Perception Issues	Improve visibility to counter competitive pressures & attract Int postgraduate students

OPPORTUNITIES		
Community Program Expansion	Social: Human Capital Focus Political: National Development Priorities	Align with national development agenda through talent development & impactful SRC programs
Online Program Growth	Technological: High Mobile Penetration Economic: Regional Growth	Capitalize on digital access and economic stability
International Collaboration	Political: OIC/ISESCO/ Muslim world universities/Muslim minorities Relations Legal: International Education Regulations	Build global partnerships within regulatory frameworks to enhance exchange, mobility, research collaboration
THREATS		
Increasing Competition	Economic: High Operational Costs. Technological: Online Competition	Differentiate through Islamic identity, quality services and unique IOK
Technology Evolution	Technological: Rapid Changes Economic: Resource Scarcity	Plan systematic technology adoption within budget constraints

Actionable Strategic Recommendations

Expected Outcome	Recommended Action	SWOT-PESTLE Insight	Strategic Area
Brand Positioning	Islamic identity & political stability	Develop "Progressive Islamic University" brand narrative	Enhanced global recognition aligned with national priorities
Digital Infrastructure	Weak ICT & high mobile use	Invest in mobile-first/ online learning platforms	Expanded reach to remote islands and international students
Sustainable Campuses	Facilities & infrastructure gaps in different campuses	Develop online platforms & resilient campus facilities	Long-term viability and environmental leadership
Quality Enhancement	ISO certifications & international standards requirements	Pursue international/ relevant ranking accreditations aligned with Islamic values	Competitive advantage in quality assurance/Attract Int students and scholars
Partnership Strategy	Community trust & Islamic-based tourism economy	Create tourism-Islamic education hybrid programs	Revenue diversification and industry relevance
Research Focus	Limited output & funding opportunities	Establish Islamic research centers in niche areas	Increased funding and policy influence
Resource Optimization	Budget constraints & technology evolution	Develop multi-sources business model/ Implement phased technology adoption with ROI focus.	Cost efficiency while maintaining competitiveness

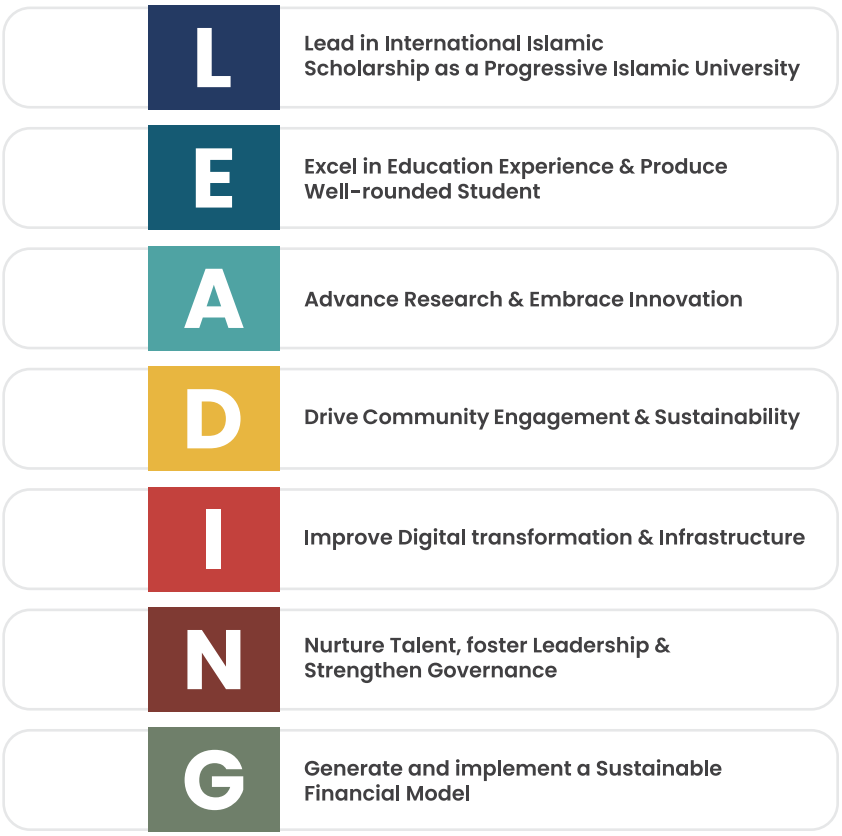
PART 2

FRAMEWORK & MEASUREMENT

- STRATEGIC FRAMEWORK
- PERFORMANCE MEASUREMENT

I- IUM2030: Framework for Strategic Planning & Actioning

1.Acronym “Leading” as the Key to IUM Transformation



The acronym LEADING reflects the IUM’s will to transform towards building robust ecosystems and conducive environment for the development of well-rounded students and vicegerents, competent teachers and Murabis, active researchers, efficient administrators and talents who will driver educational excellence and contribute to society and Ummah development.

