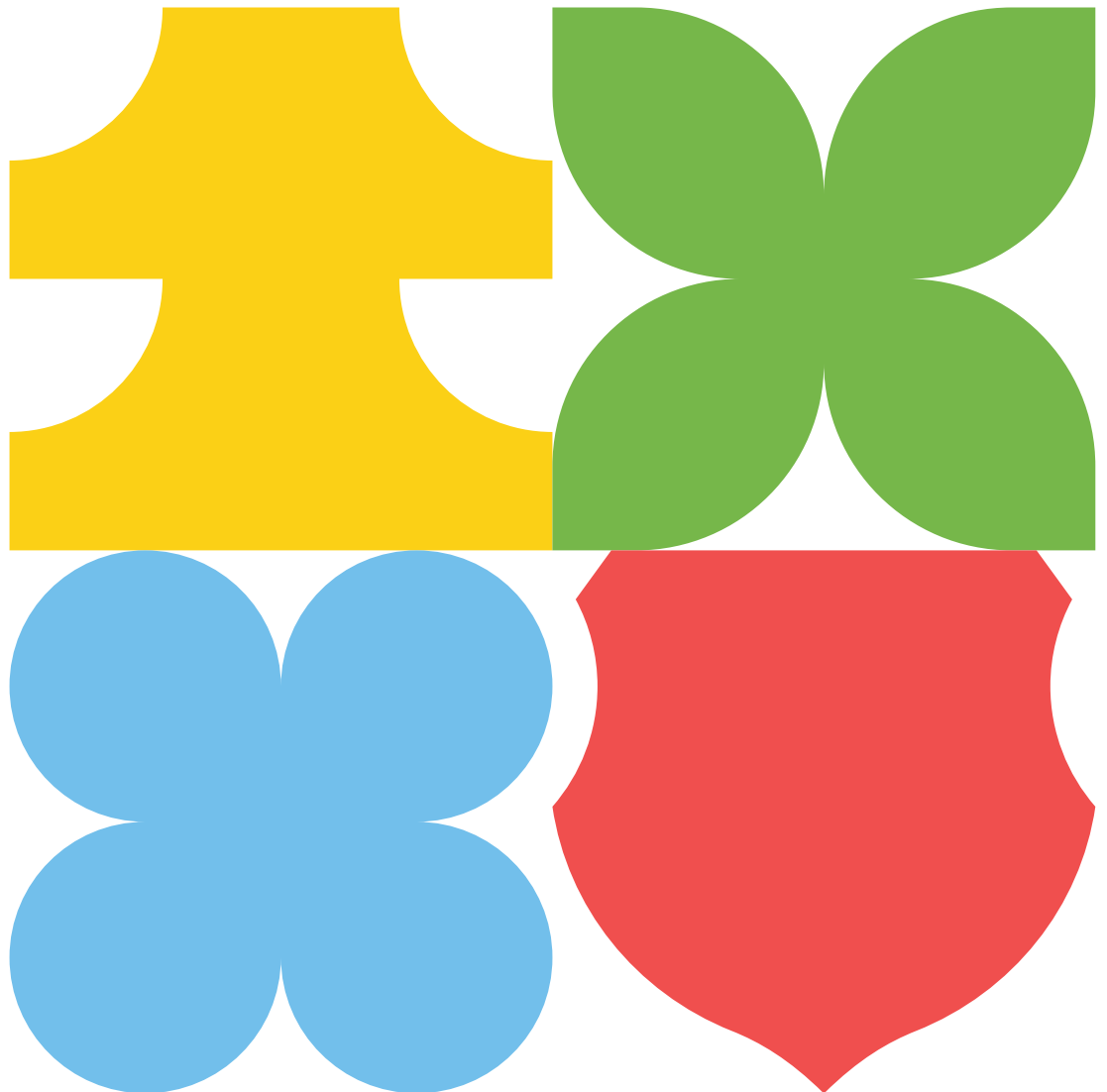
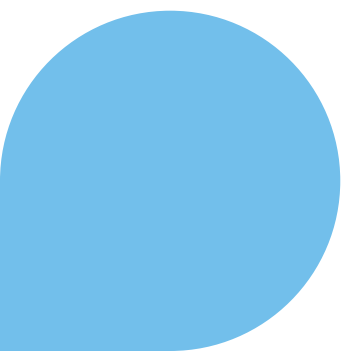
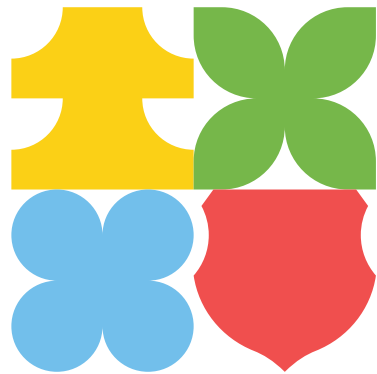


# Healthy University Roadmap (2025 - 2028)

Towards a holistic campus life







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Perpustakaan Dewan Bahasa dan Pustaka Brunei  
Pengkatalogan Data-dalam-Penerbitan (Cataloguing-in-Publication)

HEALTHY university roadmap (2025 - 2028) : towards a holistics campus life. -- Bandar  
Seri Begawan : Universiti Brunei Darussalam, 2025.

pages ; cm

ISBN 978-99917-1-390-8 (eBook)

1. Universities and colleges -- Health promotion services -- Brunei Darussalam
2. College students -- Health and hygiene -- Brunei Darussalam
3. Universities and colleges -- Safety measures

378.1971095955 HEA (DDC 23)

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Front cover and book designed by Rahman Harundin.

Printed by EZY Printing, 3, Unit 1-8, Bangunan Lela, Simpang 396,  
Jalan Jerudong, Bandar Seri Begawan BG1321.

First printing edition in 2025.

Published by Universiti Brunei Darussalam.



