

U i T M 2025

# UiTM 2025 Strategic Plan

*Unleashing Potentials, Shaping the Future*

2<sup>nd</sup> December 2020.

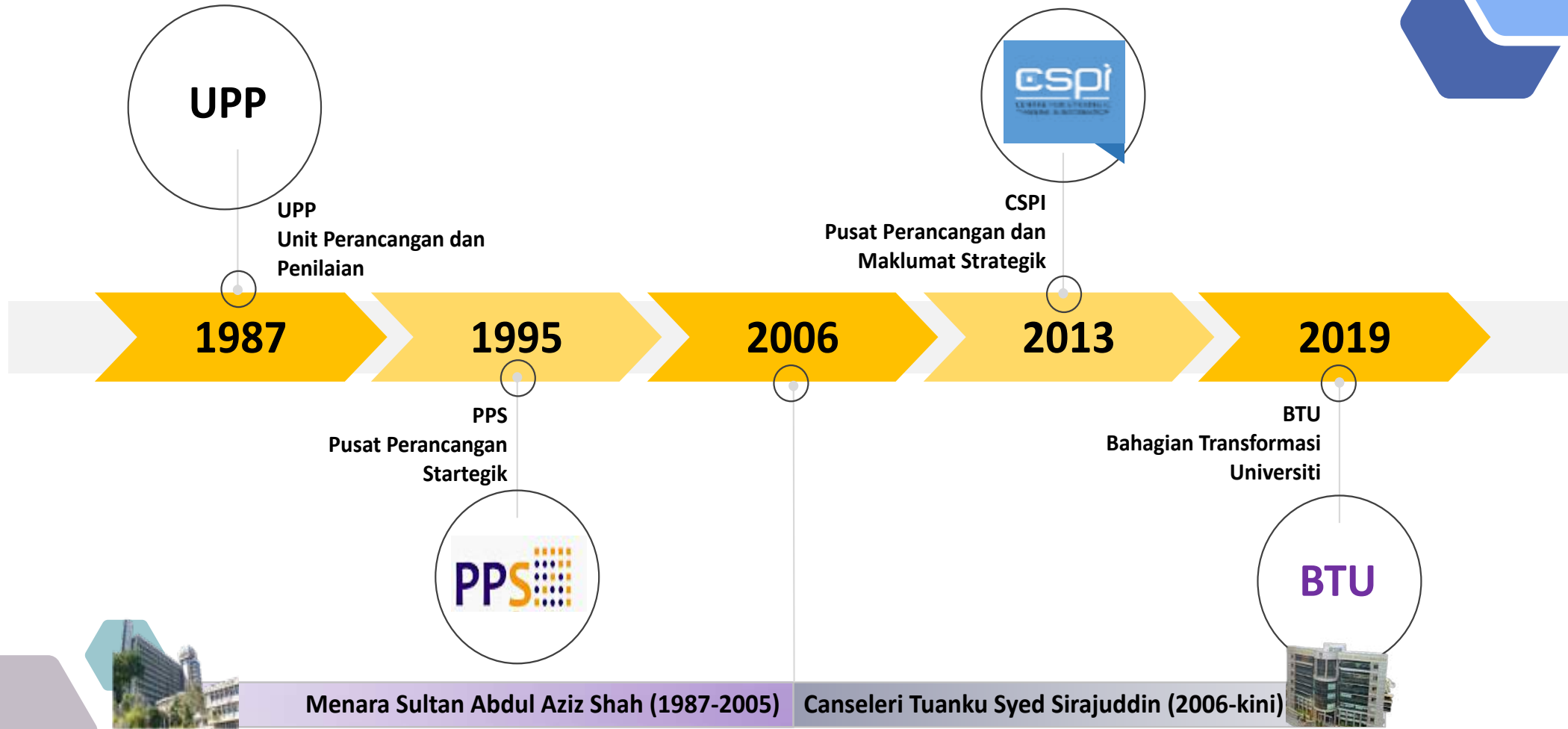
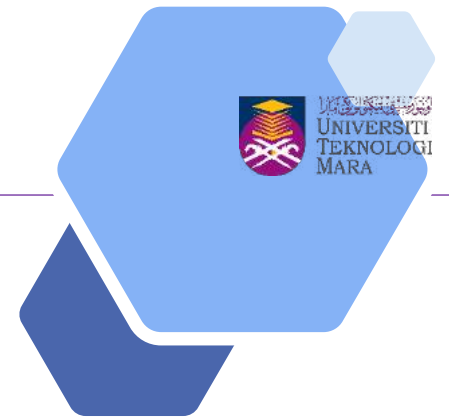




