



Putra**GLOBE**

PUTRA GLOBAL PROMINENCE DRIVE PLAN 2026 - 2035



Executive
SUMMARY



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DRIVE PLAN

2026 - 2035



This **Executive Summary** presents the **PUTRA Global Prominence Drive Plan 2026–2035**, Universiti Putra Malaysia's (UPM) strategic framework to guide its internationalisation agenda. The plan provides a structured roadmap to strengthen UPM's global presence, enhance international engagement, and position the university as a leading institution in the global higher education landscape.

At its core, the plan aims to provide the **right strategic direction** for UPM's internationalisation by aligning institutional priorities, resources, and initiatives across academic, research, governance, and community functions. It identifies key challenges and opportunities through a gap analysis and outlines actionable strategies to advance UPM's global prominence in a coordinated and sustainable manner.

The plan is organised around six strategic clusters that collectively drive internationalisation efforts:

Cluster 1: Academic and Transnational Education – strengthening international academic programmes, student mobility, and transnational education initiatives.

Cluster 2: RDICE – advancing research, development, innovation, commercialisation, and entrepreneurship through global collaboration.

Cluster 3: Resource Governance for Globalization – enhancing policies, systems, and governance structures to support international engagement.

Cluster 4: Strategic Global Networks – expanding partnerships and collaborations with leading global institutions and organisations.

Cluster 5: Global Identity & Visibility – building UPM's international reputation, branding, and global positioning.

Cluster 6: Global-Ready Graduates & Alumni – developing globally competent graduates and leveraging alumni networks to strengthen international connections.

This **Executive Summary** provides a concise overview of the plan's objectives and strategic outcomes. It serves as both a **strategic guide** and a **call to action** for the UPM community to advance internationalisation effectively, reinforcing UPM's vision to become a globally respected university that is internationally connected, locally grounded, and socially responsible.



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Message from The Vice-Chancellor

Universiti Putra Malaysia (UPM) is steadfast in its commitment to advancing **global prominence and internationalisation** as a strategic institutional priority. In today's interconnected world, higher education institutions must engage proactively on the global stage, contributing to knowledge, innovation, and societal progress while strengthening their international reputation and relevance.

The **PUTRA Global Prominence Drive Plan 2026–2035** provides a strategic and integrated framework to guide UPM's efforts in enhancing international engagement across academic programmes, research and development (RDICE), governance, strategic partnerships, global networks, and alumni initiatives. This plan reflects UPM's strengths as a research-intensive and teaching-focused university, translating institutional excellence into meaningful impact on the global higher education landscape.

Through this plan, UPM reaffirms its role as a **globally connected, locally grounded institution**, championing collaboration, innovation, and leadership in higher education. The strategies outlined herein are designed to be actionable, measurable, and sustainable, ensuring continuous improvement in UPM's internationalisation journey.

I commend the dedication and vision of all stakeholders involved in developing this plan. May it serve as a shared compass, guiding the UPM community in advancing our global presence, nurturing globally competent graduates, and achieving excellence in education, research, and international engagement.



Dato' Professor Ir. Dr. Ahmad Farhan Mohd Sadullah FASc
Vice-Chancellor
Universiti Putra Malaysia

Internationalization at UPM

Universiti Putra Malaysia (UPM) recognises that internationalisation is a strategic imperative in an increasingly interconnected higher education landscape. Through global partnerships and international engagement, UPM seeks to strengthen its academic excellence, research impact, talent development, and global reputation while contributing to national and global priorities.

International collaboration enables UPM to leverage global expertise and resources to address complex challenges such as food security, sustainability, climate change, and societal well-being. Strategic partnerships support collaborative research, joint grants, international publications, and knowledge exchange, enhancing the university's visibility and influence within the global academic community. UPM also aspires to play a more prominent role in leading and coordinating regional and international academic collaborations.

Internationalisation at UPM extends beyond research and encompasses the development of globally competent graduates and academic talent. Through international mobility programmes, global internships, Collaborative Online International Learning (COIL), and staff exchanges, students and staff gain valuable international exposure, intercultural competencies, and global perspectives. These experiences enrich teaching, learning, and research while preparing graduates to thrive in an increasingly globalised workforce.

The university's commitment to internationalisation has contributed significantly to its growing global standing. UPM achieved an International Outlook score of 82.5 in the Times Higher Education (THE) World University Rankings 2026, reflecting substantial progress from 50.1 in 2016. This achievement demonstrates the university's success in strengthening global partnerships, international mobility, collaborative research, and international visibility, reinforcing its progression from global presence to global influence.

To sustain this momentum, UPM adopts an interconnected internationalisation ecosystem that views internationalisation as a comprehensive learner-to-talent journey. This ecosystem begins with positioning UPM as a preferred global education destination, continues through a high-quality and internationally enriched student experience, and extends beyond graduation through alumni engagement, lifelong learning, and talent contributions to society and industry. The approach reflects UPM's aspiration to become a globally prominent university that produces knowledge, talent, and impact for Malaysia and the world.