The 7 thrusts have been designed to help the university lead as an international premier centre of excellence in Islamic education and contemporary integrated scholarship.

Through actioning the 7 thrusts, IUM will be leading in Islamic knowledge & education through exceling in educational experience & student development, advancing research and innovation, driving community engagement & sustainability, improving digital transformation & infrastructure, nurturing talents, fostering leadership & governance excellence and generating a sustainable financial ecosystem.

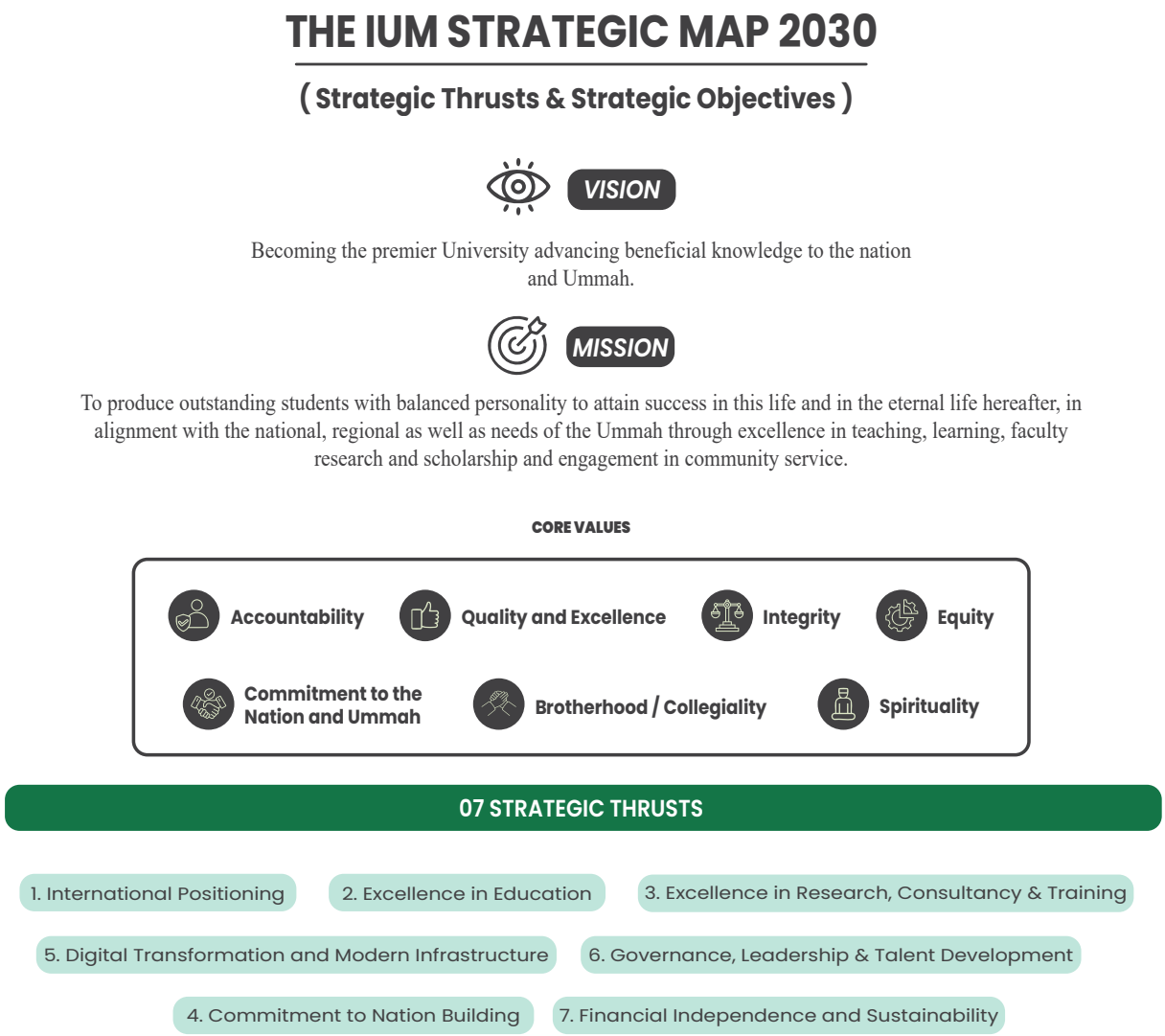
2. IUM2030: 7 Thrusts, 11 Strategic Objectives & 1 Main Goal