**1**

# Bahagian Transformasi Universiti

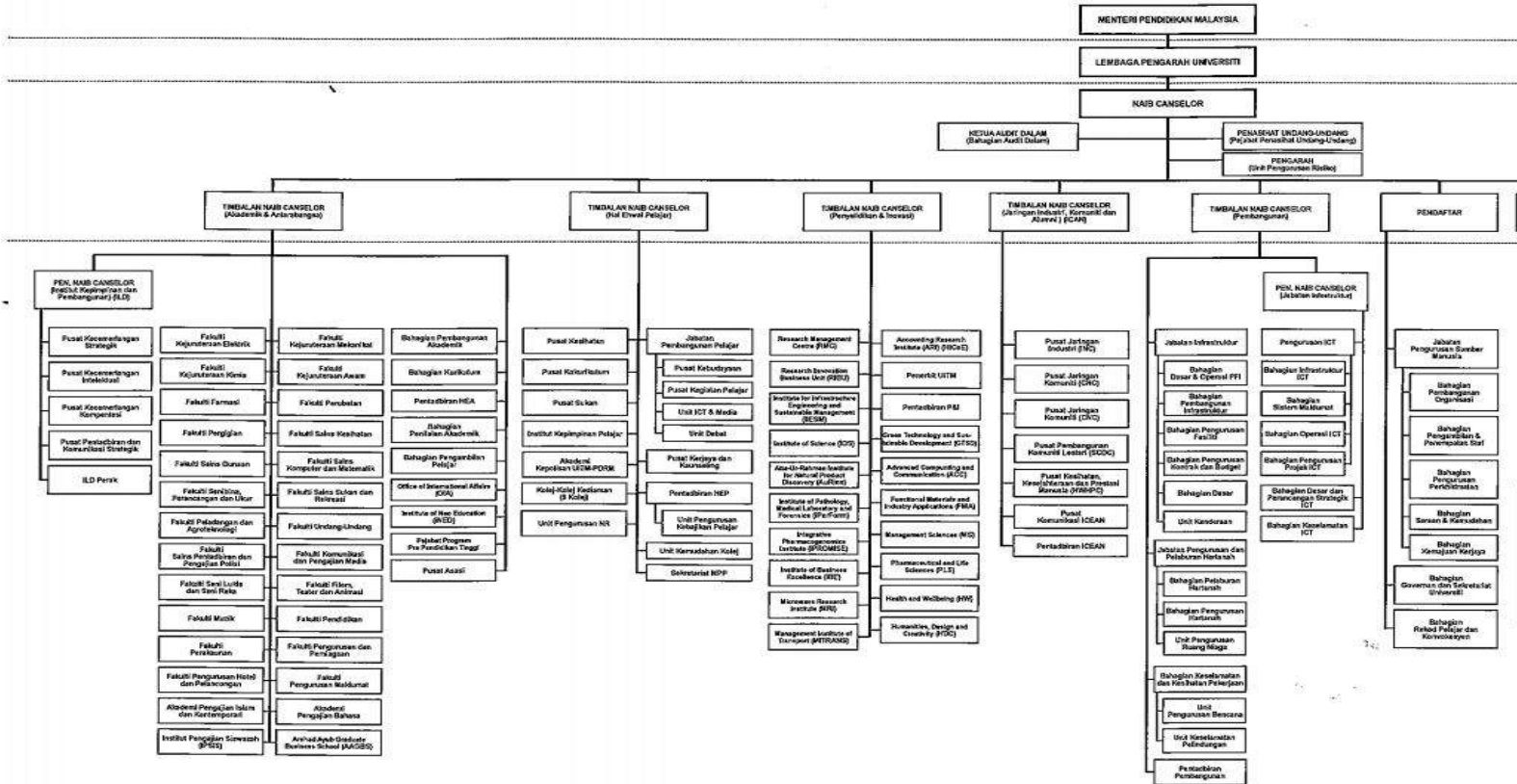
# History and Future



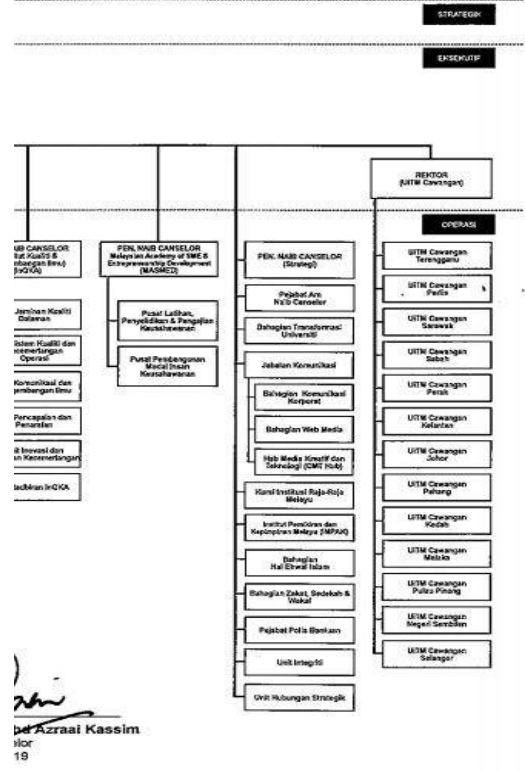
# Structure and Governance



## CARTA ORGANISASI UNIVERSITI TEKNOLOGI MARA



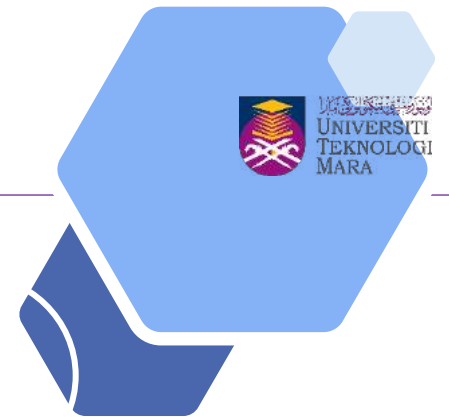
LAMPIRAN



Azraa Kassim  
19



# People



**PROF. EMERITUS IR. DR. MOHD AZRAAI KASSIM**



**PROF. MADYA DR. AHMAD TAUF EK ABDUL RAHMAN**

**PENTADBIRAN DAN SUMBER MANUSIA**



**DR NORFASHIHA HASHIM**



**PM DR. ALAWI HJ. SULAIMAN**



**DR AZLAN ISMAIL**



**PM DR. ZAIBUNNISA ABDUL HAIYEE**



**PM TS. DR. HJ MOHAMAD FAIZUL YAHYA**



**ENCIK MOHD SUFIAN RUSLAN**



PEGAWAI PEKERJA SOSIAL

**PUAN HASYIMAH ABDUL RAHIM**

**ENCIK AHMAD NIZAM ISMAIL**



**PUAN ZURITA AKHMA ABD JALIL**



**PUAN JUNAINAH BAJURI**



**PUAN NURUL HIDAYAH MOHD PIZAN**



**ENCIK NORHAFIZ ZAINAL**



**PUAN NURHAZWANI ABDULLAH**



**PUAN ZAIDAR RUHAIN MOHAMED JAN**



**PUAN DASIMAH MOHD DRUS**



**PUAN SHAMSIDA MOHAMAD JABOR**



**ENCIK AFFENDE ZAINI**



**PUAN SUHAILA ISHAK**

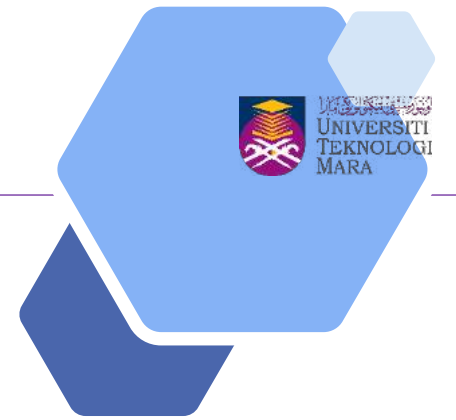


**ENCIK RIZAHAFEZ SHUHUT**



**ENCIK NOR AZMI MD SUZARI**

# Our Responsibility



Bahagian Transformasi Universiti (BTU) responsible for *planning, formulating, coordinating, communicating, monitoring* and *overseeing* the implementation of university strategic plan.



# Our Role

Strategic Plan Management

Strategic Analysis and Monitoring

Organizational and Mind Change Management

Statistics and Data Analytics

Institutional Research

Administration and Human Resources





2

# UiTM2025 Strategic Plan



## PHILOSOPHY

Every individual has the ability to attain excellence through the transfer of knowledge and assimilation of moral values so as to become professional graduates capable of developing knowledge, self, society and nation

## VISION

To establish UiTM as a Globally Renowned University of Science, Technology, Humanities and Entrepreneurship

## MISSION

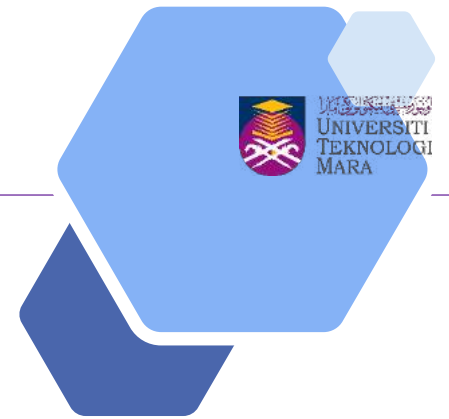
To lead the development of agile professional bumiputeras through state-of-the-art curricula and impactful research

## TAGLINE

*Unleashing Potentials  
Shaping the Future*

## MOTTO

*usaha.  
TAKWA.  
mulia*



# Philosophy Vision Mission

## FALSAFAH

Setiap individu mampu mencapai kecemerlangan melalui pemindahan ilmu serta penerapan nilai-nilai murni agar menjadi graduan profesional yang berupaya mengembangkan ilmu dan membangunkan diri, masyarakat dan negara

## VISI

Menjadikan UiTM sebuah universiti terkemuka dunia dalam bidang Sains, Teknologi, Kemanusiaan dan Keusahawanan

## MISI

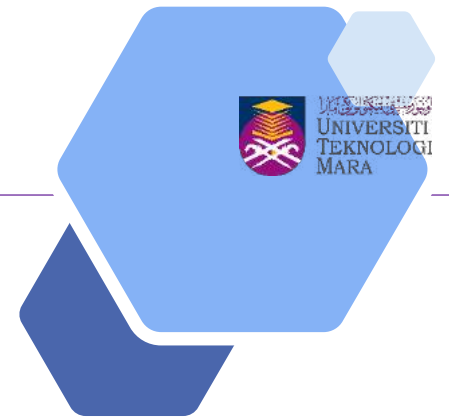
Menjuarai pembangunan bumiputera profesional menerusi kurikulum terkehadapan dan penyelidikan berimpak

## SLOGAN

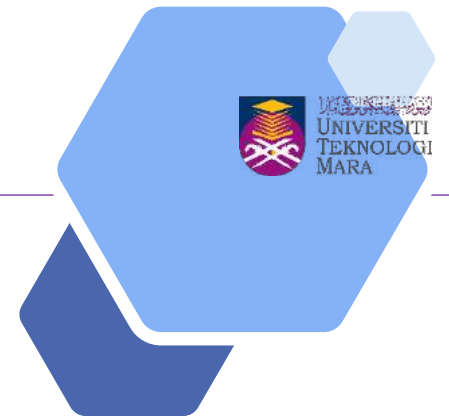
*Menyerlahkan Potensi  
Membentuk Masa Hadapan*

## MOTO

*usaha.  
TAKWA.  
mulia*



# Philosophy Vision Mission



# Objectives

1

To expedite accessibility to higher education

2

To provide world-class education

3

To offer competitive academic programmes that fulfil market needs, spearhead national development and promote global prosperity

4

To produce well-balanced entrepreneurial graduates who are globally competent

5

To strengthen the internalisation of values via enhancement programmes

6

To sustain organisational excellence through effective and efficient governance

7

To champion impactful research through stronger research ecosystem

8

To strengthen strategic alliance with alumni and industries

9

To provide cutting edge ecosystem conducive for academic advancements

10

To regulate cost-effective financial practices towards organisational sustainability

# Objectives

1

Memacu dan memperluas akses dalam pendidikan tinggi

2

Menyediakan pendidikan bertaraf dunia

3

Menawarkan program akademik yang memenuhi keperluan pasaran, memacu pembangunan negara dan kemakmuran global

4

Menghasilkan graduan seimbang dan berciri keusahawanan yang mampu bersaing di peringkat global

5

Mempertingkatkan penghayatan nilai melalui program pengukuhan

6

Melestarikan kecemerlangan organisasi melalui tadbir urus yang efektif dan efisien

7

Menjuarai penyelidikan berimpak melalui ekosistem penyelidikan yang padu

8

Memperkasa jaringan strategik bersama alumni dan industri

9

Menyediakan ekosistem terkehadapan yang kondusif demi kemajuan akademik

10

Mengawal selia amalan kewangan secara efektif ke arah kemampunan organisasi

# ESI Values



## Excellence

To practise internal quality standard in relation to ability, capability and self-potential in order to be acknowledged, be referred to and be respected

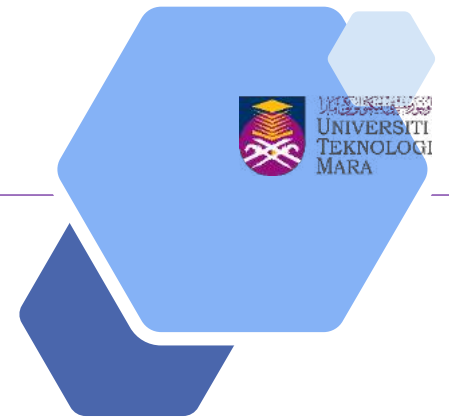
## Synergy

To cultivate harmonious and productive collegiality and inclusiveness to achieve beneficial and high impact quality work

## Integrity

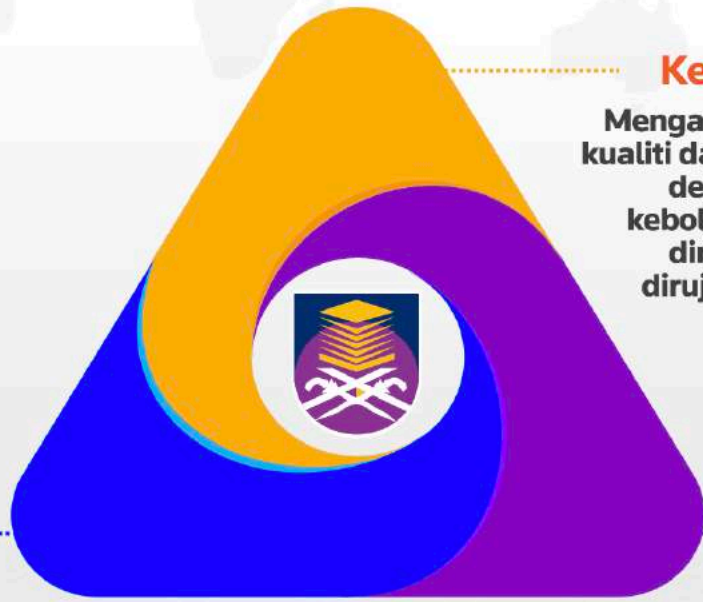
To continuously internalise virtues through awareness, conformity and self-behaviour to achieve high professionalism ethics

# ESI Value



At UiTM, we uphold three enduring shared organisational values: **Excellence, Synergy and Integrity**. These shared values shape our strategies, ensure productivity and sustain our role in nation building as we head towards becoming a globally renowned university by 2025.

# Nilai ESI



## Kecemerlangan

Mengamalkan piawaian kualiti dalaman berkaitan dengan keupayaan, kebolehan dan potensi diri supaya diiktiraf, dirujuk dan dihormati

## Sinergi

Membudayakan kebersamaan dan keterangkuman yang harmoni dan produktif bagi mencapai hasil berkualiti yang bermanfaat dan berimpak tinggi

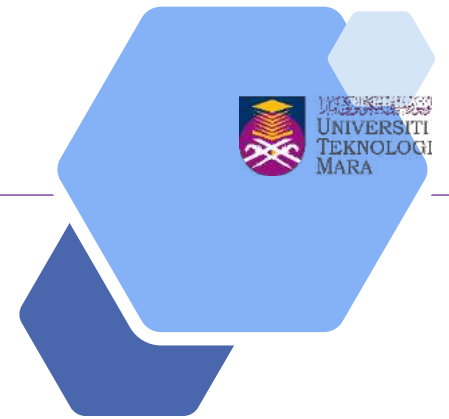
## Integriti

Menghayati nilai-nilai murni melalui kesedaran, pematuhan dan tingkah laku diri secara berterusan untuk mencapai etika profesionalisme yang tinggi

UiTM menekankan tiga nilai bersama organisasi (organisational shared values) iaitu **ESI** (*Excellence, Synergy, Integrity*). Nilai-nilai yang diterapkan ini merupakan inti pati utama dalam membuat keputusan dan tindakan.

UiTM yakin dan percaya bahawa nilai-nilai ini merupakan asas kepada penghasilan produktiviti, usaha penambahbaikan yang berterusan seterusnya menyumbang kepada kelestarian kehidupan.