# Message from The Vice-Chancellor



**Dr. Hazri Kifle**  
Vice-Chancellor  
Universiti Brunei Darussalam

The health and well-being of our university community is central to Universiti Brunei Darussalam’s (UBD) vision of nurturing human excellence. As Brunei Darussalam’s premier national university, UBD is grounded in the values of honesty, practicality, and service to community, recognising that a truly excellent institution must care for the people who make it thrive.

The UBD Healthy University Roadmap reflects this authenticity. It is a deliberate and structured commitment to building a campus environment that supports, inspires, and empowers healthy living for all physically, mentally, socially, and environmentally. It blends tradition and innovation, drawing from local insights and global frameworks such as the Sustainable Development Goals (SDGs) and the ASEAN University Network – Health Promotion Network (AUN-HPN), to chart a future that is both progressive and responsive to the needs of our time.

As a regional knowledge hub and research-intensive university, UBD embraces its role not only as an adopter of best practices, but as a pioneering force in reimagining what a healthy university can be. The Roadmap goes beyond compliance or international rankings. It is driven by purpose, by people, and by the belief that well-being is foundational to learning, creativity, and human flourishing.

With the planned introduction of the UBD Wellbeing Index, and through the strategic coordination of initiatives under UniHEALTH, UBD is paving the way for a campus culture where health is not a siloed service but a shared value, embedded into daily life, institutional policy, and the future we are shaping together.

# Executive Summary

The UBD Healthy University Roadmap outlines a comprehensive institutional strategy for embedding health, safety, and well-being into all aspects of university life. It responds to both global priorities and local needs, building on best practices from the ASEAN University Network-Health Promotion Network (AUN-HPN), aligned with Brunei Darussalam’s national aspirations under Wawasan 2035, the Ministry of Education’s Greening Education Partnership, and the Sustainable Development Goals (SDGs).

The roadmap adopts a thematic and integrated approach centred on four core themes:



Each theme is addressed through five action lenses ensuring a whole-campus, whole-community framework:



The implementation of the roadmap is led by a Healthy UBD Steering Committee and operationalised by a multi-stakeholder Working Group supported by Faculty and Office Champions.

A set of 46 actions have been defined across the themes, mapped against the Healthy University Rating System (HURS) framework for internal benchmarking. Implementation will take place over three phases from 2025–2028.

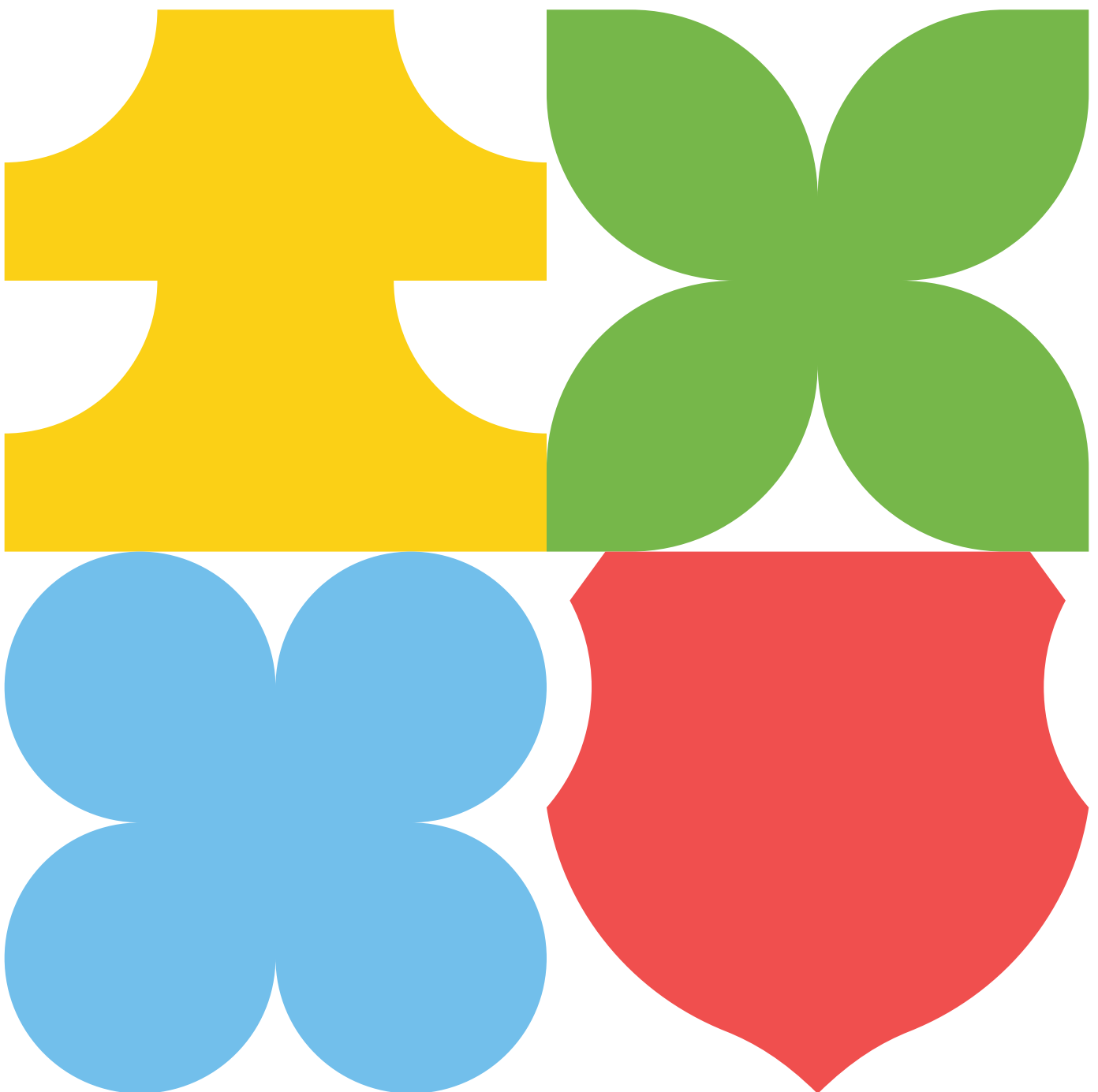
UBD recognises that meaningful change requires a sustained institutional culture shift. The roadmap therefore prioritises sustainability, ownership, and stakeholder engagement throughout its design and execution. Key student-specific challenges including mental health, sedentary behaviour, digital fatigue, and stigma surrounding help-seeking are acknowledged and directly addressed.

