

# 1 | Criteria and Indicators for Upgrading the Status of University Colleges to Universities

No.	Criteria	No.	Indicator	Priority	Measure
1	Financial viability	1.1	Paid up capital	Fundamental	Institution must have at least RM 20 million paid up capital.
		1.2	Profitability	Fundamental	Institution must be profitable in the last 3 consecutive years.
		1.3	Financial forecast	Important	Institution must submit the financial forecast for the next 3 years after being upgraded to University
		1.4	Sources of fund	Bonus	Institution must show the last 3 years main source(s) of fund (only source(s) with at least 10% contribution to total fund will be accepted)
		1.5	Plough back policy	Bonus	Institution must show the plough back policy for academic purpose(s) and amount of annual ploughed back for the last 3 consecutive years.
		1.6	Gearing ratio	Important	Institution must show at least 2:1 ratio of equity to borrowed funds.
2	Maturity of institution	2.1	Years of operation	Important	Institution must have been in operation for at least 3 years at University College level.
		2.2	Maturity of courses	Fundamental	At least 75% of the homegrown courses are matured (at least 1 cohort has graduated).
		2.3	No. of full accredited courses	Fundamental	100% of the matured courses must be fully accredited.
		2.4	No. of courses accredited by international agency(s)	Bonus	Institution must show the current number of programme accredited by international agency.
3	Excellent track record	3.1	Offence free by institution	Fundamental	No record of serious offence by institution and staff under PHEI Act 1996 (Act 555) and Immigration Act 1966(Act 150) and MQA Act 1996 (Act 535) for the last 3 consecutive years.

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		3.2	Offence free by students	Important	No record of serious offence by students under Universities and University Colleges Act 1971 (AUKU) for the last 3 consecutive years.
		3.3	Staff turn over rate	Bonus	Maximum annual percentage of turn over rate must be 11%.
		3.4	Awards given to the institution, staff and/or students	Bonus	Institution must show the record of award(s) given to institution, staff, student) for the last 3 consecutive years.
4	Mission and vision	4.1	Mission and vision	Fundamental	Institution must have clearly defined, documented and clearly communicated vision and mission to all staff and students.
		4.2	Strategic plan	Fundamental	Institution must show strategic plan for the next 3 years after being upgraded to University.
		4.3	Key Performance Indicator (KPI)	Important	Institution must show the KPI for academic and non-academic staff for the next 2 years after being upgraded to University.
5	Internal quality control	5.1	Internal quality control unit and committee	Fundamental	Institution must have an active QC unit and committee for the last 3 consecutive years
		5.2	Internal quality control certificate	Important	Institution must have the quality control mechanism and must obtain certification, such as ISO certificate and the likes acceptable by MOHE.
6	Appropriate and reasonably conducive campus	6.1	Campus building plan	Fundamental	Institution must have been operated in appropriate and conducive building site.
		6.2	Green and	Bonus	The submitted proposed plan for campus must indicate

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			environmentally friendly campus		green and environmentally friendly character and it is certified by registered architect.
7	Multiracial participation	7.1	Academic staff	Bonus	Institution must show the distribution of academic staff according to race.
		7.2	Non-academic staff	Bonus	Institution must show the distribution of non-academic staff according to race.
		7.1	Students enrolment	Bonus	Institution must show the distribution of students' enrolment according to race.
8	Governance	8.1	Separation of power	Fundamental	Institution must have 2 separate governing bodies (Board of Directors for the business sector and Board of Governors for the academic sector). Each member is restricted to one board only.
		8.2	Academic qualification and academic management experience of the proposed Vice Chancellor/President/CEO	Fundamental	The proposed Vice Chancellor/President/CEO of the University must have PhD with at least 8 years academic management experience in tertiary education.
		8.3	Academic qualification and academic management experience of the proposed Deputy	Important	The proposed DVC of the University must have PhD with at least 5 years academic management experience in tertiary education.

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			Vice Chancellor/Vice President		
		8.4	Academic qualification and academic management experience of the proposed Dean	Important	The proposed Dean of the University must have at least Master Degree with teaching experience or specialist in related field.
9	Internationalization	9.1	Percentage of international students	important	At least 20% of the student enrolment must be international students from at least 3 different countries.
		9.2	Percentage of international academic staff	Bonus	At least 5% of the current academic staff must be international staff.
		9.3	Marketing strategy to recruit international students	Bonus	Institution must have a clear marketing strategy to recruit more international students.
10	Students support	10.1	Fees refund policy	Fundamental	Institution must have a clearly defined, documented and clearly communicated fees refund policy to all staff and students.
		10.2	Office of students affair and students welfare	Fundamental	Institution must have an office of student affair and student welfare.
		10.3	Accommodation	Bonus	Institution must provide appropriate and reasonably conducive accommodation for at least first year students.