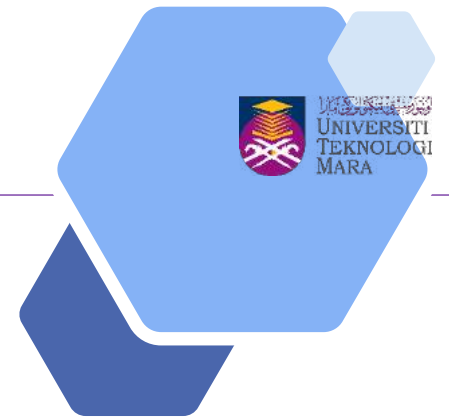
Tiga nilai bersama organisasi ini akan memastikan UiTM terus memainkan peranannya dalam menyerlahkan potensi bakat yang dilahirkan ke arah membentuk masa hadapan untuk menjadi sebuah universiti terkemuka dunia menjelang 2025.



# ESI Value

# I-DART

**Knowledge, Discipline, Trust, Diligence, Responsibility**  
(Ilmu, Disiplin, Amanah, Rajin, Tanggungjawab)



## VALUES

## DEFINITION

### KNOWLEDGE

**Know-how about truth obtained through formal and informal learning for understanding, appreciation and sharing to uplift self-dignity and shared benefits**

### DISCIPLINE

**Practise self-control and adhere to rules when performing task**

### TRUST

**Responsible and sincere when entrusted with performing task**

### DILIGENCE

**Ardent and meticulous when performing task**

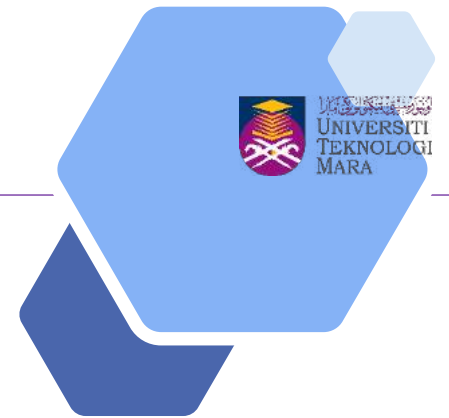
### RESPONSIBILITY

**Perform task according to rules and be accountable for every action taken**

# I-DART Value

**I-DART** are five important guiding principles that support UiTM's shared organisational values. Aligned to UiTM's mission and vision, they underpin the decisions we make and the work we do.

# Nilai I-DART



## I-DART Value

NILAI	DEFINISI
<b>ILMU</b>	Pengetahuan tentang kebenaran yang diperolehi menerusi pembelajaran formal dan tidak formal bagi pemahaman, penghayatan dan perkongsian untuk meningkatkan martabat diri dan manfaat bersama
<b>DISIPLIN</b>	Kemampuan mengawal diri dan mematuhi peraturan dalam melaksanakan tugas
<b>AMANAH</b>	Bertanggungjawab melaksanakan tugas dengan jujur berdasarkan kepada kepercayaan yang diberi
<b>RAJIN</b>	Tekun dan teliti dalam melaksanakan tugas
<b>TANGGUNGJAWAB</b>	Melaksanakan tugas mengikut peraturan dan akauntabiliti atas setiap tindakan

**I-DART** merupakan lima nilai asas dan penting yang perlu ada dalam diri setiap warga UiTM yang secara positifnya akan mendukung nilai ESI. Nilai-nilai ini perlu dihayati dan diamalkan kerana ia membentuk sikap, tindakan dan keperibadian selaras dengan misi dan visi UiTM.



# UiTM2025 Strategic Plan: Input

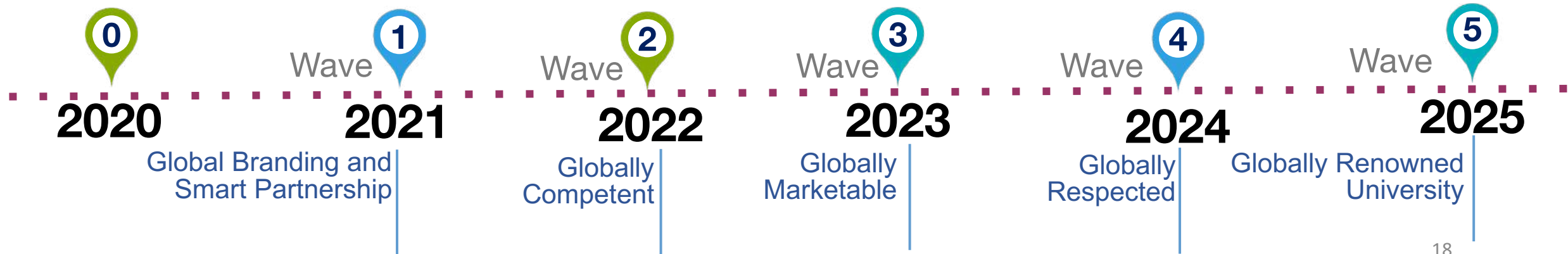


Review and analysis of past achievements and SWOT

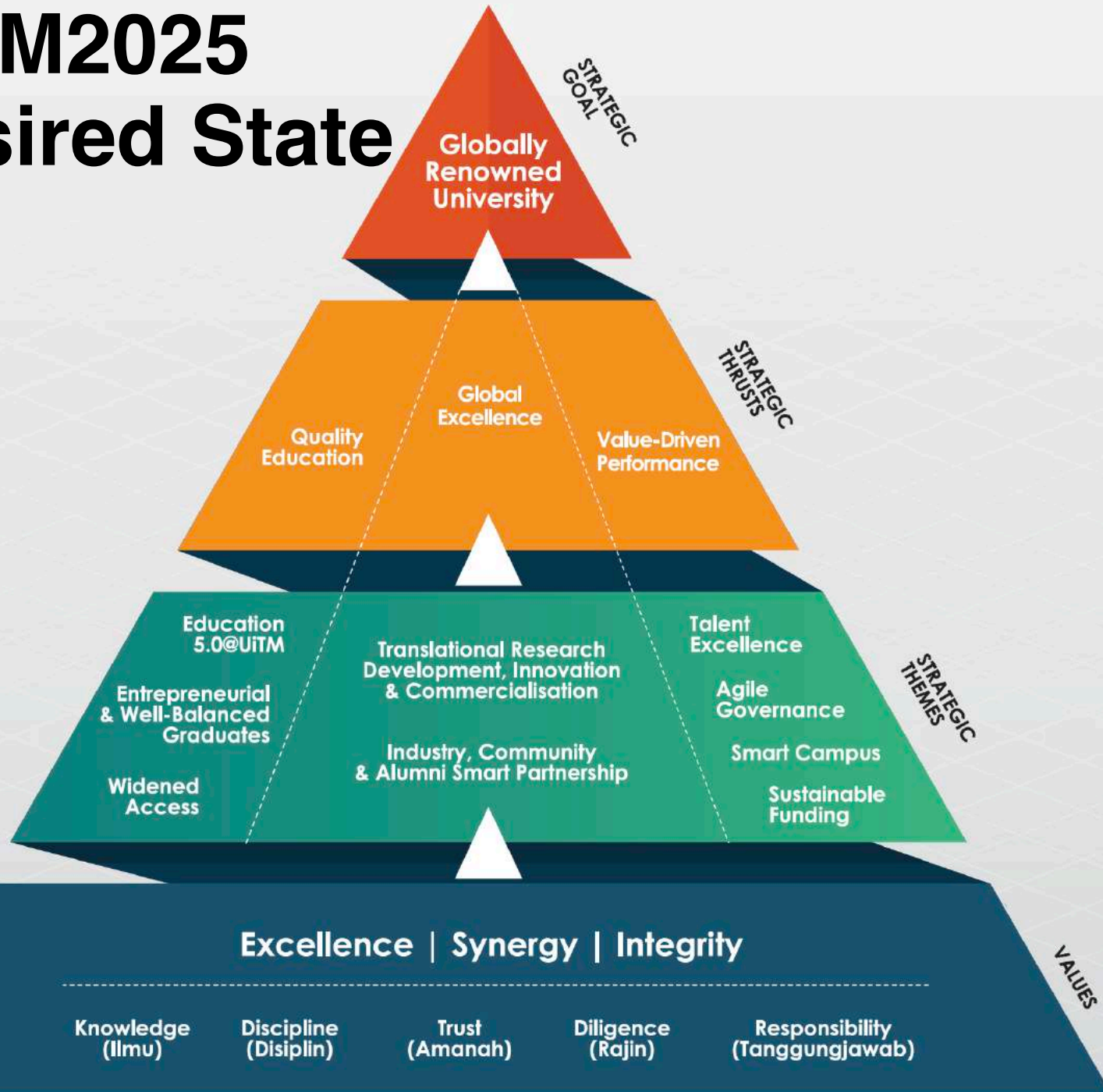
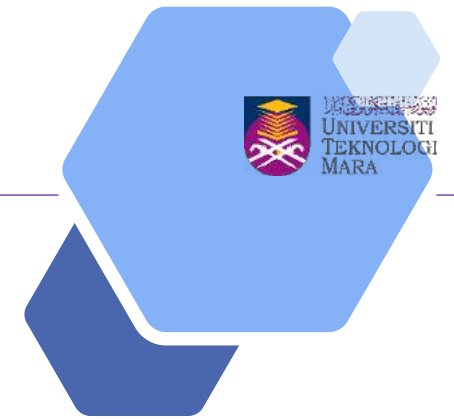
1. Malaysia Education Blueprint 2015-2025 (Higher Education)
2. Shared Prosperity Vision 2030
3. National Policy on Industry 4.0
4. The Global Goals for Sustainable Development (17 SDG Goals)