This diagram shows the importance of the main goal of IUM2030, the 7 thrusts, the 11 strategic objectives and the 7 values:



3- IUM2030: Strategic Map: Strategic Thrust & Strategic Objectives

This diagram shows the strategic map of IUM2030 echoing the vision, mission, values, the 7 thrust, the 11 strategic objectives aligned together:



SO1: Enhance Brand, Reputation & Promotion to Become a Leading Premier University
SO2: Expand internationalization & Global Visibility
SO3: Strengthen Student Holistic Development & Recruitment
SO4: Enhance Curriculum, Quality & Integration of knowledge & Values
SO5: Enhance High Impact Research & publication
SO6: Promote Islamic Research, Consultancy & Training
SO7: Strengthen National Development & Community Empowerment
SO8: Enhance Governance & Talent Excellence
SO9: Improve Health Work-life Balance & Wellbeing
SO10: Enhance ICT, Physical infrastructure & Sustainability
SO11: Strengthen Finical Independence & Sustainability

4- IUM2030: Strategic Map: Mapping SOs and Main Themes/ Areas of Priority

This diagram shows the IUM2030 main themes and priority areas under the various strategic objectives:



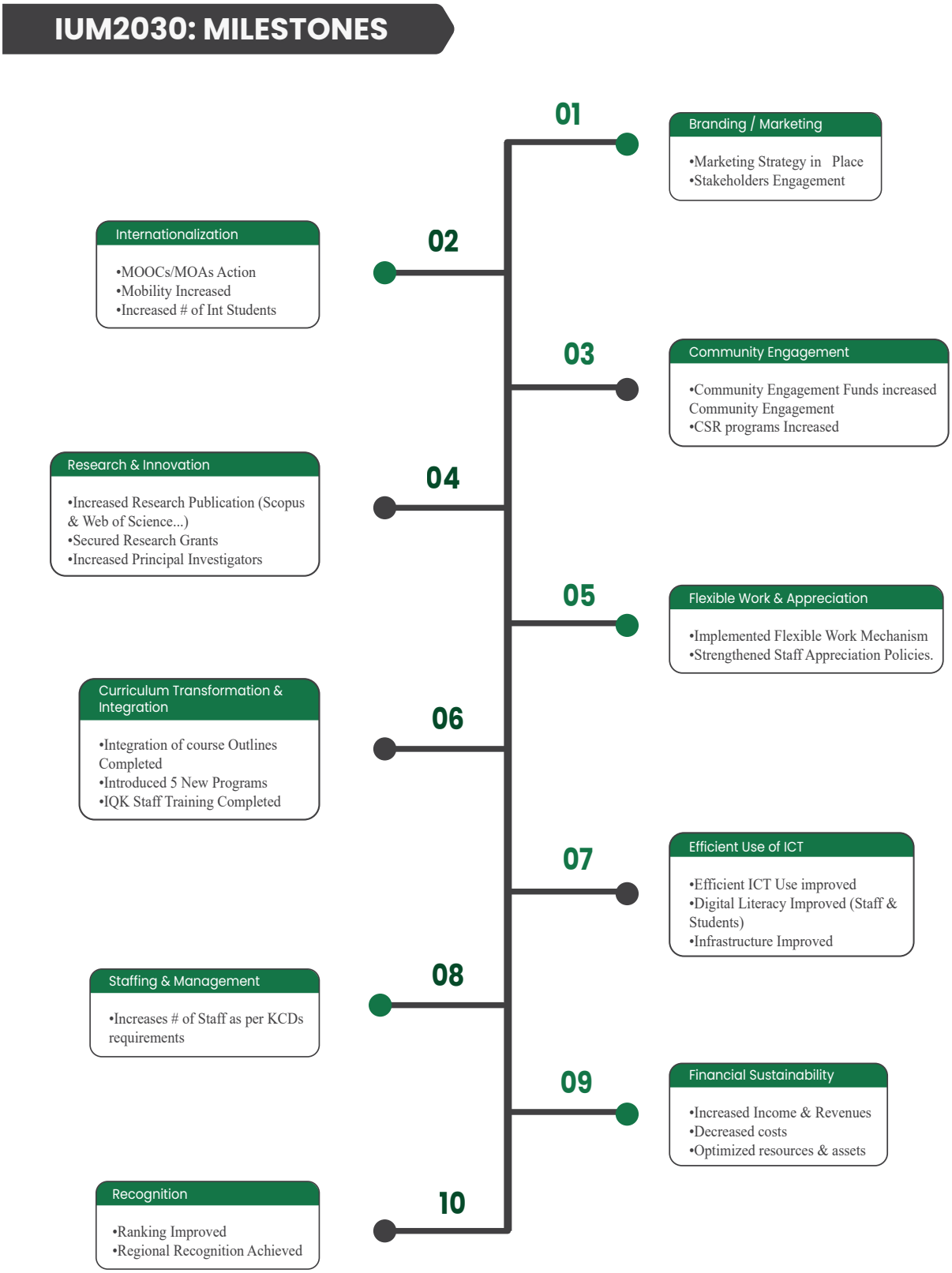
5- IUM2030: Proposed Strategic Niche Area