This roadmap is a living document and will evolve as we learn, grow, and deepen our collective commitment to becoming a Healthy University.

# Table of Contents

Introduction	10
Aims & Objectives	11
Strategic Themes	12
The Five Action Lenses	15
Governance & Organisational Structure	16
UBD's HURS Mapping	18
UBD's 46 Actions: Thematic Breakdown	20
Implementation Roadmap & Milestones	22
Key Action Highlights	24
Monitoring, Evaluation & Sustainability	26
Partnerships & Collaborations	27
Conclusion	28
Acknowledgements	29
References & Resources	29
UBD Healthy University Working Group	30

# Towards a holistic campus life.





# Introduction

**Universities are more than centres of academic pursuit, they are dynamic living environments where young people form habits, attitudes, and values that last a lifetime.**

With over 4,000 students and 800 staff, UBD has both the opportunity and responsibility to be a model for health-promoting campuses.

Global data continues to highlight rising mental health issues, chronic illness risks from sedentary behaviour, and growing health inequities. Locally, our student engagement surveys and counselling trends show concerning rates of stress, anxiety, and digital fatigue. Many students hesitate to seek help due to stigma or uncertainty. Local data derived from internal reports by the Student Affairs Section, Universiti Brunei Darussalam (2025).

A Healthy University is one where physical and psychological safety, health education, access to resources, and inclusive policies are prioritised. It is an environment that promotes belonging, resilience, and capability across the academic journey and beyond.

This roadmap recognises that health is not a standalone agenda. It is linked to academic success, student retention, institutional reputation, and our long-term national development. By taking a proactive, integrated approach, UBD can lead the way as a health-promoting university in Brunei Darussalam and the region.

# Aims & Objectives

UBD aims to create a campus environment that is healthy, safe, and enabling. One where all members of the community can thrive physically, mentally, and socially. This goal will be achieved through integrated, evidence-based, and sustainable actions that embed health into the university life, from governance and infrastructure to academic practice and student support.

Key Objectives	Description
<b>Embed health promotion into UBD’s policies, operations &amp; culture</b>	This involves mainstreaming health considerations into decision-making processes at all institutional levels. From university planning to daily operations, health must be treated as a key institutional priority.
<b>Enhance mental &amp; physical health literacy among students &amp; staff</b>	By equipping our community with accurate information and practical skills, UBD aims to improve individual understanding, confidence, and capacity to manage health and well-being.
<b>Provide accessible, safe, and inclusive campus infrastructure</b>	UBD will ensure that physical spaces and resources support healthy behaviours, accommodate diverse needs, and reflect principles of universal design.
<b>Strengthen institutional mechanisms for early detection and support</b>	Systems such as mental health screening, academic advising, and peer support networks will be enhanced to identify issues early and provide timely assistance.
<b>Promote positive behaviours &amp; reduce stigma on health issues</b>	Through awareness campaigns, peer-led initiatives, and leadership engagement, the university will foster a culture where seeking help is normalised and positive behaviours are celebrated.
<b>Encourage community participation, peer leadership &amp; ownership</b>	UBD believes that sustainable change comes from within. Students and staff will be empowered to take ownership of initiatives, act as ambassadors, and co-create a supportive environment.
<b>Align UBD’s health agenda with national &amp; regional priorities</b>	UBD will continue to contribute to national goals under Wawasan 2035, the Ministry of Education’s Greening Plan, and regional networks such as AUN-HPN and the HURS framework.



# Strategic Themes

The roadmap is organised around four key strategic themes. Each theme represents a major area of health focus, while actions within each are designed using five cross-cutting lenses.



## Building & Resources

This theme focuses on shaping a campus environment that encourages healthy behaviours through thoughtful infrastructure and resource planning. This includes ensuring access to clean water, hygienic spaces, recreational facilities, safe walkways, and shade structures. It also encompasses universal design that ensures accessibility for individuals of all abilities, including those with disabilities. In addition, the theme promotes road safety and accident prevention within the campus, proper waste management practices, and the integration of sustainability features and energy-efficient solutions across all physical developments.



## Mental & Physical Health

Recognising the holistic nature of well-being, this theme addresses both physical and psychological health. It encompasses access to medical services, counselling, wellness screenings, fitness activities, and preventive care. Mental health services, peer support structures, and efforts to reduce stigma around seeking help are also included.



 **Health Promotion**

This theme is about raising awareness, building motivation, and enabling behaviour change through education, campaigns, and active engagement. It includes peer to peer programmes, social media campaigns, wellness days, exhibitions, and integration of health topics into teaching and learning. These health-related components are also embedded in the curriculum, including modules offered through online platforms, to ensure broad and flexible access. The theme also links to national and regional campaigns.



 **Zero Tolerance**

A commitment to upholding safety, dignity, and inclusivity on campus. This theme involves policies, reporting mechanisms, and interventions to address bullying, harassment, gender-based violence, and discrimination, as well as the prevention of drug use and smoking. It aims to ensure that UBD is a safe, respectful, and substance-free environment for all students and staff.



# The Five Action Lenses

Each lens represents a way of framing action whether by shaping policy, engaging people, transforming infrastructure, driving research, or embedding content into education. Together, these lenses ensure that interventions are not isolated or siloed, but integrated into the university ecosystem in a multi-dimensional way.



## Policy

This lens focuses on creating or updating institutional rules, policies, and governance frameworks that promote health and safety. It ensures that health considerations are embedded into official university practices, guiding long-term planning and resource allocation.



## Activity

This includes the implementation of health-related programmes, workshops, campaigns, and community initiatives. Activities are designed to engage the campus population directly and build awareness, participation, and behavioural change.



## Infrastructure

Refers to the development and improvement of physical facilities and campus design to support health. This includes water fountains, ergonomic furniture, designated quiet zones, and signage that encourages active movement or healthy and sustainable choices.