# UiTM2025 Strategic Plan



# UiTM2025 Desired State



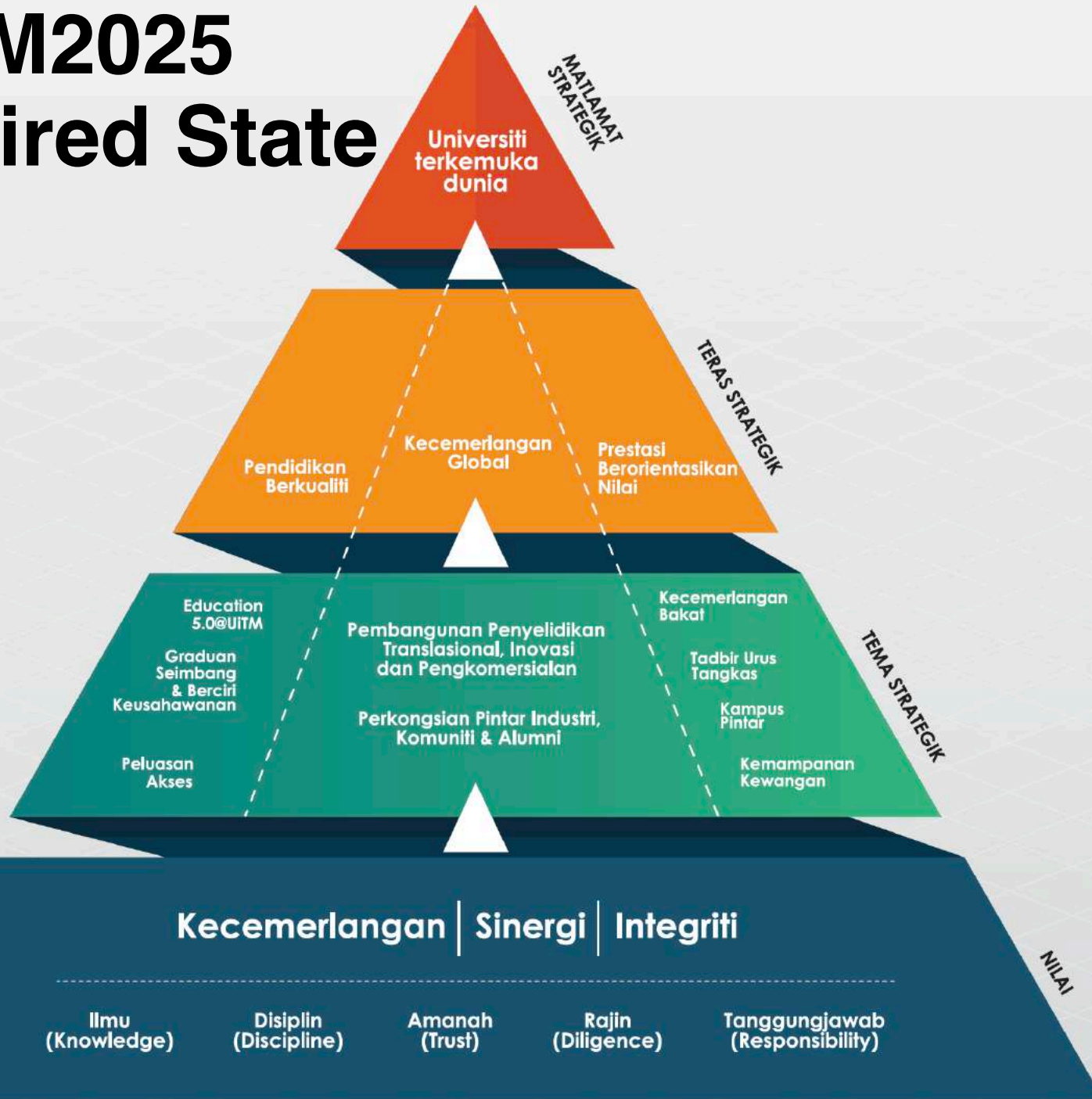
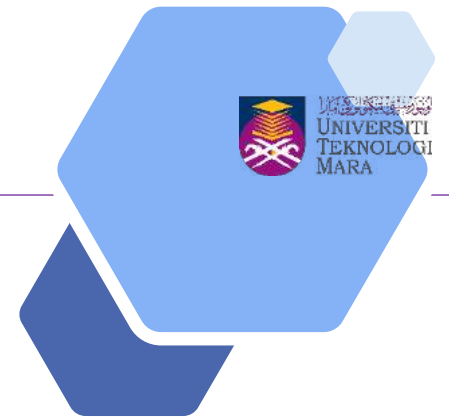
UiTM aims at becoming a **Globally Renowned University** by 2025.

UiTM2025 anchors on **Three (3) Strategic Thrusts**.

- ***Quality Education***
- ***Global Excellence***
- ***Value-Driven Performance***

Each strategic thrust is associated with identified **Strategic Themes (ST)** as shown in the figure.

# UiTM2025 Desired State



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- *Value-Driven Performance*

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# GLOBALLY RENOWNED UNIVERSITY

Strategic Goal



Quality Education

Global Excellence

Value-Driven Performance

6 STAR SETARA

Top 300 in QS World Ranking

2 Subjects Ranked Top 100 in QS Subject Ranking

20 Subjects Ranked in QS Subject Ranking

80% Happiness Index

Strategic Thrusts

Education 5.0@UiTM

Entrepreneurial & Well-Balanced Graduates

Widened Access

Translational Research Development, Innovation & Commercialisation

Industry, Community, & Alumni Smart Partnership

Talent Excellence

Agile Governance

Smart Campus

Sustainable Funding

Humanising Education 5.0

90% Graduate Employability (GE)

Intensified TNE and Flexible Education

200 000 Total Enrolment - 20,000 PG

6 STAR MyRA

500 International MoUs / MoAs

ESI Values Practiced

Agile Governance Index

Digital Campus

RM 1 Billion Income Generation

10% Entrepreneurs

- 3,000 International PG

Bridging Education

High Performance Staff

UiTM Perception Index

Smart Centralised Data Hub

Green Campus

Strategic Themes

Excellence | Synergy | Integrity

Values

Knowledge (Ilmu)

Discipline (Disiplin)

Trust (Amanah)

Diligence (Rajin)

Responsibility (Tanggungjawab)

UiTM2025 Desired State

# UNIVERSITI TERKEMUKA DUNIA

Matlamat Strategik



Pendidikan Berkualiti	Kecemerlangan Global		Prestasi Berorientasikan Nilai	Teras Strategik
<b>SETARA 6 BINTANG</b>	Penarafan Top <b>300</b> oleh QS World University Rankings	<b>Dua (2)</b> Subjek Mendapat Penarafan Top <b>100</b> oleh QS World University Rankings by Subject	<b>20</b> Subjek Mendapat Penarafan oleh QS World University Rankings by Subject	

Education 5.0@UiTM	Graduan Seimbang & Berciri Keusahawanan	Peluasan Akses	Pembangunan Penyelidikan Translasi, Inovasi & Pengkomersialan	Perkongsian Pintar Industri, Komuniti & Alumni	Kecemerlangan Bakat	Tadbir Urus Tangkas	Kampus Pintar	Kemampuan Kewangan	Tema Strategik
Menginsankan Education 5.0	90% Kebolehpasaran Graduan (GE)	Mengintensifkan Pendidikan Transnasional dan Fleksibel	<b>MyRA 6 BINTANG</b>	500 MoU / MoA Antarabangsa	Nilai Kecemerlangan, Sinergi dan Integriti (ESI) Diterapkan	Indeks Tadbir Urus Tangkas	Kampus Digital	Penjana Pendapatan <b>RM 1 Bilion</b>	
	10% Graduan Usahawan	200 000 Enrolmen			3000 Pascasiswazah Antarabangsa	Pendidikan Perantara	Staf Berprestasi Tinggi		Indeks Persepsi UiTM

**Kecemerlangan | Sinergi | Integriti**

Ilmu (Knowledge)

Disiplin (Discipline)

Amanah (Trust)

Rajin (Diligence)

Tanggungjawab (Responsibility)

Nilai

UiTM2025 Desired State

# UiTM2025 Strategic Trust

## Strategic Thrust 1 : Quality Education

- 6 STAR SETARA
- 200,000 students enrolment
- Education 5.0@UiTM able to compete globally
- Balanced student nurtured with ESI and I-DART values
- Entrepreneurial skills and mindset

### Strategic Themes (STs)

- ST1:** Education 5.0@UiTM (E5.0)
- ST2:** Entrepreneurial and Well-Balanced Graduates (EWBG)
- ST3:** Widened Access (WA)

## Strategic Thrust 2 : Global Excellence

- 6 STAR MyRA
- QS top 300 university,
- 2 subjects top 100,
- 20 subjects ranked
- Increased translational research and commercialisation
- Smart partnership with industry, community and alumni
- 500 international MoUs/MoAs.

### Strategic Themes (STs)

- ST4:** Translational Research Development, Innovation, and Commercialisation (TRDIC)
- ST5:** Industry, Community & Alumni Smart Partnership (ICASP)

## Strategic Thrust 3 : Value-Driven Performance

- 80% Happiness Index
- Enhanced talent excellence with ESI and I-DART values
- Agile governance system and monitoring
- Smart campuses nationwide
- New financial sources for sustainability

### Strategic Themes (STs)

- ST6:** Talent Excellence (TE)
- ST7:** Agile Governance (AG)
- ST8:** Smart Campus (SC)
- ST9:** Sustainable Funding (SF)



3

KPI / PI  
2021



# UiTM2025 STRATEGIC PLAN



**1**

**Strategic Goal**

**Globally Renowned University**

**3**

**Strategic Thrusts**

**144**

**Key Initiatives**

**9**

**Strategic Themes**

**22**

**Key Performance Indicators**

**23**

**Key Strategies**

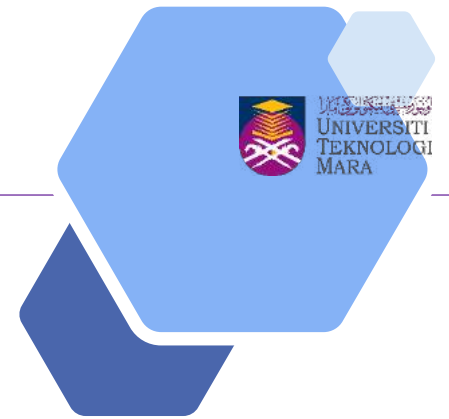
**129**

**Performance Indicators**

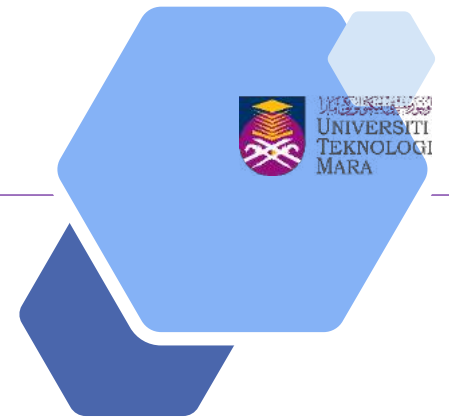
**UiTM** *di hatiku*

*Unleashing Potential Shaping the Future*

# 22 KEY PERFORMANCE INDICATORS (KPI) 2021



# 129 PERFORMANCE INDICATORS (PI) 2021



# IMPLEMENTER 129 PERFORMANCE INDICATORS (PI)



**Faculty and Campuses**

**72**



**Department**

**57**



**3**

# UiTM2025 & Other Ranking

# 2021 OVERALL RESULTS

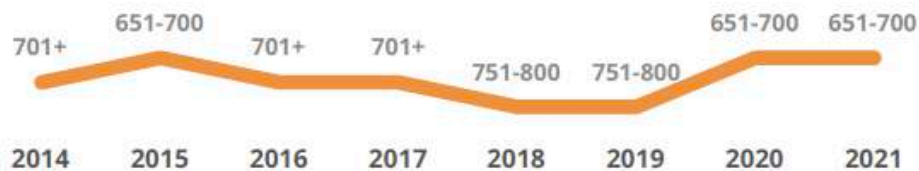


## Universiti Teknologi MARA (UiTM)

OVERALL RANK  
**651-700**

IN THE 2021 EDITION THE INSTITUTION PERFORMED IN THE 651-700 RANK RANGE.

### RANKINGS TREND



Since 2014, Universiti Teknologi MARA (UiTM) moved up to the 651-700 rank range. Over the 8 considered years, the institution moved up twice and fell twice.