IUM2030 should excel and lead in certain niche areas and domains expertise nationally and internationally. This includes, among others:

Niche Area/domain of expertise	Description	Strategic Alignment
Contemporary Islamic Fiqh & Digital Ethics	Developing Sharia-compliant frameworks for AI, fintech, and digital governance.	Thrust 2 & 3 (Research and academic excellence)
Khalifah-Education Based IOK Development Model	Pioneering holistic character education integrating cognitive, spiritual, ethical, and professional competencies.	Thrust 2 (educational excellence)
Maldives-Islamic Environmental Leadership (Stewardship Framework)	Creating Islamic solutions for climate resilience, blue economy, and sustainable island development. Develop Green Khalifah Principles based on Quranic environmental teachings Develop Environmental Tawhid curriculum module for all programmes	Thrust 1, 4 & 7 (Community Partnerships, Ummatic Service, financial sustainability)
Islamic EdTech & Digital Pedagogy	Designing technology-enhanced learning rooted in Islamic epistemology.	Thrust 2, 5 & 7 (Academic excellence, ICT Infrastructure, robust Campus & Financial sustainability)
Halal Innovation & Islamic Finance	Advancing Shari'ah-compliant business models, fintech, and Waqf-based sustainability.	Thrust 3 & 7 (Revenue Diversification, Financial Management, Research excellence)
Inter-civilizational & Intercultural Dialogue Initiative	Advance Civilisational and cultural diplomacy & dialogue to position IUM globally	Thrust 1 (Positioning, internationlisation & Global Ummah Impact)
Promote Islamic Mental Health & Holistic Well-being System	Enhance Murabbi Care Program for faculty and management spiritual and professional development Create Work-Life Balance Shari'ah Framework	Thrust 6 (Work balance mental health, talents)

6- IUM2030: Proposed Strategic Milestones

This illustration highlights some of the major milestone that mark the desired achievement of IUM2030 in the journey from transformation to excellence.



II- IUM2030: Balanced Scorecard for Performance Measurement and Integration of SDGs

1-Use of Balanced Scorecard to Measure Performance

It is highly recommended that IUM uses the balanced scorecard tool to measure performance and monitor the progress. This diagram shows the strategic map of IUM2030 using the balanced scorecard which includes four perspectives namely:

Stakeholder perspective

Focus: *Enhancing relationships, reputation, and impact with students, the community, partners, and society.*

Financial perspective

Focus: *Ensuring long-term sustainability, resource optimization, and financial resilience.*

Internal process perspective

Focus: *Optimizing academic, research, governance, and operational processes for excellence and innovation.*

Learning and growth perspective

Focus: *Optimizing academic, research, governance, and operational processes for excellence and innovation.*

IUM 2030

IUM'S CORPORATE STRATEGY MAP (BSC)

STRATEGIC DIRECTION

IUM is a leading premier Islamic university that cultivates Khalifah-leaders & professionals who integrate Tawhidic wisdom with innovation, drive sustainable development in the Maldives and Global Ummah, and lead Islamic scholarship in the digital age.

