

LAPORAN REKTOR

RECTOR'S REPORT



Kolej Universiti Kejuruteraan Utara Malaysia (KUKUM) sebagai sebuah IPTA yang ke-17 di Malaysia telah memasuki tahun ketiga penubuhannya. Sebagai sebuah universiti bongsu, KUKUM terus mengorak langkah menjana kemajuan bagi memastikan pencapaian misi dan visinya terlaksana.

Dalam menghadapi cabaran untuk menempatkan KUKUM setanding dengan universiti-universiti lain, KUKUM telah merangka Perancangan Strategik 2004-2006 yang merupakan pelan induk kepada pembangunan aktiviti akademik, penyelidikan, hubungan industri, pengantarabangsaan, pentadbiran dan pembangunan insan. Ia merupakan sumber rujukan utama bagi mengukur dan memantau prestasi pelaksanaan pelan tindakan yang dirancang di peringkat universiti dan juga pusat tanggungjawab.

Perancangan Strategik 2004-2006 terbahagi kepada empat kelompok utama iaitu:

1. Kelompok Akademik, Penyelidikan dan Hubungan Industri mensasarkan pemantapan program akademik, pembangunan program akademik baru, pembangunan prasarana/kemudahan akademik dan penumpuan kepada jaminan kualiti. Selain itu, turut digariskan sasaran penerapan budaya penyelidikan, pembentukan kluster penyelidikan, pembangunan dan pemantapan pengurusan penyelidikan KUKUM, peningkatan penghasilan produk/hasil penyelidikan dan peningkatan hubungan dengan industri

The Kolej Universiti Kejuruteraan Utara Malaysia (KUKUM) is the 17th IPTA in Malaysia which is in the third year of its establishment. As the youngest university, KUKUM has expanded the step to develop its improvement by keen to see its mission and vision are achieved.

In facing the challenges to place KUKUM as best as the other universities, KUKUM has drafted the Strategic Planning 2004-2006 which is the parent plan to the academic activity development, research, industrial relations, internationalization, administration and human development. It is the main reference sources to measure and supervise the performance of the action plan implementation which was planned at the university and stage of centre responsibility.

The Strategic Planning 2004-2006 is identified to four main clusters:

1. Academic, Research and Industrial Relations Cluster is aimed at strengthening the academic programme, developing a new academic programme, infrastructure development/academic facility and focusing on the quality guaranteed. Besides, it also underlines the aim of inculcating the research culture, the research cluster formation, develops and strengthens the KUKUM's research management, maximizes the product creation /research solutions and increases the relationships with the industry.

2. Kelompok Pentadbiran meletakkan sasaran bagi memantapkan keberkesanan tadbir urus terbaik (good governance), peningkatan sistem pentadbiran berkualiti ke arah e-pengurusan, peningkatan integriti warga KUKUM, peningkatan kualiti perkhidmatan pelanggan, pemantapan pengurusan sumber manusia dan peningkatan tahap kesejahteraan, keselamatan, kebajikan serta kesihatan warga KUKUM.

3. Kelompok Pembangunan Insan menumpukan sasaran adalah kepada pemantapan penawaran aktiviti/program pembangunan insan, pemupukan semangat muhibbah dan kekeluargaan di kalangan warga KUKUM dan masyarakat, pembentukan hubungan/ikatan antara pelajar dan staf akademik, melahirkan pelajar berdisiplin dan berketrampilan dalam bidang akademik dan bukan akademik serta pembangunan staf berprofesionalisme tinggi dan peka terhadap keadaan semasa.

4. Kelompok Pembangunan Fizikal menggariskan sasaran untuk memastikan pembangunan prasarana yang sempurna, memantapkan pengurusan projek, memantapkan perkhidmatan pengangkutan dan memantapkan perkhidmatan kemudahan fizikal.