## Research

Supports evidence-based decision-making through data collection, student and staff surveys, case studies, and collaborative research. This lens encourages the university to measure impact, identify gaps, and generate local insights that inform ongoing improvement.



## Education

Centres on curriculum integration, health literacy training, and informal learning opportunities. It ensures that health topics are part of the student journey and that staff also have access to relevant training, promoting lifelong healthy habits.

Each institutional action within the roadmap falls under a theme and may adopt one or more lenses.



# Governance & Organisational Structure

Effective implementation of the Healthy UBD Roadmap requires structured leadership, cross-sector collaboration, and embedded accountability mechanisms. Governance is therefore structured at three levels: strategic leadership, operational coordination, and distributed implementation across the university.

## Steering Committee

The Healthy UBD Steering Committee is the central leadership body overseeing policy direction, alignment with university strategy, and resource mobilisation. Chaired at the senior management level, its role is to ensure institutional prioritisation of health promotion and to track progress against institutional objectives.

## Working Group

The Healthy UBD Working Group operates as the technical and coordination team responsible for designing programmes, implementing the roadmap, and monitoring institutional efforts. It comprises representatives from key offices such as Centre for University Life and Wellness (UniHEALTH), Office of Student Affairs, Campus Asset Management and Planning for University Life (CAMPUS), Centre for Lifelong Learning (C3L), Pengiran Anak Puteri Rashidah Sa'adatul Bolkiah Institute of Health Sciences (PAPRSBIHS) and other academic faculties. It meets regularly to assess progress, troubleshoot challenges, and recommend improvements.

## Faculty & Office Champions

Each faculty and major office appoints at least one Healthy UBD Champion to act as a liaison between their unit and the Working Group. These Champions, typically the Deputy Deans (Research, Innovation and Sustainability) in each faculty or an appointed staff for other offices lead health promotion efforts within their respective domains and help localise the roadmap's actions to faculty-level realities. This distributed approach ensures that Healthy UBD is not a top-down initiative, but one that is integrated into the daily life of the university community.

## Operational Support Team

To support implementation and outreach, a coordinated Operational Support Team plays a critical role in frontline delivery, awareness, and early intervention:

- **Centre for University Life and Wellness (UniHEALTH)** serves as the central hub for all health-related services on campus for both staff and students, bringing together physical, mental, and preventive care under a unified structure. It reflects UBD's commitment to a holistic approach to well-being by integrating various support systems and ensuring coordinated access for students and staff. Within this framework, Psychological First Aiders (PFAs) that consist of trained staff and student volunteers provide immediate, non-clinical support to individuals in distress, offering a first response and facilitating timely referrals. Complementing this, UBD Counsellors deliver professional therapeutic services, playing a key role in early intervention, mental health care, and overall well-being. Together, they form a seamless continuum of care that supports a healthier, more resilient university community.
- **UBD Clinic** is an outsourced private clinic located on campus, providing accessible healthcare services to the university community. It offers general medical consultations, emergency support, clinical psychology services, and pharmacy access. Its presence ensures that essential and preventive healthcare including both physical and mental health support is available on-site to meet the day-to-day needs of students, staff, and visitors.
- **UBD daycare facility** is a private, outsourced service that supports the well-being of staff and students by providing safe, nurturing, and professionally managed childcare. By easing the burden of caregiving responsibilities, the daycare promotes work-life balance, reduces stress, and enables greater participation in academic and professional activities. The service also reflects UBD's commitment to fostering a family-friendly and inclusive campus environment.

This team ensures that UBD's support ecosystem is accessible, responsive, and inclusive, effectively bridging policy with daily experience on the ground.

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## Monitoring & Reporting

Governance is further supported by a structured reporting cycle. Each faculty and office submits periodic updates on implementation progress which are consolidated by the Working Group and presented to the Steering Committee for review, decision-making, and reporting to senior management. This structured approach ensures transparency, alignment, and continuous improvement.

As a member of the ASEAN University Network - Health Promotion Network (AUN-HPN), UBD benefits from regional collaboration and benchmarking. Participation in this network not only provides access to best practices, but also helps strengthen internal governance, close policy and service gaps, and ensure accountability in implementing our Healthy University Roadmap. However, UBD's commitment to health is not driven by ratings; it is driven by purpose.

To further institutionalise this commitment, UBD aims to introduce the UBD Wellbeing Index as a future internal performance measure. This index will serve as a holistic indicator of the university's progress in promoting physical, mental, social, and environmental well-being across the campus community.

# UBD's HURS Mapping

As a member of the ASEAN University Network – Health Promotion Network (AUN-HPN), UBD recognises the importance of aligning with the Health University Rating System (HURS) as a regional benchmark. While UBD's motivation to promote health stems from institutional values rather than external validation, HURS offers a useful framework to track progress, identify gaps, and reinforce accountability.



UBD's Healthy University actions have been mapped against the six core domains of HURS:

### Governance & Strategy

**UBD Actions (Examples):**

Establishment of Steering Committee and Working Group; Roadmap endorsement; alignment with UBD Strategic Plan and national priorities.

### Health Promotion & Education

**UBD Actions (Examples):**

Peer Health through the formation of student clubs; awareness campaigns; integration into curriculum; wellness exhibitions.

### Health Services & Support

**UBD Actions (Examples):**

Formation of UniHEALTH, Psychological First Aiders (PFAs), establishment of UBD Clinic on campus, daycare centre.

### Campus Environment & Facilities

**UBD Actions (Examples):**

Infrastructure upgrades include the development of quiet and conducive self-study areas, the implementation of a sustainable waste management system and the adoption of green design principles in new and existing buildings.

### Research & Innovation

**UBD Actions (Examples):**

Health-related student and staff surveys, action-based research, collaboration on mental health data trends.

### Partnerships & Community Engagement

**UBD Actions (Examples):**

Collaboration with Ministry of Health, Ministry of Education, AUN-HPN, stakeholder consultations, student engagement via peer networks and events.