Stakeholder

SO1
Enhance Brand, Reputation & Promotion to Become a Leading Premier University

Financial

SO11
Strengthen Finical Independence & Sustainability

Internal Process

Academic & Students Excellence

SO2
Expand internationalization & Global Visibility

SO3
Strengthen Student Holistic Development & Recruitment

SO4
Enhance Curriculum, Quality & Integration of knowledge & Values

Research & Innovation Excellence

SO5
Enhance High Impact Research & publication

SO6
Promote Islamic Research, Consultancy & Training

Community Transformation

SO7
Strengthen National Development & Community Empowerment

Learning & Growth

SO8
Enhance Governance & Talent Excellence

SO9
Improve Health work-life Balance & Wellbeing

SO10
Enhance ICT, Physical infrastructure & Sustainability

2- Integration of Sustainable Development Goals into the IUM2030

The Khalifah Mandate and Global Responsibility

Islamic University of Maldives, guided by its core "Iqra" philosophy of cultivating Khalifah-graduates, inherently embraces the principles of stewardship (Istikhlaf on earth), and responsibility. The concept of Khalifah (vicegerent) mandates humanity to act as guardians of the Earth, its resources, and all its inhabitants. This sacred responsibility aligns with the United Nations' 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs).

The SDGs represent a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. For IUM, engaging with the SDGs is not merely an exercise in global compliance; it is a tangible expression of our Islamic identity and our mission to serve the Maldivian society and the global Ummah. This section outlines the framework for embedding the SDGs as a cross-cutting theme throughout the IUM2030 Strategic Plan, ensuring our pursuit of excellence is intrinsically linked to the well-being of our community and our planet.



Mapping IUM2030 Strategic Thrusts to the SDGs

The seven strategic thrusts of IUM2030 provide a robust architecture for contributing to the SDGs. Each thrust, while distinct in its focus, creates synergies that advance multiple goals simultaneously. The following map illustrates the primary alignments:

IUM2030 Strategic Thrust	Primary SDGs of Alignment	Rationale for Alignment
Thrust 1: International Positioning	SDG 17 (Partnerships) SDG 4 (Quality Education)	Global branding and thought leadership are built on international partnerships to promote quality education and share knowledge on Islamic solutions for global challenges.
Thrust 2: Excellence in Education	SDG 4 (Quality Education) SDG 5 (Gender Equality) SDG 8 (Decent Work)	Transforming education to produce well-rounded, values-based graduates directly addresses quality education. Holistic development and employability preparation ensure inclusive and equitable outcomes.
Thrust 3: Excellence in Research	SDG 9 (Industry, Innovation) SDG 13 (Climate Action) SDG 7 (Clean Energy)	High-impact research in niche areas like Islamic environmentalism, fintech, and digital ethics directly drives innovation and provides solutions for climate resilience and sustainable energy.
Thrust 4: Nation Building & Community	SDG 1 (No Poverty) SDG 8 (Decent Work) SDG 11 (Sustainable Communities) SDG 16 (Peace, Justice)	Community empowerment and sustainable practices directly contribute to reducing poverty, fostering economic growth, building sustainable cities, and promoting just, peaceful, and inclusive societies.
Thrust 5: Digital Transformation	SDG 9 (Industry, Innovation) SDG 4 (Quality Education)	A state-of-the-art digital ecosystem fosters innovation and widens access to quality education for remote and international students, bridging the digital divide.
Thrust 6: Governance, Leadership & Talent	SDG 16 (Peace, Justice, Strong Institutions)	Fostering a culture of excellence, accountability, and effective governance ensures IUM operates as a model institution, contributing to strong institutional frameworks.
Thrust 7: Financial Independence	SDG 8 (Decent Work, Economic Growth) SDG 12 (Responsible Consumption)	A resilient financial model, particularly through Islamic finance and ethical entrepreneurship, promotes sustainable economic growth and responsible production/consumption patterns.

3- Implementation and monitoring mechanism

For the successful execution of the Strategic Plan, it is imperative to establish a robust framework for continuous monitoring, evaluation, and adaptive learning. This mechanism is designed to serve as the "feedback loop" of the university, ensuring that implementation remains aligned with the high-level objectives defined in the plan.