Tahun 2004 juga mencoretkan sejarah apabila DYMM Tuanku Syed Faizuddin Putra Ibni Tuanku Syed Sirajuddin Jamalullail dimasyhurkan sebagai Canselor KUKUM yang pertama di dalam majlis penuh istiadat iaitu Istiadat Pemasyhuran Canselor dan Majlis Konvokesyen Komemoratif KUKUM yang diadakan pada 17 Julai 2004. Tuanku Syed Faizuddin Putra yang merupakan Pemangku Raja Perlis telah dilantik sebagai Canselor KUKUM berkuatkuasa 1 September 2003 atas perkenan SPB Yang di-Pertuan Agong. Di dalam majlis tersebut juga turut diadakan penganugerahan ijazah kehormat di mana YAB Dato' Seri Shahidan Kassim, Menteri Besar Perlis telah dianugerahkan Ijazah Kehormat Doktor Pengurusan atas jasa bakti beliau dalam bidang pendidikan terutama dalam membantu kewujudan KUKUM sehingga dapat bertapak pada kedudukan sekarang.

Tahun 2004 juga menyaksikan perubahan dalam barisan pengurusan tertinggi KUKUM. KUKUM menerima Pendaftar baru iaitu Tn. Hj. Rusli Abdul Hamid yang dilantik berkuatkuasa 1 Julai 2004 menggantikan En. Ku Halim Ku Ariffin. KUKUM juga menerima seorang Ahli Lembaga Pengarah Universiti yang baru pada 1 Jun 2004 iaitu, Y.B. Tuan Hj. Abu Hassan Hj. Salleh yang menggantikan Y.B. Dato' Mohiyaddin Che' Jan. Selain itu, beberapa unit baru telah ditubuhkan dalam usaha memantapkan sistem pentadbiran di KUKUM.

Unit Pengajaran dan Pembelajaran berperanan untuk merancang dan melaksanakan kursus kepada tenaga akademik berkaitan kemahiran asas kaunseling, kemahiran komunikasi, kemahiran pedagogi, kemahiran menguruskan stress dan sebagainya di mana ia dapat membantu meningkatkan perhubungan kualiti di antara tenaga akademik dengan pelajar. Unit Pengajaran dan Pembelajaran juga menawarkan kursus pengajaran dan pembelajaran kepada pelajar dari semasa kesemasa. Unit Kualiti pula ditubuhkan bagi merancang, menyelaraskan dan mengimplementasikan aspek kualiti pengurusan di KUKUM memenuhi standard yang ditetapkan dalam segala aspek. Di bawah penyelarasan unit ini beberapa Kumpulan Meningkatkan Mutu Kerja (KMK) telah ditubuhkan bagi memantau aspek pengamalan sistem kualiti di KUKUM dari masa ke masa.

2. Administration Cluster places the target to strengthen the effectiveness of good governance, to increase the administration system quality towards e-management, to increase an integrity of the KUKUM's community, to increase the quality of customer service, to strengthen the human resource management and to increase happiness, security, charity and also health of the KUKUM community.

3. Human Development Cluster focuses on the target to strengthen the activity offered, human development programs, to nurture the spirits of warmth and hospitality, familial relationships among the KUKUM community and the public, the building of relationship/bonding between the academic staff and students, producing disciplined and high-personality students in the academic and non-academic fields, also the development of the staff of high professionalism and aware of the global issues.

4. Physical Development Cluster underlines the target focus in order to make sure the perfect infrastructure development, strengthening the project management, transportation services and physical equipment services.

Year 2004 cratted the history when D.Y.M.M Tuanku Syed Faizuddin Putra Ibni Tuanku Syed Sirajuddin Jamalullail was being honored as the first KUKUM Chancellor in the events of full customs and ceremonies which were the inaugural Occasion of the Chancellor Installation and the KUKUM Commemorative Convocation Ceremony on July 17th 2004. Tuanku Syed Faizuddin Putra is the acting Raja of Perlis being installed as KUKUM Chancellor commences on September 1st 2003 which was honoured by His Royal Highness the Yang di-Pertuan Agong. The occasion also had been a witness to the honorary degree award where YAB Dato' Seri Shahidan Kassim, the Menteri Besar of Perlis was awarded the Honorary Degree of Management Doctorate for his merit in educational sector especially in helping KUKUM's existence to it's current establishment.

Year 2004 also witnessed the changes in the line of KUKUM top management. KUKUM had received a new registrar Tn. Hj Rusli Abdul Hamid commence on July 1st 2004 replacing Mr. Ku Halim Ku Ariffin and also received a new University Board of Directors on June 1st 2004 where Y.B. Tuan Hj. Abu Hassan Hj. Salleh replacing Y.B. Dato' Mohiyaddin Che' Jan. Besides, there were several new units formed in order to equip the administration system in KUKUM.