This mapping ensures that UBD's internal actions are consistent with regional expectations while maintaining local relevance. It also positions UBD to prepare for full participation in HURS.

# UBD's 46 Actions: Thematic Breakdown

The Healthy UBD Roadmap have formulated 46 institutional actions, strategically developed and mapped in alignment with key international frameworks: the Health Promoting University Rating System (HURS) by AUN-HPN, the Sustainable Development Goals (SDGs), and the Global Reporting Initiative (GRI) standards. These actions aim to make UBD a benchmark institution for integrated campus health, responding to both global benchmarks and the unique needs of our university community.

Each action falls under one or more of the four strategic themes, and is designed using at least one of the five action lenses to ensure a systems-based, whole-campus approach. Below represents a selection of the 46 actions outlined in the roadmap:



## Building & Resources

1. Development of Healthy University Policy Statement.
2. Strengthen and optimise University energy management systems to reduce overall energy consumption.
3. Strengthen water efficiency management across all facilities through conservation, reuse and maintenance programmes.
4. Strengthen campus waste management through responsible recycling and composting.
5. Strengthen campus road safety management through policies, infrastructure upgrades (pedestrian paths, signage, speed indicators) and clear enforcement protocols.
6. Enhance disability accessibility across campus by upgrading facilities, improving pathways and transportation options.
7. Strengthen and expand eco-friendly transportation systems on campus by integrating sustainable mobility options and improving connectivity with public transport.
8. Enhance the provision and monitoring of healthy canteen services to ensure accessible nutritious and balanced food options for the campus communities.
9. Develop and institutionalise best practices for reporting, responding to and preventing workplace incidents.
10. Promote safe road use behaviour by ensuring compliance with safety belt and helmet regulations and delivering regular education and awareness campaigns.
11. Implement a systematic approach to road safety data collection and monitoring including incident reporting, analysis of high-risk areas and continuous improvement measures.
12. Install campus signage to promote active movement and hygiene practices, encouraging healthy daily behaviours.
13. Apply universal design principles in all new construction and retrofitted infrastructure to ensure inclusivity and accessibility for all users.



## Mental & Physical Health

14. Establish campus-wide de-stress initiatives by organising mental health programmes, mindfulness sessions, and resilience-building activities across faculties.
15. Enhance mental health support through regular screenings, peer support networks, and targeted awareness campaigns.
16. Promote the use of campus facilities and initiatives that encourage regular movement, exercise, and healthy lifestyle habits.
17. Implement seasonal fitness challenges and inter-faculty sports leagues to promote participation and engagement.
18. Launch a Sleep Hygiene Education Drive to improve awareness of healthy sleep practices.
19. Integrate mindfulness training and stress reduction practices into student and staff wellbeing initiatives.
20. Develop and implement a Comprehensive Staff Wellness Programme focusing on physical, mental and emotional wellbeing.
21. Conduct annual workshops on Time Management and Mental Health First Aid for both staff and students.



## Health Promotion

22. Organise an annual Health University Week open to staff, students, and the public to raise campus-wide health awareness.
23. Conduct biennial KAP (Knowledge, Attitude, Practice) surveys for students and staff to track health behaviours and inform future initiatives.
24. Increase coverage and visibility of Student Clubs that focus on health promotion across the campus.
25. Support the establishment and growth of Health & Wellness Clubs and encourage participation in social activities that promote wellbeing.
26. Implement and monitor a Healthy Canteen Policy and conduct regular nutrition education workshops to support healthier food choices.
27. Offer lifelong learning opportunities in health promotion for staff, students, and alumni to foster continuous engagement.
28. Introduce a mandatory Health & Wellbeing module and integrate health promotion themes into student development programmes.
29. Integrate Health Promotion into Faculty-Specific Curricula to embed wellbeing education in academic learning.
30. Deliver annual staff training on stress management and ergonomics to create a healthier work environment.
31. Launch a comprehensive and interactive online health portal featuring telehealth counselling, self-help resources, and wellness campaigns.
32. Establish and fund a Health Promotion Research Cluster to foster interdisciplinary collaboration and knowledge sharing.
33. Encourage joint student-staff research projects that focus on health promotion, prevention, and wellbeing interventions.
34. Provide institutional support and resources for Health Promotion Research to strengthen evidence-based initiatives.
35. Encourage student volunteering in community health initiatives to promote experiential learning and civic engagement.
36. Allocate a dedicated University and Faculty budget to support and sustain health promotion programmes.
37. Collaborate with MOH and AUN-HPN (or equivalent regional networks) to deliver joint programmes and share best



## Zero Tolerance

38. Uphold national bans and restrictions on smoking and vaping by ensuring campus compliance, enforcing smoke-free areas, and supporting cessation programmes.
39. Conduct annual surveys to monitor smoking and vaping behaviours among staff and students and use findings to guide targeted interventions.
40. Uphold national bans on tobacco, vape, alcohol, drugs, and gambling by enforcing campus compliance and supporting prevention and awareness initiatives.
41. Promote a drug-free campus culture through targeted awareness campaigns, peer-led engagement, and rehabilitation support where needed.
42. Implement clear reporting and disciplinary procedures to address violations of national or campus bans on prohibited substances and activities.
43. Enforce zero tolerance for violence, bullying, and sexual harassment through clear policies, reporting mechanisms, and protection protocols.
44. Provide age and culturally appropriate relationship and reproductive health education that respects community values and equips students with accurate knowledge on consent, relationships, and wellbeing.
45. Promote a culture of respect and empathy by delivering regular anti-bullying education, peer-support programmes, and awareness campaigns to prevent discrimination, harassment, and social exclusion.
46. Strengthen confidential reporting, counselling, and support services for students and staff affected by violence, harassment, or other sensitive issues, ensuring clear referral pathways and follow-up care.

The 46 actions are not standalone initiatives. By applying lenses of Policy, Activity, Infrastructure, Research, and Education, they are integrated into a dynamic roadmap that is practical, sustainable, and impactful.