The primary functions of this mechanism include:

- Performance Tracking: Systematically measuring progress against stipulated Key Performance Indicators (KPIs) to ensure accountability.
- Strategic Alignment: Validating that all departmental activities remain consistent with the university's overarching vision.
- Adaptive Governance: Facilitating evidence-based adaptations to operational models in response to the evolving dynamics of the higher education landscape and the broader socio-economic environment.

To operationalize this oversight, it is proposed that a dedicated Institutional Monitoring, Evaluation, and Learning (MEL) Unit be established. This unit will function as a central hub for data-driven decision-making, providing the executive leadership with real-time insights into the plan's progress.

The unit shall be adequately resourced to ensure its independence and technical efficacy, comprising:

- Lead Expert: An experienced specialist in Monitoring, Learning, and Evaluation (MLE) responsible for strategic oversight and reporting.
- Support Staff: A team of administrative and data assistants to manage technical data collection, analysis, and routine reporting requirements.

By institutionalising this capacity, the university will transition from a static planning model to a dynamic, learning-oriented organization capable of sustaining long-term growth and excellence.

PART 3

STRATEGIC PLANNING

- STRATEGIC THRUSTS
- STRATEGIC OBJECTIVES
- STRATEGIC INITIATIVES

1 INTERNATIONAL POSITIONING

STRATEGIC THRUST | IUM 2030

International Positioning

Building the strength and capability of IUM to ensure strong promotion, branding and internationalisation in response to challenges and opportunities of the nation, the Ummah and the world. This Embodies the University's mission to promote and protect the Islamic faith, and to disseminate Islamic knowledge and scholarship nationally and internationally while ensuring that it keeps in line with the fast-changing world and challenges.

IUM is committed to:

- Encourage international perspective and global branding of the Islamic model of integrated and values-based education, research, culture and environment;
- Foster student & staff mobility and strong linkages across nation, campuses and with partners regionally & internationally;
- Enhance national and international collaboration with academic, industry and society partners; and
- Ensure that IUM engages in international benchmarking & prepares to pursue relevant rankings and recognitions locally and internationally;
- Ensure the positioning of IUM as a progressive Islamic university through:
  - *Global Brand Acceleration*
  - *Stakeholder Engagement*
  - *Islamic Thought Leadership*
  - *Digital Brand Ecosystem Enhancement*
  - *Alumni Networking*
  - *Academic Partnerships and Collaboration*

Strategic Objective 1: Enhance Brand, Reputation & Promotion to Become a Leading Premier Islamic University

Enhance IUM's brand and reputation as a Premier Islamic University leading in contemporary Islamic knowledge and scholarship in line with the Tawhidic world-view and stakeholders' expectations.

Strategic Initiatives (SIs)
SI1.1: Global Brand & Digital Ecosystem Acceleration
SI1.2: Stakeholder & Alumni Engagement
SI1.3: Islamic Thought Leadership

Strategic Objective 2: Expand Internationalization & Global visibility

Expand internationalization and international collaboration through joint research, academic programs, digital mobility, online and distance learning modes.

Strategic Initiatives (SIs)
SI2.1: Academic Partnerships & Collaboration
SI2.2: Digital Mobility

2 EXCELLENCE IN EDUCATION

STRATEGIC THRUST | IUM 2030

Excellence in Education

The strategies for this thrust are built on achieving excellence in four interrelated areas: excellence in learning, excellence in teaching, excellence in curriculum development and excellence in assessment. By achieving these, the university hopes to enrich the student experience, elevate academic standards and enhance the quality of our graduates.

IUM is committed to:

- Strengthen the over-all environment and ecosystem of teaching and learning to achieve comprehensive academic excellence;
- Provide Islamic and integrated academic programmes & courses catering for national needs & responding to Ummatic and world challenges;
- Promote meaningful student learning journey & experience and enhance the 21st century skills to ensure relevance, employability and impact on society;
- Ensure the integration of Islamic world-view & Maqasid Al-shari'ah into the curriculum and overall university environment & ecosystem through:
  - *IOK enhancement*
  - *Curriculum transformation*
  - *Embedding Community & Research Components into programmes*
  - *Faculty Development*
  - *Pedagogical Innovation*
  - *Student Development*
  - *Student Recruitment*
  - *Well-being Support.*

Strategic Objective 3: Enhance Curriculum, Quality & Integration of knowledge & Values

Strengthen Curriculum, quality assurance, services and integrate Tawhidic world-view and Maqasid al-Shari'ah into curricula, co-curricular, research T& L and community engagement activities in line with national and global standards.