The Teaching and Learning Unit is responsible in planning and implementing a course to academic staff which is related to basic counseling skills, communication skills, pedagogy skills, stress management skills and others where it can help in increasing the quality relationships between lecturers and students. The Teaching and Learning Unit is also offering the teaching-learning course to the students from time to time. Meanwhile, the Quality Unit is responsible in planning, organizing and implementing the quality management aspects in KUKUM which is a way to fulfill the fixed standards in every

Bagi memantapkan bidang akademik, pengajaran, dan pengurusan universiti, pertambahan modal insan amat diperlukan. Sehubungan dengan itu, KUKUM telah menambah pengambilan kakitangan akademik dan bukan akademik. Sehingga 31 Disember 2004 jumlah kakitangan ialah 265 orang terdiri daripada 167 daripada kumpulan pengurusan dan profesional dan 98 orang daripada kumpulan sokongan. Untuk meningkatkan kecemerlangan di dalam bidang pentadbiran dan akademik, setiap kakitangan sentiasa didedahkan dengan kursus-kursus yang berkaitan dengan bidang tugas masing-masing. Bagi kakitangan akademik yang baru menjawat jawatan, Kursus Pengajaran dan Pembelajaran dijadikan prasyarat pengesahan dalam jawatan agar dapat menjadi kakitangan akademik yang berketrampilan dan berkualiti dalam pengajaran dan pembelajaran.

KUKUM juga seperti universiti-universiti yang lain tidak ketinggalan dalam aplikasi teknologi maklumat. Melalui Pusat Teknologi Maklumat dan Komunikasi, KUKUM telah membangunkan beberapa aplikasi untuk kemudahan pelajar dan kakitangan KUKUM. Jabatan Perpustakaan telah menggunakan aplikasi IUS Library iaitu Sistem Pengurusan Perpustakaan Bersepadu VIRTUA manakala Jabatan Bendahari pula mengaplikasikan IUS-Financial bagi mempercepatkan proses pentadbiran kewangan. KUKUM turut menggunakan aplikasi K-Kedatangan iaitu sistem rekod kehadiran secara elektronik bagi menggantikan sistem manual sedia ada. Hasil aplikasi teknologi terkini ini KUKUM telah disenaraipendekkan dalam kedudukan lima tempat teratas bagi Anugerah Perdana Teknologi Maklumat anjuran Unit Permodenan Tadbiran dan Perancangan Pengurusan Malaysia (MAMPU).

Untuk sidang akademik 2004/2005, KUKUM telah menerima 586 orang pelajar baru yang akan mengikuti pengajian di bawah sepuluh program pengajian prasiswazah yang ditawarkan. Bagi sidang akademik 2004/2005 juga KUKUM melangkah setapak lagi dengan menawarkan sebelas program pengajian ijazah tinggi di peringkat sarjana dan doktor falsafah. Sehingga Disember 2004, KUKUM telah menerima 20 orang pelajar bagi program tersebut.

Bagi melahirkan mahasiswa berketrampilan tinggi dalam bidang akademik dan ko-kurikulum, KUKUM mengambil pendekatan mewujudkan program Rakan Pendamping Siswa (RPS). RPS dikembangkan daripada konsep mentor-mentee di mana pensyarah memainkan peranan sebagai penasihat akademik, pembimbing dan kaunselor kepada sekumpulan pelajar dalam mengharungi kehidupan kampus. Selain itu, sistem ini juga diharap dapat menerap nilai-nilai sayangkan universiti agar apabila para pelajar telah menamatkan pengajian masing-masing, mereka akan sentiasa kembali untuk memberikan sumbangan kepada universiti dan secara tidak langsung dapat memperkukuhkan jaringan alumni universiti.

Di bawah program RPS juga telah dirangka tujuh kursus wajib yang perlu diikuti oleh setiap mahasiswa sepanjang tempoh pengajiannya di KUKUM. Kursus-kursus yang digelar 'Seven Pillars' merupakan pendekatan untuk menyeimbangkan antara IQ dan EQ pelajar supaya terbina sahsiah serta rupa diri mereka untuk berhadapan dengan era globalisasi.

aspect. Under the organization of this unit, several "Kumpulan Meningkatkan Mutu Kerja (KMK'S)" have been established to supervise or monitor the aspects of the quality system practices in KUKUM from time to time

Towards strengthening the academic field, teaching and university management, the human capital growth is virtually needed. Nevertheless, KUKUM has added the academic and non-academic staff. The number of staff until December 31st 2004 is 265 where 167 are from the professional and management group and 98 from the supporting group. To uplift the academic and administration excellence, every staff is regularly exposed to the courses that related to their jobs. And for the new staff, the Teaching and Learning Course will be the pre-condition for the job confirmation so that it can realize a worker with high-competency and quality in the teaching and learning.