# Implementation Roadmap & Milestones

The implementation of the Healthy UBD Roadmap is structured across three phases, each designed to progressively build institutional readiness, system change, and measurable impact. The timeline runs from 2025 to 2028, aligning with UBD's strategic calendar and national development targets.



Phase	Description
<b>Phase 1: Foundation &amp; Capacity Building (2025-2026)</b>	<ul style="list-style-type: none"> <li>• Establish governance and monitoring structures, including the Steering Committee, Working Group, and Healthy UBD Champions</li> <li>• Conduct mapping using Health Promoting University Rating System (HURS) indicators</li> <li>• Identify quick wins and pilot programmes aligned to each strategic theme</li> <li>• Develop an internal communications plan and launch campus-wide awareness campaigns</li> <li>• Begin integrating health lenses into curriculum and academic module reviews (including online platforms)</li> <li>• Commence infrastructure upgrades to support physical, mental, and environmental well-being</li> <li>• Establish the Centre for University Life and Wellness as a unified office overseeing health-related services and strategy</li> </ul>
<b>Phase 2: Institutionalisation &amp; Partnership (2026-2027)</b>	<ul style="list-style-type: none"> <li>• Formalise the integration of health promotion into university policies, procedures, and planning frameworks</li> <li>• Expand health promotion activities and campus-wide campaigns</li> <li>• Conduct mid-point review and progress reporting against HURS, SDGs, and UBD institutional KPIs</li> <li>• Strengthen partnerships with the Ministry of Health (MOH), Ministry of Education (MOE), and ASEAN University Network – Health Promotion Network (AUN-HPN)</li> <li>• Launch a centralised health data dashboard and feedback mechanisms for continuous improvement</li> <li>• Develop and pilot the UBD Wellbeing Index as an internal measurement tool to track holistic health outcomes</li> <li>• Prepare documentation and participation for AUN-HURS rating submission</li> </ul>
<b>Phase 3: Sustained Culture &amp; Recognition (2027-2028)</b>	<ul style="list-style-type: none"> <li>• Submit for AUN-HURS external rating and institutional review</li> <li>• Institutionalise wellness practices into UBD’s core business operations and planning processes</li> <li>• Expand research efforts and support student-led health and wellness initiatives</li> <li>• Embed annual health and well-being reporting into the university’s governance and quality assurance cycle</li> <li>• Implement the UBD Wellbeing Index as a formal metric for internal monitoring and planning</li> <li>• Share UBD’s outcomes, innovations, and best practices through regional and international platforms</li> </ul>

This phased approach ensures that actions are strategically sequenced, allowing for reflection, adjustment, and long-term sustainability.

# Key Action Highlights

While the thematic breakdown presents the complete list of 46 institutional actions mapped across themes and lenses, this section highlights a selection of initiatives that demonstrate early momentum, innovative practice, or strategic significance. These examples offer a snapshot of how the roadmap is being translated into visible, high-impact efforts on the ground, serving as inspiration and anchoring points as the wider implementation unfolds.



## Campus Waste Management & Composting Initiative

UBD has launched a campus-wide composting and waste segregation programme to reduce landfill dependency and encourage sustainable habits. Through this initiative, food and garden waste are repurposed into compost for on-campus landscaping and community gardening.



## Strengthened Campus Health Services

UBD's on-site clinic serves as a first point of access for physical health services. Recent efforts focus on strengthening ties with national healthcare providers and exploring ways to improve health literacy and accessibility for students and staff.



## Expanded Counselling & Mental Health Support

The university has prioritised mental health service capacity, including expanding access to trained counsellors and embedding psychological first aid awareness into staff and student training. Central to this effort is the establishment of the Centre for University Life and Wellness (UniHEALTH), representing a strategic shift towards integrated and inclusive wellness support.



### Health Integration in Curriculum

UBD is introducing a set of university-wide modules dedicated to health literacy, nutrition education, and other wellness topics. This curriculum integration ensures that every student graduates with a strong foundation in personal and community health.



### Baseline Mapping Using HURS

UBD has begun its internal benchmarking exercise using the AUN-HPN Health Promoting University Rating System (HURS), providing a structured approach to identify current strengths, gaps, and opportunities for growth.



### Wellness Campaigns & Student Engagement

Initiatives such as Wellness Week, student-led activities, and targeted social media campaigns have fostered high student engagement, reduced stigma around help-seeking, and made wellness part of student life.

# Monitoring, Evaluation & Sustainability

Robust monitoring and evaluation (M&E) are essential to ensure that UBD's Healthy University initiatives are delivering meaningful outcomes and are grounded in continuous learning. The roadmap outlines a framework that supports real-time tracking, stakeholder accountability, and long-term sustainability.

## Monitoring Approach

UBD adopts a mixed-method approach to monitoring, using both quantitative and qualitative tools.

Key indicators will include:

- Participation rates in health activities and screenings
- Infrastructure completion milestones
- Engagement levels on campaigns and curriculum activities
- Student and staff feedback via periodic surveys
- Institutional benchmarking against HURS indicators

Each faculty and administrative unit will submit annual health progress summaries to the Healthy UBD Working Group. These reports will feed into the institutional dashboard managed by the Steering Committee.

## Evaluation Cycles

Formal evaluation will take place at three stages:

- **Mid-Phase Review (End of 2025)**  
Assesses implementation progress and makes necessary adjustments.
- **End-of-Phase Assessment (2027)**  
Evaluates achievement of objectives and prepares for renewal or scaling.
- **HURS Rating Submission (Target: 2026)**  
Independent benchmarking via AUN-HPN's Health Promoting University Rating System.

All findings will be shared with university leadership and, where appropriate, communicated to stakeholders and the public for transparency.

## Embedding Sustainability

To ensure that health promotion remains a long-term commitment:

- Health-related practices will be institutionalised into policies and Standard Operating Procedures (SOPs).
- Student leadership programmes will integrate wellness into training.
- Annual funding allocations will be proposed for health initiatives.
- Wellness metrics will be included in UBD's institutional performance reviews.