Strategic Initiatives (SIs)
SI3.1: Curriculum Transformation & Integration
SI3.2: Community & Research Components' Integration
SI3.3: Academic Staff Development & Pedagogical Innovation

Strategic Objective 4: Strengthen Student Holistic Development & Recruitment

Enhance student holistic development & recruitment through adopting experiential learning, innovative pedagogies and educational technologies that foster critical thinking, ethical thinking, emotional intelligence, and practical skills grounded in Islamic Values.

Strategic Initiatives (SIs)
SI4.1: Student Holistic Development
SI4.2: Well-being Support
SI4.3: Student Recruitment

3 EXCELLENCE IN RESEARCH, CONSULTANCY AND TRAINING

STRATEGIC THRUST | IUM 2030

Excellence in Research, Consultation and Training

This thrust encompasses the University's plan to elevate research output and quality, and embed it as an integral part of our academic mind-set so that our students gain the skills required for research, critical thinking transferable skills when they graduate. The is about utilising IUM's capacity and making our expertise accessible for the benefit of the University and the broader community and Ummah.

IUM is committed to:

- Strengthen the ecosystem and environment to enhance research and innovation culture among academic staff, postgraduate and undergraduate students;
- Provide necessary research platforms and access to data that help the researchers to conduct research and publish their findings and outputs;
- Support new niche areas of research and expertise that integrated Islamic sciences with contemporary knowledge in line with national development and international challenges;
- Introduce new research-based programmes with partner institutions and universities locally and internationally;
- Develop research strength of IUM through:
  - *Research Excellence*
  - *Funding Diversification*
  - *Research Infrastructure development*
  - *International Research Alliances*
  - *Knowledge Transfer*
  - *Islamic Research consultancy and training Promote*

Strategic Objective 5: Enhance High Impact Research

Lead high-impact research, publications, consultancy and training that address niche areas, societal priorities, SDG challenges and environmental stewardship, positioning IUM as a referral intellectual hub.

Strategic Initiatives (SIs)
SI5.1: Research Excellence
SI5.2: Research Infrastructure
SI5.3: International Research Alliances

Strategic Objective 6: Promote Islamic Research, Consultancy and Training

Diversify and increase research funding from external, private, industry, and sponsored sources through academia-industry-society partnerships for collaborative research, knowledge transfer and Promote Islamic Research, Consultancy and Training.

SI6.1: Research Funding Diversification
SI6.2: Promotion of Research, Consultancy, and Training

4 COMMITMENT TO NATION BUILDING

STRATEGIC THRUST | IUM 2030

Commitment to Nation Building

This thrust focusses on contribution to nation-building and community engagement through building relations with government agencies, industry, private sector and society partners to design and execute community-oriented programs and projects. It will also guide IUM to expand efforts to introduce ways to enhance sustainable practices into all aspects of the university.

IUM is committed to:

- Work collaboratively with our partners for nation building and community engagement and sustainable development.
- Inculcate the culture of giving back and contributing to society through alumni contributions, waqaf based projects, zakat driven programs, and charitable activities.
- Introduce new research-based programmes with partner institutions and universities locally and internationally;
- Develop research strength of IUM through:
  - *Community Empowerment*
  - *National Development*
  - *Community Sustainable Development and sustainability*
  - *Engaging Globally*

Strategic Objective 7: Strengthen National Development & Community Empowerment

Build strong relationships with local communities and contribute to national development through developing skilled and future-ready professionals, impactful community service & CSR funding, sustainable practices, and knowledge transfer and application.

SI7.1: Community Empowerment

SI7.2: National Development

SI7.3: Community Sustainable Development Practices

5 DIGITAL TRANSFORMATION AND MODERN INFRASTRUCTURE

STRATEGIC THRUST | IUM 2030

Digital Transformation and Modern Infrastructure

This thrust underpins our readiness to adapt to and embrace change. It is our strong belief that Information and Communications Technology (ICT) and modern infrastructure are fundamental in driving the efficiency and effectiveness of the University operations including L&T, research and management of the entire university.