# RANKS BY INDICATOR

## 2021 EDITION

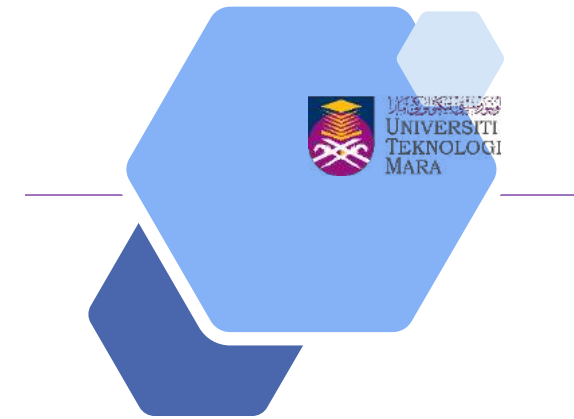
YEAR ON YEAR SWING

Academic Reputation	366	↑	27
Employer Reputation	179	↑	72
Citations per Faculty	601+	↓	
Faculty Student	601+	↓	
International Faculty	601+	↓	
International Students	601+	↓	

At 179 globally, the **Employer Reputation** is the strongest indicator for **Universiti Teknologi MARA (UiTM)**.

# METHODOLOGY:

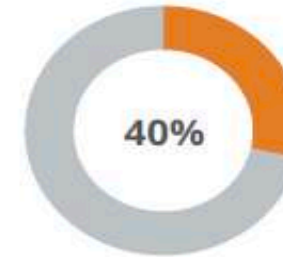
## INDICATORS & WEIGHTINGS



The QS World University Rankings® have been published since 2004. Whilst the headline measures have not changed since 2005, we introduce refinements to provide even stronger results year after year.

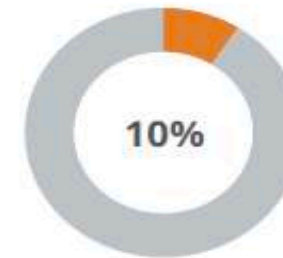
### Academic Reputation

Taken from the annual survey conducted by QS designed to evaluate the perceptions of academics from around the world regarding the best institutions in terms of research. In this edition, over 102,500 responses were recorded globally.



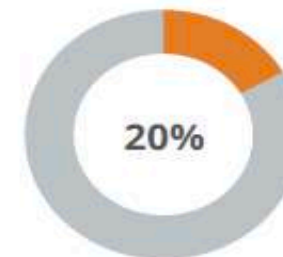
### Employer Reputation

Taken from the annual QS survey aimed at gathering the views of employers around the world on the institutions providing the best professionals. For the 2021 edition, around 52,000 responses were analysed.



### Faculty Student

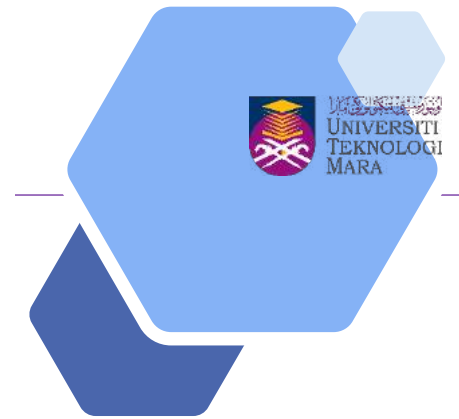
This is the ratio between the number of academic staff and number of students. A higher number of teachers per student is an indirect indicator of the commitment of the institutions to high-quality teaching.





# METHODOLOGY:

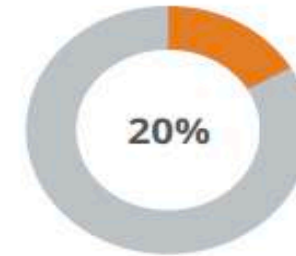
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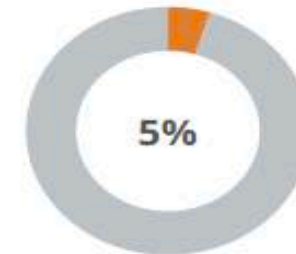
### Citations per Faculty

This ratio measures the average number of citations obtained per faculty member, and is an estimate of the impact and quality of the scientific work produced by universities. This indicator is calculated using data from Scopus. To avoid anomalous results, an affiliation cap is applied discarding papers with an unusually high number of affiliations. Self-citations are excluded and citation counts are normalized, ensuring that citations achieved in each of the five broad faculty areas are weighted equally (more information: [bit.ly/1RbERTx](http://bit.ly/1RbERTx)).



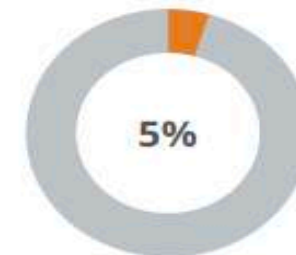
### International Faculty

The International Faculty Index is simply based on the proportion of faculty members that are international. It is a proxy measure for how internationally attractive the university is to academic staff. Universities based in locations known for attracting high proportions of expatriates perform well here such as those in Hong Kong, Switzerland and UAE.



### International Students

Similar in nature to the International Faculty Index, the International Students Index is based on the proportion of students that are international. It is a proxy measure for how internationally attractive the university is to students. Attracting international faculty and students can be challenging for institutions that are more nationally or regionally focussed.



# UNIVERSITI TEKNOLOGI MARA (UITM)



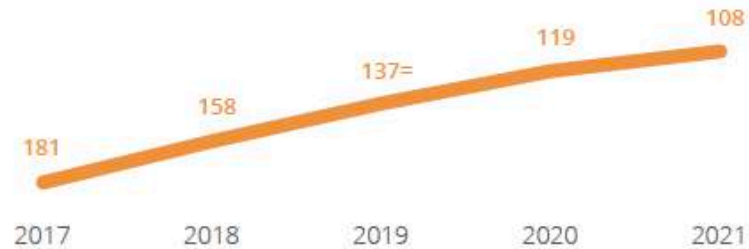
OVERALL RANK

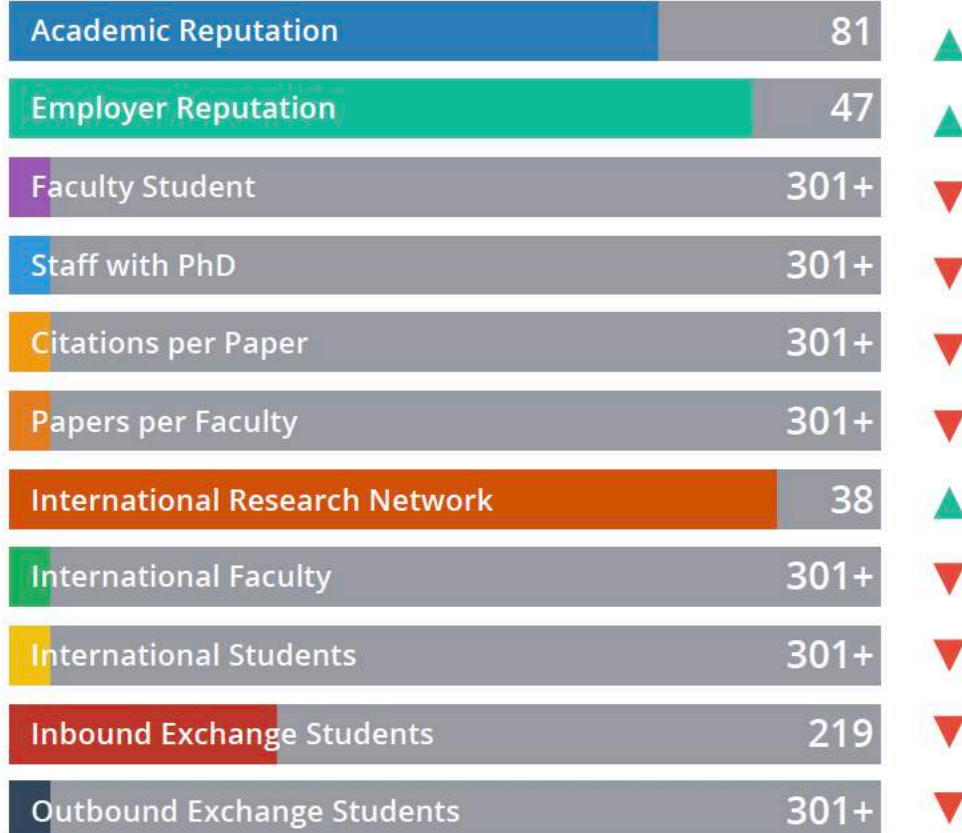
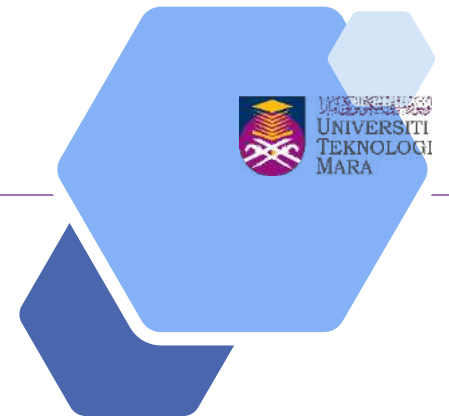
# 108

OVERALL, THE INSTITUTION IMPROVED ON ITS 2020 PERFORMANCE BY 11 PLACES.

## RANKINGS TREND

Since 2016, Universiti Teknologi MARA (UiTM) gained 73 places. Over the 5 considered years, the institution moved up 4 times and did not present negative performances.

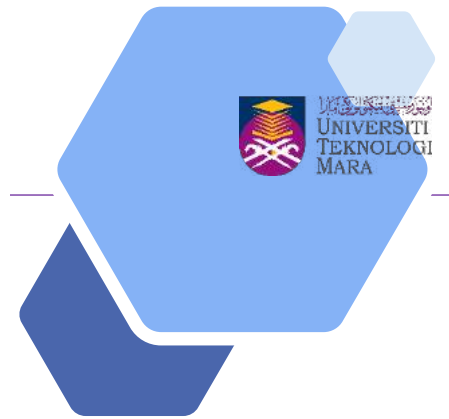




QS only publishes exact ranks for the top 250 institutions in Academic and Employer Reputation indexes and for the top 300 in all other indicators.

At **38** regionally, the **International Research Network** indicator is the strongest one for **Universiti Teknologi MARA (UiTM)**.

# METHODOLOGY: INDICATORS & WEIGHTINGS



The **QS World University Rankings : ASIA** have been published since 2009. The method retains key indicators of the global ranking, such as Academic Reputation, Employer Reputation, and Faculty to Student Ratio, but also considers a set of performance metrics carefully tailored for the region.



## Academic Reputation

Taken from the annual survey conducted by QS designed to evaluate the perceptions of academics from around the world regarding the best institutions in terms of research. This year, over 102,500 responses were recorded globally.



## Employer Reputation

Taken from the annual QS survey aimed at gathering the views of employers around the world on the institutions providing the best professionals. This year around 52,000 responses were analysed.