## Regional Alignment & Quality Assurance

As a member of the ASEAN University Network – Health Promotion Network (AUN-HPN), UBD benefits from a structured framework for regional peer learning and benchmarking. This membership reinforces internal governance by helping identify gaps, adopt best practices, and drive continuous improvement.

# Partnerships & Collaborations

A healthy university cannot thrive in isolation. UBD recognises the value of meaningful partnerships in strengthening its health agenda and sustaining momentum through shared resources, expertise, and innovation.



## National Collaborations

UBD works closely with:

- **Ministry of Health (MOH)**  
For health campaigns, screenings, and expert guidance.
- **Ministry of Education (MOE)**  
Through the Greening Education Partnership and shared policy framework.
- **Relevant National Agencies and NGOs**  
Co-host events, provide input, or amplify outreach.

These partnerships ensure alignment with Brunei Darussalam’s national health targets and provide students with real-world health education experiences.

## Internal Partnerships

UBD’s Healthy University initiatives are designed to cut across departments and involve all parts of the university:

- Academic faculties contribute through curriculum, student engagement, and research
- Student leaders co-create campaigns and peer activities
- Administrative offices integrate health into planning, Human Resource, and service delivery

By building a campus-wide coalition of support, UBD ensures that health promotion is not the job of a few, but a shared institutional responsibility.

## Regional & International Networks

UBD is an active member of the ASEAN University Network – Health Promotion Network (AUN-HPN), allowing for:

- Regional benchmarking using the Health Promoting University Rating System (HURS)
- Shared learning and collaborative projects with peer universities
- Participation in regional campaigns and recognition mechanisms

Through these networks, UBD benefits from exposure to diverse models of health promotion, enhanced visibility, and structured support for institutional growth.



# Conclusion

**The UBD Healthy University Roadmap is not just a document, it is a commitment. A commitment to our students, staff, and the broader community that health, safety, and well-being will remain at the heart of everything we do.**

Through a structured yet flexible framework, this roadmap empowers the university to take bold, evidence-informed actions that are locally grounded and globally aligned. Whether it is redesigning infrastructure, embedding wellness into the curriculum, or ensuring that no member of our community is left behind, this effort calls on everyone at UBD to play a part.

The journey ahead requires collective effort, continuous learning, and institutional courage. But it is one that we embrace fully, not because we are aiming for recognition, but because we believe a healthy university is a better university.

This roadmap marks the beginning of a longer journey. As we implement, evaluate, and evolve, we invite every stakeholder from students and staff to alumni, and partners, to walk with us in shaping a truly Healthy UBD.

We invite every student, academic, administrator, and partner to take part in this ongoing journey because a healthy university is everyone's responsibility.

# Acknowledgements

The development of the UBD Healthy University Roadmap has been made possible through the collaboration, insights, and dedication of many individuals and groups within and beyond Universiti Brunei Darussalam.

We would like to extend our sincere appreciation to:

- The **Healthy UBD Steering Committee** for their leadership and strategic guidance.
- **Members of the Healthy UBD Working Group, Faculty and Office Champions, and administrative units** who contributed ideas, data, and feedback throughout the process.
- Our partners from the **Ministry of Education and Ministry of Health**, whose national frameworks and technical insights helped shape our goals.
- The **ASEAN University Network – Health Promotion Network (AUN-HPN)** for providing the Health Promoting University Rating System (HURS) and a valuable platform for learning and benchmarking.
- The many **students and staff** whose voices, through surveys, focus groups, and consultations, grounded this roadmap in real lived experiences.

We also acknowledge the global and regional health promotion communities whose work continues to inspire and guide our efforts. This document is not only a strategic plan; it is a shared commitment to building a healthier, more inclusive, and sustainable future at UBD.

**Together, we are creating a campus where well-being is not only supported, but celebrated.**

## References & Resources

This roadmap draws upon international best practices, national policy frameworks, and institutional insights. The references below offer further context and support for the design, implementation, and evaluation of Healthy University strategies.

### Key Institutional & Policy Frameworks

- Universiti Brunei Darussalam Strategic Plan 2023–2027
- Ministry of Education Brunei Greening Education Partnership (2023)
- Wawasan Brunei 2035
- Universiti Brunei Darussalam Student Engagement and Mental Health Survey Reports (2022–2023)

### Regional & Global Frameworks

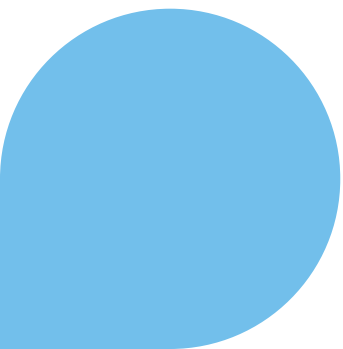
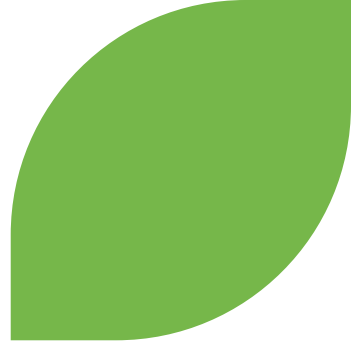
- ASEAN University Network – Health Promotion Network (AUN-HPN)
- Health Promoting University Rating System (HURS) by AUN-HPN
- United Nations Sustainable Development Goals (SDGs)
- Global Reporting Initiative (GRI) Standards
- Okanagan Charter: An International Charter for Health Promoting Universities and Colleges