KUKUM is also similar with the other universities which is not left behind in the application of information technology. Through the Information Technology and Communication Centre, KUKUM has developed several applications to ease it's students and staff. The Library uses IUS Library application which is the VIRTUA Integrated Library Management System while the Bursary uses IUS-Financial application to speed up the financial administration process. In addition, KUKUM also uses the K-Kedatangan application which is an electronic attendance record system to replace the existing manual system. Because of the latest technology applications, KUKUM has been short-listed in five of the higher ranking for the Information Technology Premier Award that projected by Malaysia Administrative Modernization and Management Planning Unit(MAMPU).

For the 2004/2005 academic session, KUKUM has received 586 new students who will be studying under a ten pre-graduate studying program offered. Beside that, KUKUM has also moved a step further by offering eleven advanced degree programmes for the Master and the Doctor of Philosophy (PhD) levels. Until December 2004 KUKUM has received about 20 students for the programmes.

Realising the truth of producing a highly competent student in the academic and curriculum fields, KUKUM has introduced Student's Coaching Fellow (SCF) which is expanded from the mentor-mentee concept where the lecturer plays as the academic advisor, guide and counselor to a group of students in leading the campus life. Besides, it is also hoped to inculcate the 'passion for university' values so that when they have finished their studies, they will come back to give a contribution to the university and indirectly strengthening the university alumni.

Under the SCF programme also, seven compulsory courses have been drafted that must be followed by every student along their study in KUKUM. These courses are called the 'Seven Pillars' as they stimulate the balancing approach between students' IQ and EQ so that it reflects their ethic and personality towards facing the globalisation era.

Kursus-kursus tersebut terdiri daripada :

1. Kursus Bina Negara Asas Mahasiswa
2. Program Mahasiswa dan Masyarakat
3. Program Bersama Komuniti
4. Wacana Sosial
5. Bengkel Kepimpinan
6. Kursus Kemahiran Komunikasi
7. Kursus Etika Sosial

Dalam usaha merealisasikan misi dan visi menjadikan KUKUM sebagai institusi akademik dan penyelidikan bertaraf dunia, KUKUM turut memberi fokus kepada kemajuan bidang penyelidikan. Selain penyelidikan melalui Geran IRPA, kerancangan aktiviti penyelidikan dapat dilihat melalui penglibatan kakitangan akademik dalam penyelidikan jangka pendek yang dibiayai oleh Kementerian Pengajian Tinggi. Sehingga Disember 2004, jumlah peruntukan geran fundamental ialah RM 92,038.00. Peruntukan bagi geran applied pula berjumlah RM 138,000.00, manakala untuk geran sains sosial pula berjumlah RM 16,700.00. Bagi peruntukan melalui geran IRPA pula, jumlah yang diterima ialah RM 2,059,080.00.

KUKUM juga turut menjalin hubungan kerjasama dengan universiti luar negara melalui beberapa siri lawatan yang dibuat oleh pihak pengurusan KUKUM ke universiti-universiti di Australia, Korea, Indonesia, Thailand dan lain-lain. KUKUM turut melantik beberapa orang pakar akademik luar negara sebagai penasihat akademik dan pemeriksa luar, antaranya ialah Prof. Dr. Karl Kohlhof dari Jerman, Prof. Masanori Sugisaka dari Jepun, Dr. R. Vasant Kumar dari United Kingdom, dan beberapa orang pakar akademik yang lain. Perlantikan tersebut membolehkan KUKUM mendapatkan kepakaran dan pengalaman untuk dikongsi bersama bagi menambahkan kualiti pengajaran dan pembelajaran di universiti ini.