The success of this ecosystem requires a whole-of-university approach. Internationalisation must be embedded across governance, academic delivery, research and innovation, student experience, strategic partnerships, talent development, and alumni engagement. Through collective ownership, coordinated action, and a shared commitment to quality internationalisation, UPM will strengthen its position as a globally prominent university while creating sustainable value for its stakeholders and the wider global community.



PutraGLOBE Framework

The PutraGLOBE Framework serves as the strategic foundation of the Putra Global Prominence Drive Plan 2026–2035, guiding Universiti Putra Malaysia (UPM) towards its aspiration of becoming a Globally Trusted University. The framework positions internationalisation as a university-wide transformation agenda that integrates academic excellence, research impact, governance, global visibility, strategic partnerships, and talent development into a cohesive ecosystem.

At its core, the framework emphasises that global prominence must be built on trust, quality, credibility, and meaningful contributions to society. This aspiration is supported by a foundation of Quality Internationalisation, ensuring that all international initiatives are guided by integrity, inclusivity, accountability, academic excellence, and measurable impact.

To drive global growth and influence, the framework focuses on six interconnected strategic clusters: Academic and Transnational Education, Research, Development, Innovation, Commercialisation and Entrepreneurship (RDICE), Resource Governance for Globalisation, Strategic Global Networks, Global Identity and Visibility, and Global-Ready Graduates and Alumni. Together, these clusters strengthen UPM’s international reach, research collaborations, institutional reputation, operational effectiveness, and talent development.

Through a quality-driven, partnership-based, and data-informed approach, the PutraGLOBE Framework aims to transform global engagement into sustainable academic, societal, and reputational value, reinforcing UPM’s position as a globally trusted and influential university.



PutraGLOBE Framework

CLUSTER 1 | Academic & Transnational Education (TNE)

The Academic and Transnational Education (TNE) Cluster serves as one of the primary growth engines of UPM's global prominence agenda, transforming the university from a nationally focused institution into a globally connected, borderless, and future-ready education provider. As higher education

becomes increasingly international, digital, and learner-centred, UPM must strengthen its ability to deliver high-quality academic programmes beyond geographical boundaries while maintaining academic excellence, institutional integrity, and financial sustainability.



Together, these strategic outcomes position UPM to expand its international footprint, diversify revenue streams, attract global learners, and enhance graduate competitiveness. By 2035, the cluster aims to establish UPM as a leading regional provider of transnational education and a globally

respected university recognised for delivering accessible, innovative, and high-quality education that transcends borders while contributing to lifelong learning and global talent development.

CLUSTER 2 | **Research, Development, Innovation, Commercialisation and Economy (RDICE)**

The Research, Development, Innovation, Commercialisation and Economy (RDICE) Cluster represents the intellectual, scientific, and economic engine of UPM's global prominence strategy. It drives the university's transition from a project-based

and fragmented research environment towards a mission-oriented, globally connected, innovation-powered ecosystem capable of addressing complex global challenges while generating meaningful societal and economic impact.



By integrating research excellence, innovation leadership, commercialisation capacity, and international collaboration within a coherent ecosystem, the RDICE Cluster will elevate UPM's international standing while strengthening Malaysia's role within the global science, technology,

and innovation landscape. By 2035, UPM aspires to become a globally trusted research university recognised for leadership in food security, planetary health, sustainable development, and innovation-driven solutions that create lasting impact for society.

CLUSTER 3 | Resource Governance for Globalization

The Resource Governance for Globalization Cluster serves as the institutional backbone of UPM's internationalisation agenda, ensuring that all global initiatives are supported by effective governance, integrated systems, transparent decision-making, and sustainable resource management. While

UPM possesses strong capabilities in teaching, research, and international engagement, achieving long-term global prominence requires governance structures that are coordinated, agile, accountable, and capable of supporting increasingly complex international operations.



A key feature of the cluster is the transition towards a system-driven governance model supported by integrated digital platforms, real-time analytics, automated workflows, and evidence-based decision-making mechanisms. At the same time, the cluster strengthens governance professionalism through competency development, succession planning, and institutional knowledge management. By 2035, the cluster aims to position UPM as a

benchmark institution for internationalisation governance, recognised for operational excellence, governance integrity, administrative agility, and sustainable global growth. Ultimately, the cluster ensures that UPM's international ambitions are supported by a resilient governance ecosystem capable of enabling institutional transformation and global competitiveness.