## Faculty Student

This is the ratio between the number of academic staff and number of students. A higher number of teachers per student is an indirect indicator of the commitment of the institutions to high-quality teaching.



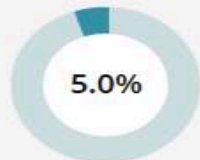
## Staff with PhD

This indicator attempts to assess the quality of training of the academic staff, detecting the proportion of them that have reached the highest level of education in their area of expertise. This is an indirect measure of the commitment of universities to high-quality teaching and research.



## Citations per Paper

This ratio measures the average number of citations obtained per publication, and is a proxy of the impact and quality of the scientific work done by universities. Underlying data of papers and citations is indexed by Scopus. The paper and citations counts are normalized in an attempt to equalize the influence of citations across the five broad faculty areas.

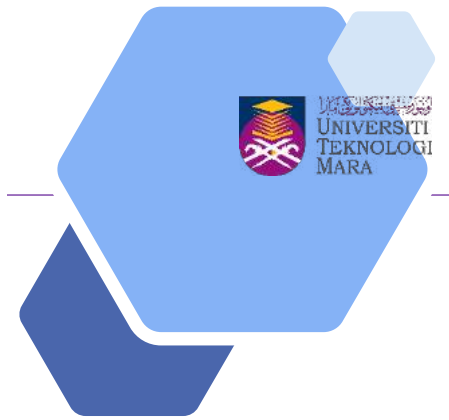


## Papers per Faculty

This indicator seeks to determine the average number of scientific publications (papers) produced per faculty and evaluates the productivity of research institutions. Data is extracted from Scopus. Indexed papers in the last five full years are used (from 2014 to 2018 for the 2021 edition). The paper count is normalized, ensuring that citations achieved in each of the five broad faculty areas are weighted equally.

# METHODOLOGY:

## INDICATORS & WEIGHTINGS

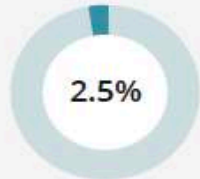


The **QS World University Rankings : ASIA** have been published since 2009. The method retains key indicators of the global ranking, such as Academic Reputation, Employer Reputation, and Faculty to Student Ratio, but also considers a set of performance metrics carefully tailored for the region.



### International Research Network

Using data provided by Scopus, this indicator assesses the degree of international openness in terms of research collaboration for each evaluated institution. The Margalef Index, widely used in the environmental sciences, has been adapted to estimate the richness of the selected international research partners for a given institution.



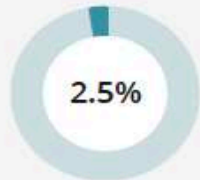
### International Faculty

The International Faculty Index is simply based on the proportion of faculty members that are international. It is a proxy measure for how internationally attractive the university is to academic staff.



### International Students

The International Students Index is based on the proportion of students that are international. It is a proxy measure for how internationally attractive the university is to students.



### Inbound Exchange Students

Total number of students attending your university on international exchange programs for at least 1 semester in the last annual reporting period.



### Outbound Exchange Students

Total number of students registered who have attended another university on an exchange program for at least 1 semester in the last annual reporting period.

# 2020 QS WORLD UNIVERSITY RANKINGS BY SUBJECT

## UNIVERSITI TEKNOLOGI MARA (UITM)

AT A GLANCE



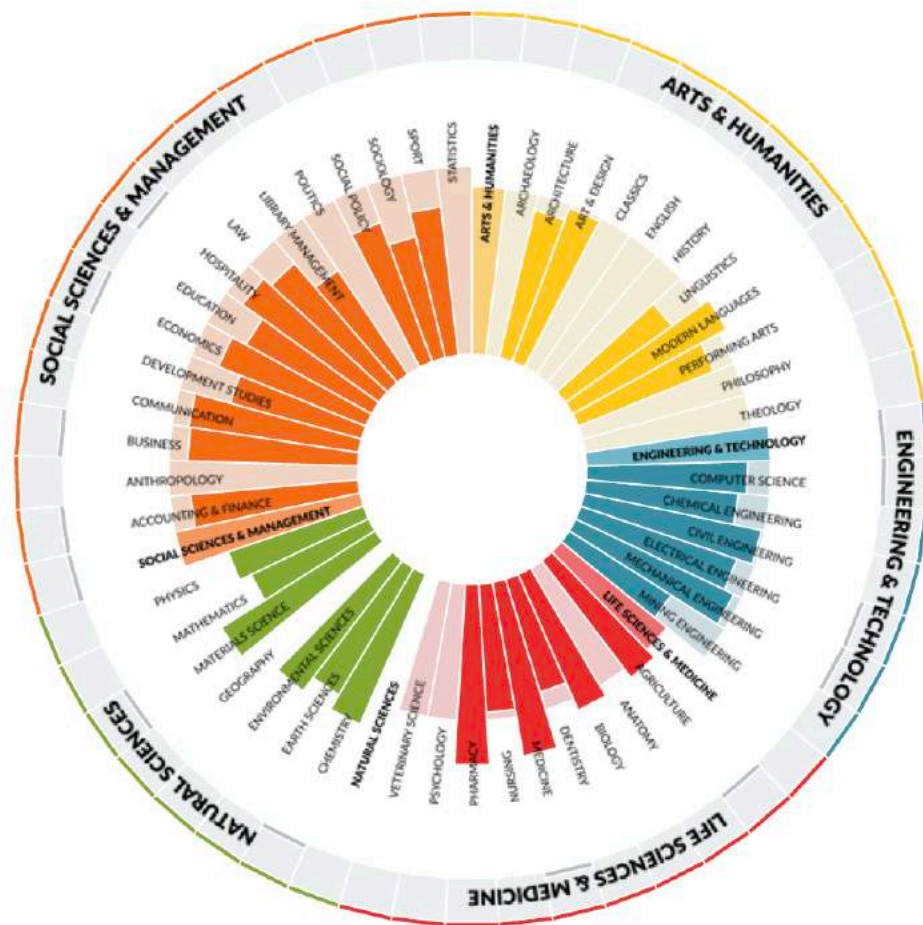
RANKED IN  
**2** BROAD SUBJECT AREAS

SCORED IN  
**35** SUBJECTS

RANKED IN  
**11** SUBJECTS

TOP 100 FOR  
**1** SUBJECT

TOP 50 FOR  
**1** SUBJECT

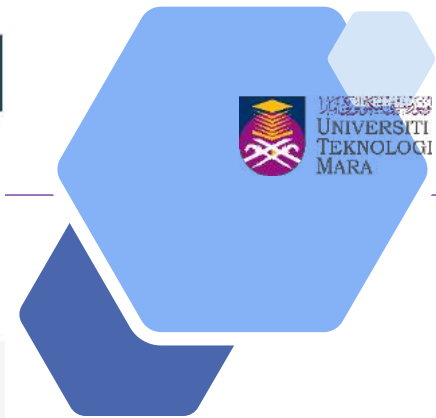


- Arts & Humanities 
- Engineering & Technology 
- Life Sciences & Medicine 
- Natural Sciences 
- Social Sciences & Management 

Each bar presents the score in the given subject;

Lightly shaded areas indicate performance in the corresponding broad subject area.





## METHODOLOGY: DEFINITIONS & WEIGHTINGS

### ACADEMIC REPUTATION

Between 2015 and 2019 QS has collected votes from over 94,000 academics around the world. Each academic counted has given their opinion on universities in their fields of expertise.

### EMPLOYER REPUTATION

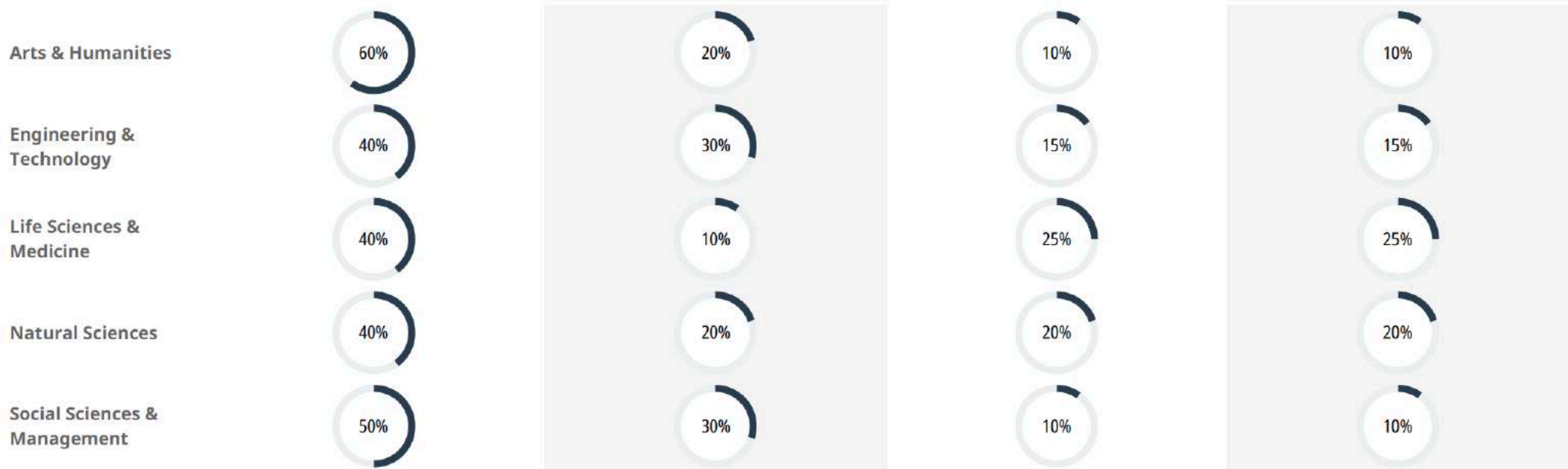
The employability metric is based on employer reputation. Over 44,000 global employer votes have been taken into account between 2015 and 2019 giving us a large pool of information in terms of hiring levels. Employers across all sectors and industries have taken part in the survey and include Facebook, Google, Uber, Wells Fargo, Bank of America etc.

### CITATIONS PER PAPER

This ratio measures the average number of citations obtained per publication, and is an estimate of the impact and quality of the scientific work done by universities. To avoid anomalous results, only the institutions producing a minimum number of papers in the last five years are evaluated.

### H-INDEX

The h-index is an index that attempts to measure both the productivity and impact of the work published by the institutions' scientists and scholars. The index is based on the set of the institution's most cited papers and the number of citations that they have received in other publications.