Kerjasama dengan pihak industri juga menjadi fokus penting KUKUM bagi merealisasikan hasrat untuk menjalankan program yang berorientasikan dunia pengeluaran dan aplikasi kejuruteraan sebenar. Melalui penyelarasan oleh Pusat Kerjasama Industri, sepanjang tahun 2004 KUKUM telah menandatangani Memorandum Persefahaman (MoU) dengan tiga buah industri iaitu Perlis Essential Oil Sdn. Bhd., Permintex Research & Development Sdn. Bhd., dan Yokogawa Kontrol (M) Sdn. Bhd. Pada tahun 2004 juga kumpulan pelajar pertama KUKUM telah menjalani Latihan Industri (Internship) di hampir 50 buah industri seluruh Malaysia.

Di dalam bidang sukan dan kebudayaan, KUKUM tidak ketinggalan menempatkan diri di kalangan pasukan lain yang telah lama bertapak. Salah seorang staf KUKUM telah menjadi Pemain Gross Terbaik Keseluruhan melalui Kejohanan Golf Antara Universiti Malaysia ke-32. Pasukan bola tampar KUKUM turut muncul johan dalam Kejohanan Liga Sukan Untuk Semua Peringkat Negeri Perlis. KUKUM turut muncul juara dalam Kejohanan Bola Sepak Piala BUMITA 2004. Di dalam Kejohanan Sukan staf Antara Universiti-Universiti Malaysia ke 29, KUKUM berjaya menempatkan diri sehingga ke peringkat separuh akhir bagi dua acara sukan iaitu bola sepak dan bola tampar. KUKUM turut menjadi tuan rumah kepada Festival Nasyid IPTA Peringkat

The courses are among these:

1. Country Building Foundns Undergraduate
2. Undergraduate and Publics Programme
3. With Community Programme
4. Social Discourse
5. Leadership Workshop
6. Communication Skills Course
7. Social Ethics Course

In order to realize the mission and vision that make KUKUM the world class academic and research institution, KUKUM also focuses on the research development. Apart from research through IRPA Grant, the increasing research activities can be seen through a short term research undertaking by the academic staff which is sponsored by the Ministry of Higher Learning. Until December 2004, the sum provided for fundamental grant is RM 92,038.00, the applied grant is RM 138,000.00 and social science grant is RM 16,700.00. While the allocation through IRPA grant, the sum received is RM 2,059,080.00.

KUKUM also has developed a collaborative relationship with foreign universities through a series of visits by the KUKUM management to universities in Australia, Korea, Indonesia, Thailand and others. KUKUM also has appointed some foreign academic experts as the academic advisor and external examiner such as Prof. Dr. Karl Kohlhof from Germany, Prof. Masanori Sugisaka from Japan, Dr. R. Vasant Kumar from United Kingdom and several other academic experts. The appointments enable KUKUM to get the expertise and experience, to be shared together in order to give some value added qualities to the teaching and learning in the university.

The collaboration with the industrial sectors also being one of the KUKUM's important focuses in order to realise the intention of running the programme and activities that is production-oriented and of real engineering applications. Through coordination by the Centre of Industrial Collaboration, in the Year 2004, KUKUM signed the Memorandums of Understanding (MoU) with three local industries which were Perlis Essential Oil Sdn. Bhd., Permintex Research & Development Sdn. Bhd. and Yokogawa Control (M) Sdn. Bhd. In the year 2004 also, the first batch of KUKUM's students have underwent the Industrial Training (Internship) at almost 50 industries throughout Malaysia.

In the area of sport and culture, KUKUM never missed to place itself among the other teams which had long ago existed. One of the KUKUM staff had become The Best Gross Overall Player of the 32nd Malaysian Golf Championship Inter University. The KUKUM volley ball team also had become the winner in the Perlis Sport League Championship For All Categories and also the winner in the BUMITA Cup Soccer Championship 2004. In The 29th Sport Championship between Malaysian Universities, KUKUM was qualified to semi final for soccer and volley ball. Besides, KUKUM also had become the host for National IPTA Nasyid Festival

Kebangsaan di mana pasukan KUKUM telah mendapat tempat ketiga. Kejayaan-kejayaan ini diharap akan menjadi pembakar semangat kepada semua kakitangan dan pelajar untuk terus bergiat aktif sejajar dengan hasrat pengurusan Universiti untuk menempatkan KUKUM setanding dengan universiti-universiti konvensional yang lain.