IUM is committed to:

- Improve connectivity, technology use, digital transformation to deliver innovative learning environment and services for our students and staff;
- Expand and improve the infrastructure and facilities in different campuses using digital and physical platforms and approaches;
- Enhance delivery across campuses physically & virtually in support of a local & prospectus international student experience;
- Strengthen ICT use and infrastructure through:
  - *Efficient use of ICT & digital technologies*
  - *Enhanced Infrastructure*
  - *Cybersecurity*
  - *Sustainability*

Strategic Objective 8: Enhance ICT, Physical infrastructure & Sustainability

Enhance ICT and physical infrastructure, security, and digital solutions improving usability, accessibility, and academic-administrative services' efficiency that supports modern academic and research pursuits in a sustainable ecosystem making sustainability an enabler for success.

SI8.1: Efficient Use of ICT & Digital Transformation

SI8.2: Enhanced Infrastructure & Cybersecurity

SI8.3: Improved Sustainability

6 GOVERNANCE, LEADERSHIP & TALENT DEVELOPMENT

STRATEGIC THRUST | IUM 2030

Governance, Leadership and Talent Development

This thrust ensures that the University has a competitive advantage, we acknowledge that it is imperative to constantly review and improve the University administration and the processes under which we govern our affairs. Therefore, IUM strives to improve governance, management, leadership and talent development for the betterment of whole institution resilience and efficiency.

IUM is committed to:

- Improve governance, leadership and talent development through the relevant polices, guidelines, training and overall robust ecosystem;
- Advance the well-being and work balance of the university community for higher productivity;
- Adopt the best practices of the United Nations Sustainable Development Goals, including the governance, management and improvement of well-being and talents in line with Islamic principles and values;
- Coordinate governance policies to ensure effective management of different campuses and meet the strategic goals of the university;
- Enhance delivery across campuses physically & virtually in support of a local & prospectus international student experience;
- Strengthen the overall performance of IUM through improving:
  - *Shari'ah Governance Compliance*
  - *Talent Excellence*
  - *Flexible & balanced work*
  - *Recognition & appreciation of excellence*
  - *Well-being Ecosystem and community*
  - *Digital Governance & Risk Management*

Strategic Objective 9: Enhance Governance & Talent Excellence

Enhance institutional governance, management, and compliance with Islamic principles and values ensuring good governance, quality, talent excellence, well-being ecosystem, and operational efficiency.

SI9.1: Shari'ah Governance Compliance

SI9.2: Talent Excellence

SI9.3: Digital Governance & Risk Management

Strategic Objective 10: Improve Health, Work-balance & Well-being

Promote a healthy work-life balance and offer comprehensive support services (counselling, health, recreation, appreciation) that nurture the physical, mental, and spiritual well-being of the university community.

SI10.1: Well-being Ecosystem

SI10.2: Flexible Work & Recognition

7 FINANCIAL INDEPENDENCE & SUSTAINABILITY

STRATEGIC THRUST | IUM 2030

Financial Independence and Sustainability

This thrust is closely aligned with the University's commitment to work towards a financially sustainable model where activities are benchmarked against realistic and feasible options, allowing effective and efficient use of resources. We also stress that sustainability revolves around IUM's capacity to generate funds and attain financial independence while ensuring accountability.

IUM is committed to:

- Maintain the operations of the university to ensure the quality of education, research, community engagement and services are intact;
- Invest in the university positioning and brand name, quality education, integrated curriculum, conducive environment and quality staff to attract new fees paying local and international students that generate some income for the university;
- Diversify revenue sources through creating endowment-based facilities, expanding fee paying students, soliciting fund and donations from stakeholders and alumni, increasing research and teaching modes and products from which income is derived and related educational investments;
- Support new ventures and successful investment complying with Shari'ah standards contributing to the betterment of the university and its financial independence and sustainability;
- Strengthen the overall performance of IUM through improving:
  - *Revenue diversification*
  - *Resource optimization*
  - *Cost control*

Strategic Objective 11: Increase Financial Independence & Sustainability

Achieve financial sustainability through a resilient business model optimizing resources, diversifying revenues, and cost-effective strategies ensuring financial accountability and transparency.

SI11.1: Revenue Diversification

SI11.2: Resources Optimization

SI11.3: Cost Control



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