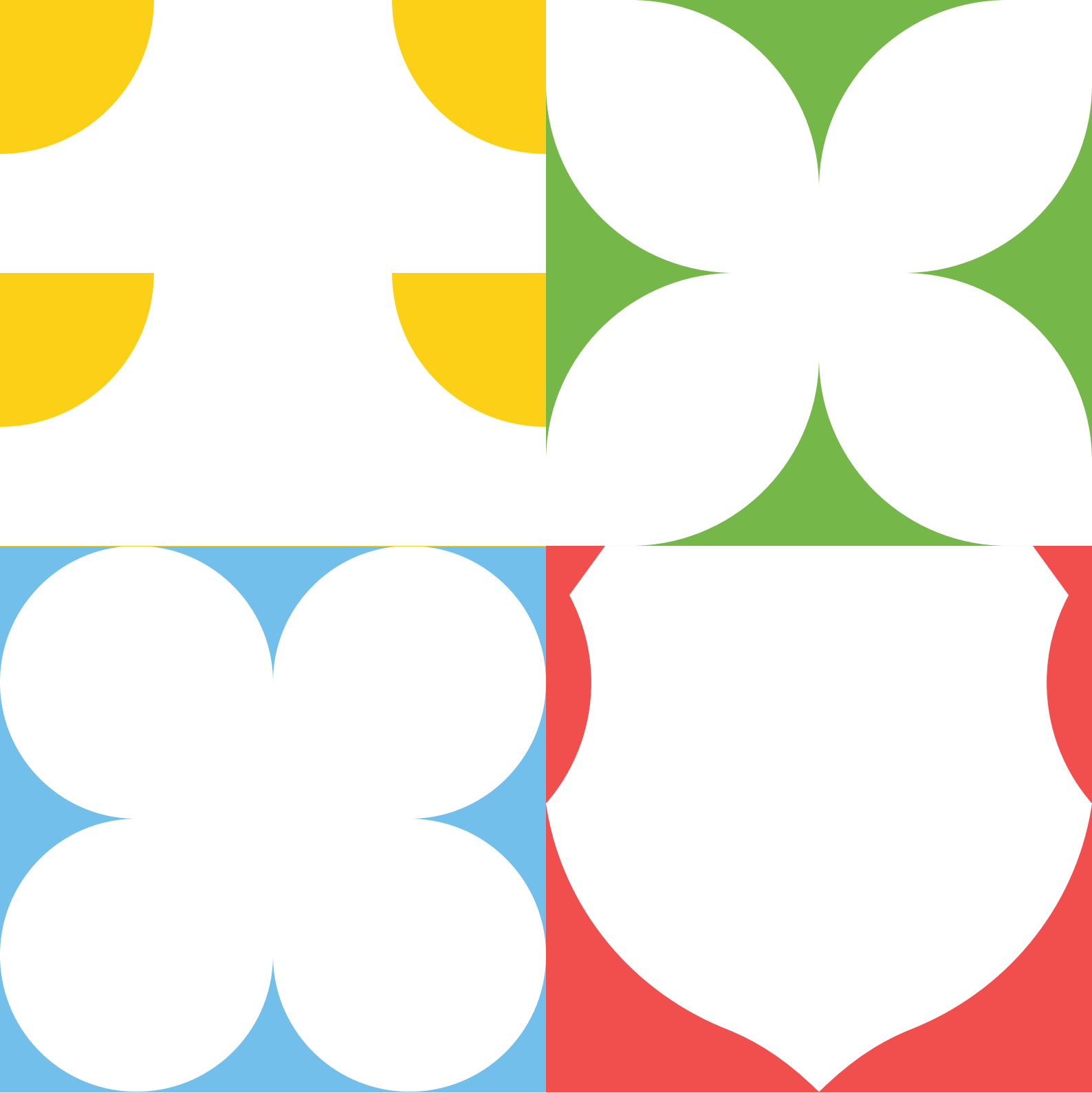
### Supporting Literature & Toolkits

- WHO: Healthy Universities – A Global Overview (2021)
- UNESCO: Whole Institution Approach to Greening Education (2022)
- AUN-HPN Toolkit for Health Promotion in Higher Education Institutions (2021)
- Brunei Darussalam Ministry of Health: National Health Indicators 2020–2023

# UBD Healthy University Working Group

Category	Name & Position
<b>Chair</b>	<b>Hajah Maudena binti Haji Abdul Hamid</b> Assistant Vice-Chancellor (University Life and Governance)
<b>Deputy Chair</b>	<b>Dr. Anni @ Nik Ani Afiqah binti Haji Mohamad Tuah</b> Senior Assistant Professor (Public Health)
<b>Building &amp; Resources</b> (Theme Leads)	<b>Hajah Joanna binti Haji Yacob</b> Acting Registrar and Secretary  <b>Aminor Syaidini bin Haji Abdullah</b> Head of Campus Asset Management and Planning for University Life
<b>Mental &amp; Physical Health</b> (Theme Leads)	<b>Dr. Mursidi bin Haji Ali</b> Dean of Students <b>Dr. Deeni Rudita bin Idris</b> Assistant Professor
<b>Health Promotion</b> (Theme Leads)	<b>Dr. Suwarni binti Haji Mohd Diah</b> Senior Assistant Professor Deputy Dean (Research, Innovation & Sustainability)  <b>Dr. Hajah Sarena binti Haji Hashim</b> Assistant Professor Programme Leader (Midwifery) <b>Dr. Hajah Fazean Irdayati binti Haji Idris</b> Senior Assistant Professor Programme Leader (Medicine)
<b>Zero Tolerance</b> (Theme Leads)	<b>Dr. Shahrinawati binti Haji Sharbini</b> Assistant Professor  <b>Dr. Zaidah Rizidah binti Murang</b> Lecturer Programme Coordinator Micro-Master in Occupational Health and Safety
<b>Digital Transformation</b>	<b>Dr. Haji Abdul Ghani bin Haji Naim</b> Director of ICTC
<b>Co-Secretaries</b>	<b>Mohammad Khairul Nizam bin Suhaili</b> Assistant Registrar Office of Assistant Vice-Chancellor (University Life and Governance)  <b>Roseraghadah binti Mohamad</b> Assistant Registrar 1 PAPRSB Institute of Health Sciences <b>Mohammad Zainul Akmal bin Zaini</b> Assistant Registrar 2 PAPRSB Institute of Health Sciences  <b>Siti Nurlila binti Haji Salleh</b> Assistant Registrar Student Affairs Section <b>Hajah Nur Fakhriah binti Haji Jumat</b> Assistant Executive Officer I Office of Assistant Vice-Chancellor (University Life and Governance)





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