Sepanjang tahun 2004, KUKUM masih meneruskan operasi di kampusnya yang bertaburan (distributed campus). Dengan pertambahan kakitangan dan pelajar, beberapa lokasi dan premis baru telah dijadikan penempatan bagi menampung keperluan pejabat dan kolej kediaman. Kesemua enam pusat pengajian dan Pusat Kemahiran Komunikasi dan Keusahawanan telah ditempatkan secara berpusat di Kompleks Pusat Pengajian KUKUM di Jejawi. Kewujudan kompleks ini diharap mampu menjadi perantara dan memudahkan perhubungan dan interaksi di antara kakitangan akademik dengan pelajar.

Bagi menampung keperluan pengajaran dan pembelajaran pula, Kompleks Makmal KUKUM telah diwujudkan di Kawasan Perindustrian Kuala Perlis. Kompleks ini menempatkan Makmal Fabrikasi Mikroelektronik, Makmal CAD/CAM, Makmal Fabrikasi Litar Bersepadu (PCB), Makmal Semikonduktor dan Makmal Mekanik Kejuruteraan. Bagi penempatan pelajar pula, dua lagi kolej kediaman diwujudkan di Kuala Perlis iaitu, Kolej Kediaman Tun Dr. Mahathir dan Kolej Kediaman Tun Dr. Ismail yang menampung hampir 350 orang pelajar.

Dalam aspek pengurusan kewangan bagi tahun 2004, KUKUM telah menerima Pendapatan Mengurus sebanyak RM 74,513,852.00. Sebanyak RM 68,201,036.00 adalah pemberian kerajaan dan selebihnya adalah daripada yuran pengajian dan lain-lain pendapatan. Perbelanjaan Mengurus bagi KUKUM untuk tahun 2004 pula ialah sebanyak RM 55,537,244.00.

Merengun kembali segala usaha dan komitmen yang telah dilaksanakan pada tahun 2004, memperlihatkan perkembangan memberangsangkan dalam usaha KUKUM menjadi semua institusi akademik dan penyelidikan bertaraf dunia. Selain itu, pengalaman sepanjang 2004 telah memantapkan lagi tahap pengurusan pentadbiran dan akademik KUKUM dalam mengharungi arus globalisasi. Semoga setiap warga universiti menggunakan segala pengalaman bagi memantapkan pentadbiran, pengajaran dan penyelidikan ke tahap yang lebih cemerlang dan semoga kejayaan sepanjang 2004 dapat dilipat gandakan pada tahun-tahun berikutnya.

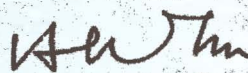
and KUKUM raised the third place. We are hoping that these victories will be the spirit incinerator to all staff and students in order to be more active along with the University Management's wish to put KUKUM in line with the other conventional universities.

Along the year of 2004, KUKUM still continues to operate at its distributed campus. With the increase of staff and students, several new locations and premises have become the place for offices and hostels. All of the six schools and the Centre for Communication and Entrepreneurship Skills have been centralized at the KUKUM School Complex in Jejawi. We are hoping that this school complex can be the host and facilitate the relationship and interaction between academic workers and students.

To accommodate the teaching and learning needs, the KUKUM Laboratory Complex has been established at the Kuala Perlis Industrial Area. This complex places the Microelectronic Fabrication Laboratory, the CAD/CAM Laboratory, Integrated Fabrication Circuit Laboratory (PCB), Semiconductor Laboratory and Mechanical Engineering Laboratory. In accommodating the students' hostel; two more residential college hostels have been built in Kuala Perlis which are Tun Dr. Mahathir Residential College and Tun Dr. Ismail Residential College that accommodating almost 350 students.

In financial management aspects for the Year 2004, KUKUM has received an Operating Income for a total of RM 74,513,852.00. For a total of RM 68,201,036.00 is allocated by the government and the rest is from the study fees and other income. KUKUM's Operating Expenses for the Year 2004 is RM 55,537,244.00.

By looking back of all the hard work and commitment that have been implemented in the Year 2004, they reflect an encouraging development in KUKUM's effort to be a world class academic and research institution. Besides, the experience along the year of 2004 has further matured the level of KUKUM's academic and administration management in facing the globalization. We hope that all members of the university will be using all experience to strengthen the administration, research and teaching to a more excellent level and hopefully all the victories of 2004 can be doubled in the coming years.



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