5

**KPI / PI  
Achievement  
October 2020**



# ACHIEVEMENT OF 21 KEY PERFORMANCE INDICATORS (KPI), 31 OCT 2020

- Achievement < 83%
- Achievement ≥ 83%



KPI NO	KPI DIRECTOR	KPI	2019	TARGET 2020	2020 (OCT)	%
1	TNC A&A	Number of programmes accredited by professional standard at national or international level.	60	83	103	100%
2		Number of programmes made available online to learners nationally and globally.	-	2	2	100%
3		Number of broad-based programmes with differentiated tracks and pathways.	-	1	0	0%
4	TNC ICAN	Percentage of graduate employability.	83.8	85.0	83.5	98%
5	PNC MASMED	Percentage of graduate entrepreneurs.	5.40	6.3	4.6	74%
6	TNC HEP	Percentage of full time students involved in service learning programmes.	1.2	5.0	3.4	68%
7a	TNC A&A	Number of student enrolment (full time).	161,934	162,000	168,488	100%
7b		Number of student enrolment (part time).	10,519	11,800	11,034	94%
7c		Number of student enrolment (franchise).	1,498	2,040	1,251	61%
7d		Number of student enrolment (postgraduate students).	8,105	10,000	9,206	92%
7e		Number of student enrolment (international postgraduate students).	276	400	479	100%

# ACHIEVEMENT OF 21 KEY PERFORMANCE INDICATORS (KPI), 31 OCT 2020

- Achievement < 83%
- Achievement ≥ 83%



KPI NO	KPI DIRECTOR	KPI	2019	TARGET 2020	2020 (OCT)	%
8	TNC P&I	Staff indexed publication ratio.	0.52	0.80	0.45	56%
9		Staff citation ratio.	5.88	12.00	7.83	65%
10		Amount of research grants.	48,830,000.00	70,000,000.00	11,875,980.87	17%
11		Number of patents granted.	9	8	13	100%
12		Number of spin-off companies.	0	2	1	50%
13a	TNC ICAN	Number of international MoA.	-	40	18	45%
13b		Number of international MoU.	-	39	19	49%
13c		Number of strategic engagement.	139	500	472	94%
14a	PENDAFTAR	Staff ESI Index.	-	0.80	Reporting at Dec 2020	
14b	TNC HEP	Student ESI Index.	-	0.70		
15	PENDAFTAR	Percentage of high performance staff.	-	80.0	100	100%
16		Agile Governance Index (AGI).	0.65	-	Preparation of Agile Playbook	

# ACHIEVEMENT OF 21 KEY PERFORMANCE INDICATORS (KPI), 31 OCT 2020

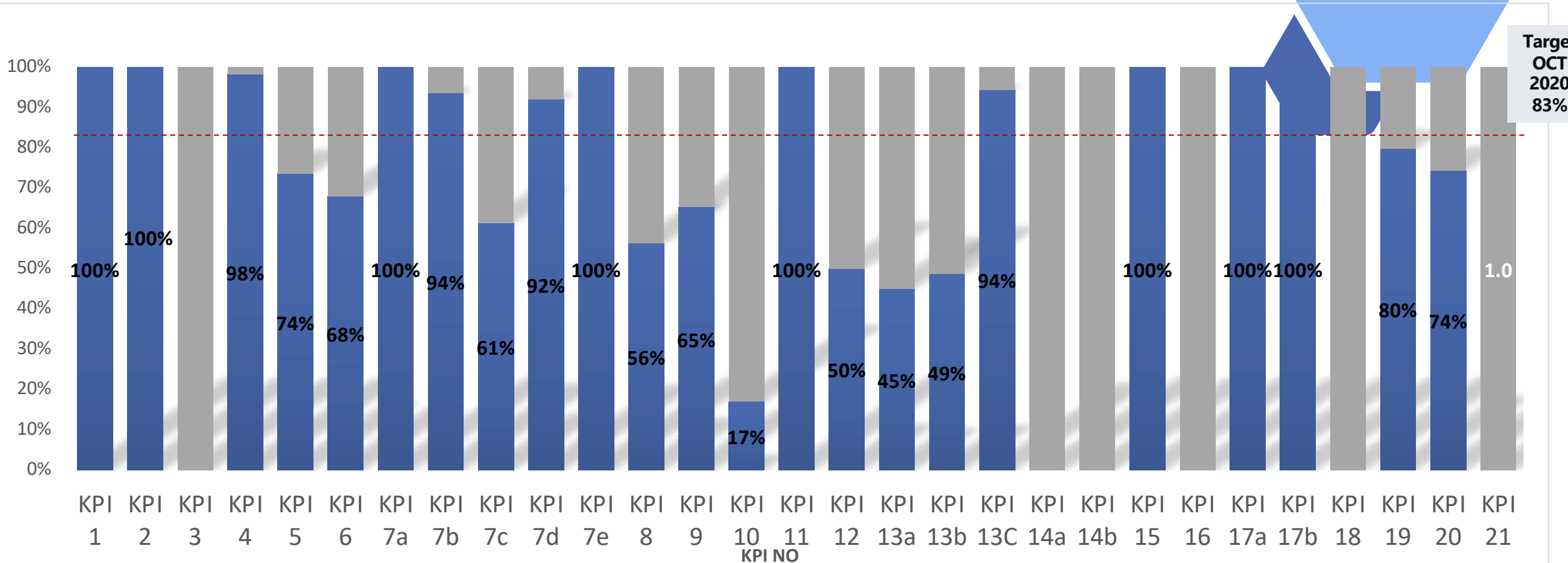
- Achievement < 83%
- Achievement ≥ 83%



KPI NO	KPI DIRECTOR	KPI	2019	TARGET 2020	2020 (OCT)	%
17a	PENGARAH BTU	Data Quality Score.	-	0.65	0.91	100%
17b		Index UiTM (i-UiTM).	0.88	0.85	0.85	100%
18	TNC PPII	Satisfaction Index on UiTM facilities.	0.81	0.86	Reporting at Dec 2020	
19	BENDAHARI	RM1B Income generation.	544,703,292.20	493,000,000.00	393,349,119.00	80%
20	TNC PPII	Cost saving of non-emolument over operating budget.	27,768,993.00	41,900,000.00	31,145,675.00	74%
21	PENDAFTAR	UiTM Perception Index.	-	0.80	Reporting at Dec 2020	