CLUSTER 4 | Strategic Global Networks

The Strategic Global Networks Cluster positions UPM to evolve from a university with extensive international engagements into a globally influential institution that leverages high-impact partnerships to advance academic excellence, research leadership, talent development, and international

reputation. In an increasingly interconnected world, institutional success depends not only on the number of collaborations established, but more importantly on the quality, sustainability, and outcomes generated through strategic global engagement.



Through deeper collaboration with leading universities, industries, international organisations, governments, and communities, UPM aims to strengthen its role as a regional and global contributor to knowledge creation, sustainable development, and societal advancement. By 2035, the Strategic Global Networks Cluster will position

UPM as a globally trusted connector, collaborator, and leader that actively shapes international agendas, strengthens regional cooperation, and contributes meaningful solutions to global challenges through strategic partnerships and knowledge diplomacy

CLUSTER 5 | Global Identity & Visibility

The Global Identity and Visibility Cluster serves as the strategic platform for transforming UPM's institutional excellence into a globally recognised, trusted, and influential brand. While UPM has established a strong reputation through academic achievement, research excellence, sustainability

leadership, and international engagement, continued global prominence requires a coherent institutional narrative, stronger visibility, and consistent positioning across all international audiences and platforms.



The strategy emphasises proactive reputation management, strategic media engagement, multilingual communication, digital optimisation, and data-driven branding approaches that convert institutional achievements into international recognition and influence. Through stronger brand governance and coordinated visibility initiatives, UPM will be better positioned to attract students, researchers, industry collaborators, donors, and strategic partners from around the world.

By 2035, this cluster aims to establish UPM as one of the most recognisable and trusted higher education brands in the region, known not only for academic excellence but also for its contributions to sustainability, innovation, food security, planetary health, and societal transformation. Ultimately, the cluster ensures that UPM's global achievements are consistently translated into visibility, credibility, and international impact.

CLUSTER 6 | Global-Ready Graduates and Alumni

The Global-Ready Graduates and Alumni Cluster places people at the centre of UPM's internationalisation agenda by ensuring that global engagement translates into meaningful educational, professional, and societal outcomes. Recognising

that graduates and alumni represent the most enduring ambassadors of the university, the cluster focuses on developing globally competent talents while strengthening alumni networks that extend UPM's influence across borders and generations.



The strategy emphasises international mobility, internationalisation-at-home, intercultural learning, global leadership development, mentoring ecosystems, industry engagement, and alumni-driven opportunities that strengthen employability and global citizenship. At the same time, stronger alumni chapters, digital engagement platforms, and international networking initiatives will transform alumni into strategic contributors to recruitment, partnerships, research collaboration, philanthropy, and institutional visibility.

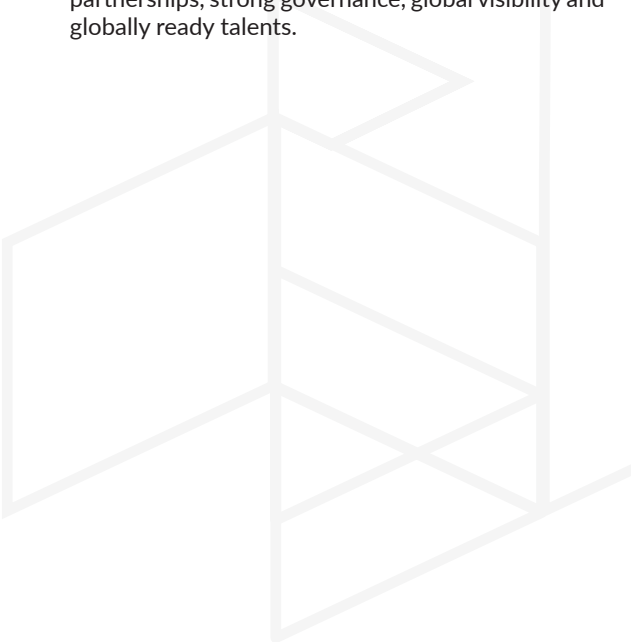
By 2035, the cluster aspires to create a globally connected community of graduates and alumni who are internationally competent, professionally competitive, socially responsible, and actively engaged in advancing UPM's global reputation. Ultimately, this cluster ensures that internationalisation delivers lasting human impact and establishes a powerful global network that continuously amplifies UPM's prominence, influence, and contribution to society.

Acknowledgement

The development of the Putra Global Prominence Drive Plan 2026 to 2035 reflects the collective commitment, expertise, and strategic insight of many contributors across Universiti Putra Malaysia.

Sincere appreciation is extended to all members of the working groups, cluster leads, reviewers and supporting teams who have contributed ideas, data, analysis and thoughtful recommendations throughout the preparation of this plan.

Their dedication has shaped a comprehensive and future-ready framework that strengthens UPM's aspiration to move from global presence to global influence through quality internationalisation, academic excellence, impactful RDICE, strategic partnerships, strong governance, global visibility and globally ready talents.



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