# ACHIEVEMENT OF 21 KEY PERFORMANCE INDICATORS (KPI)

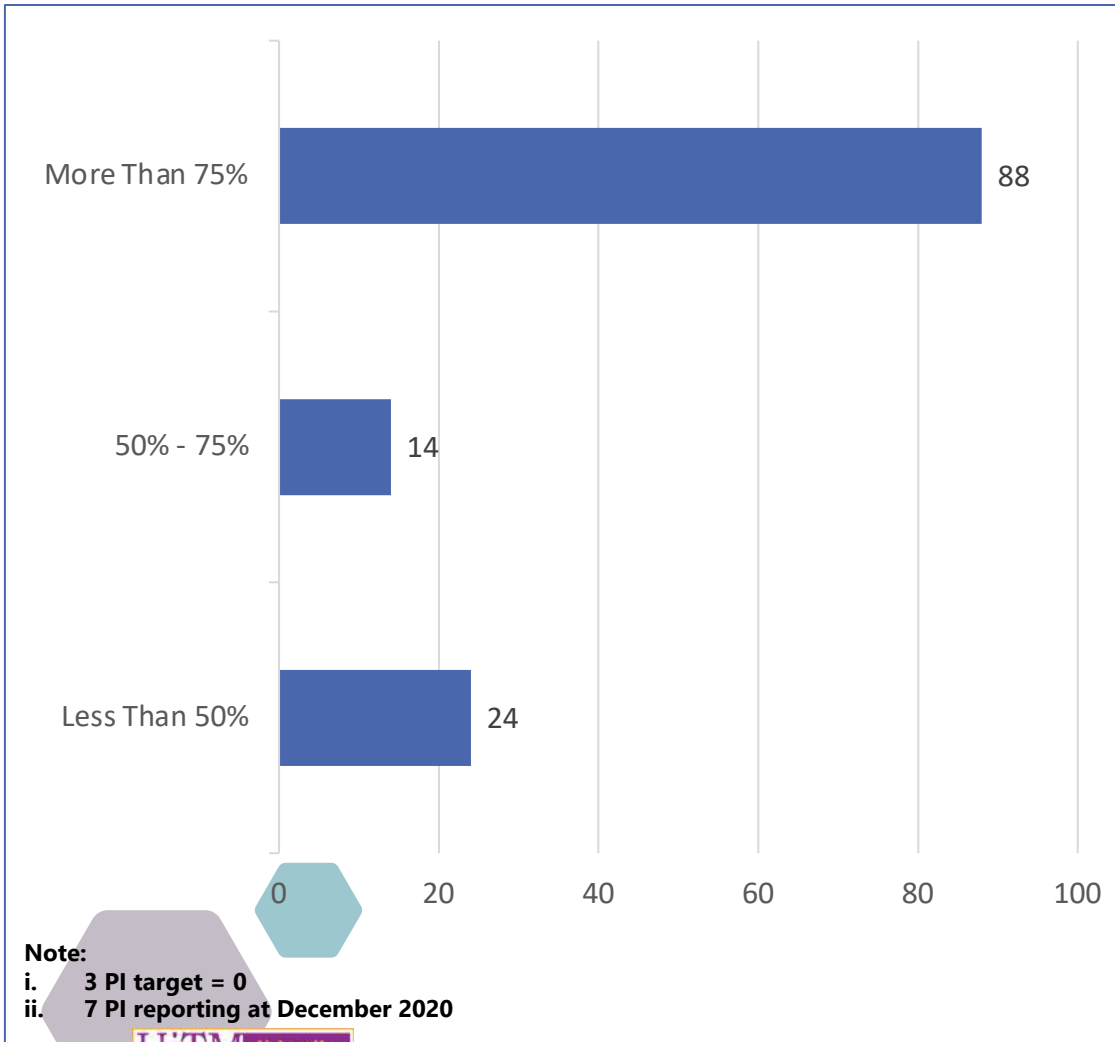


Target  
OCT  
2020  
83%



Year	2020	2025
Average KPI Achievement	<b>76 %</b>	<b>44 %</b>

# ACHIEVEMENT OF 126 PERFORMANCE INDICATORS (PI)



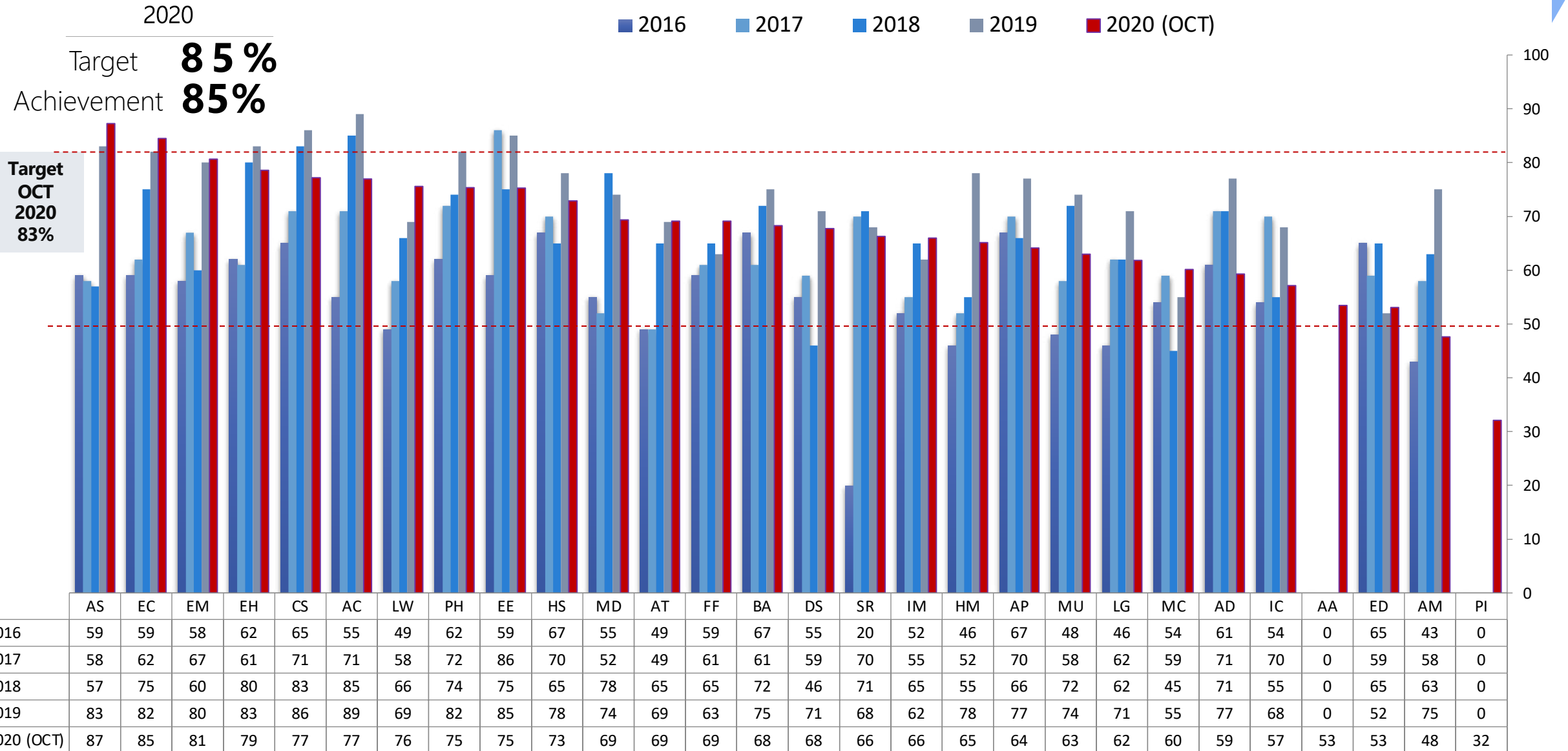
PI No	PI Achievement 0	Owner
24	Number of broad-based programmes with differentiated tracks and pathways.	UHEK
119	Water conservation programme implementation.	PPII

PI No	PI Target 0	Owner
42	Number of student intake (international franchise).	iCEPS
97	Self-governing assessment.	PENDAFTAR
98	Ethic compliance audit.	PENDAFTAR

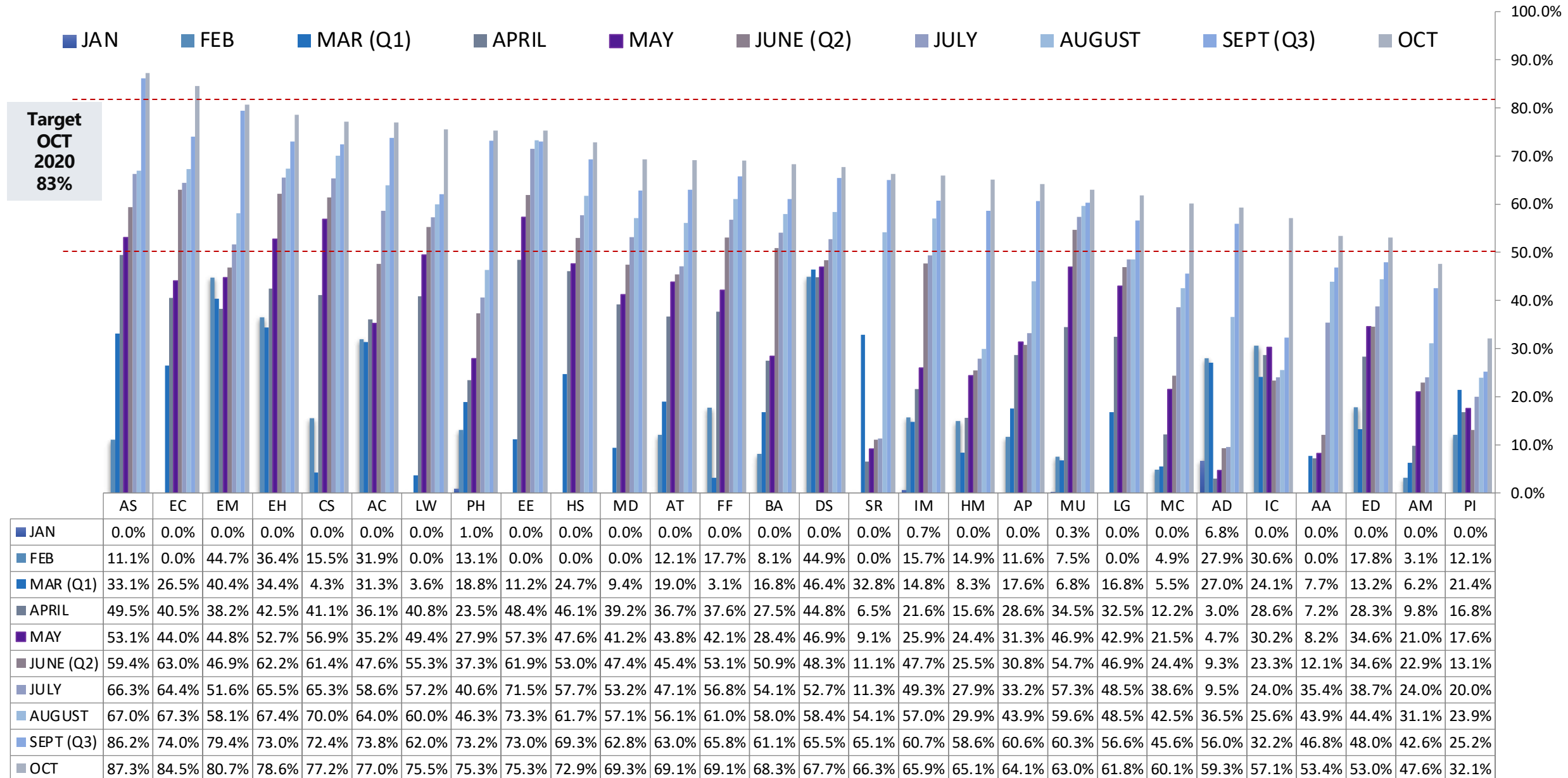
PI No	PI Reporting At December	Owner
26	Employer satisfaction index.	InQKA
99	Student satisfaction index on facilities and support services (infrastructure & infostructure).	PPII
100	Staff satisfaction index on facilities and support services (infrastructure & infostructure).	PPII
120	Users Satisfaction on UiTM Website.	JAB KOMUNIKASI
121	Media Relations and Publicity Effectiveness.	JAB KOMUNIKASI
122	Number of exhibition/showcases/publication of UiTM creative produce curated by CMT Hub.	JAB KOMUNIKASI
123	Users Satisfaction Towards Counter Customer Service at Departments.	JAB KOMUNIKASI

Year	2020	2025
Average PI Achievement	<b>85 %</b>	<b>40 %</b>

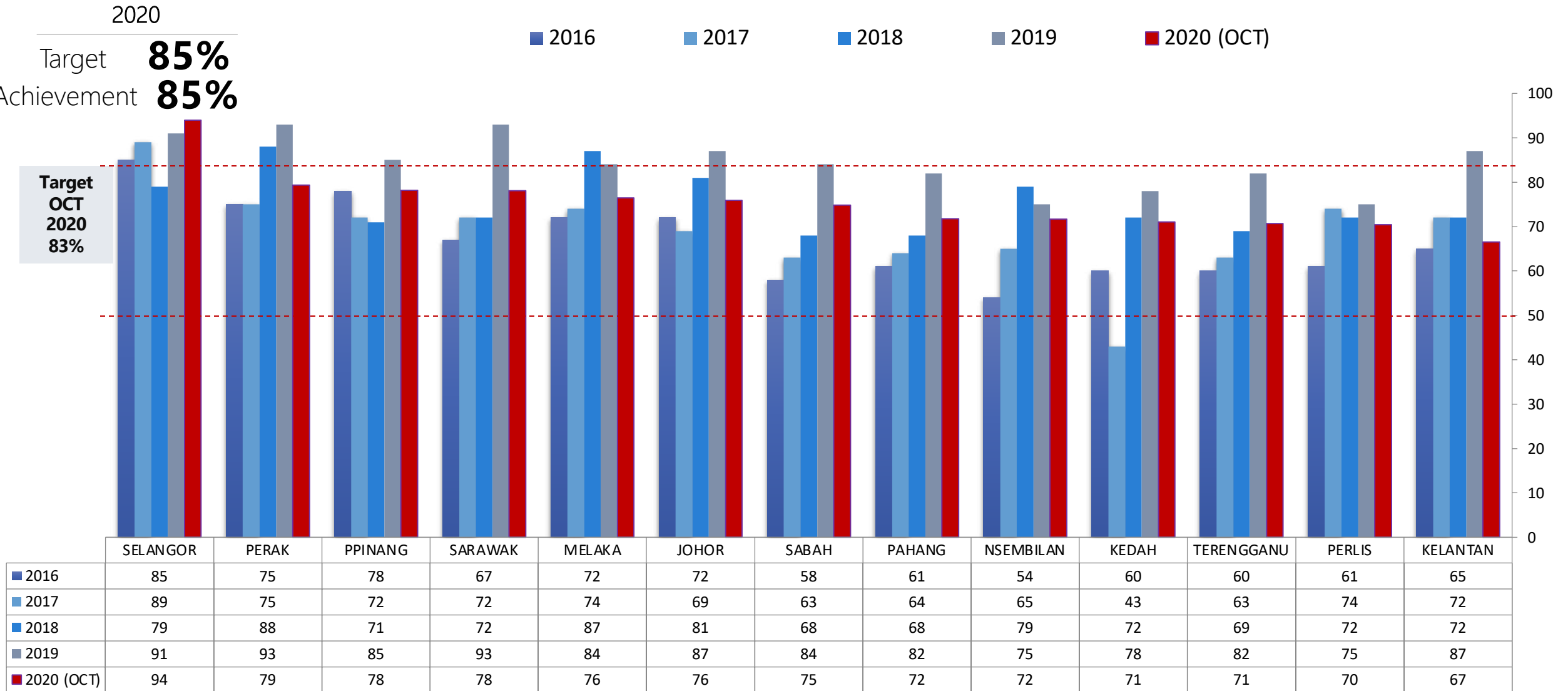
# SCORE i-UiTM BY FACULTY 2016-2020 (31 OCT 2020)



# SCORE i-UiTM BY FACULTY (JANUARY – OCTOBER 2020)

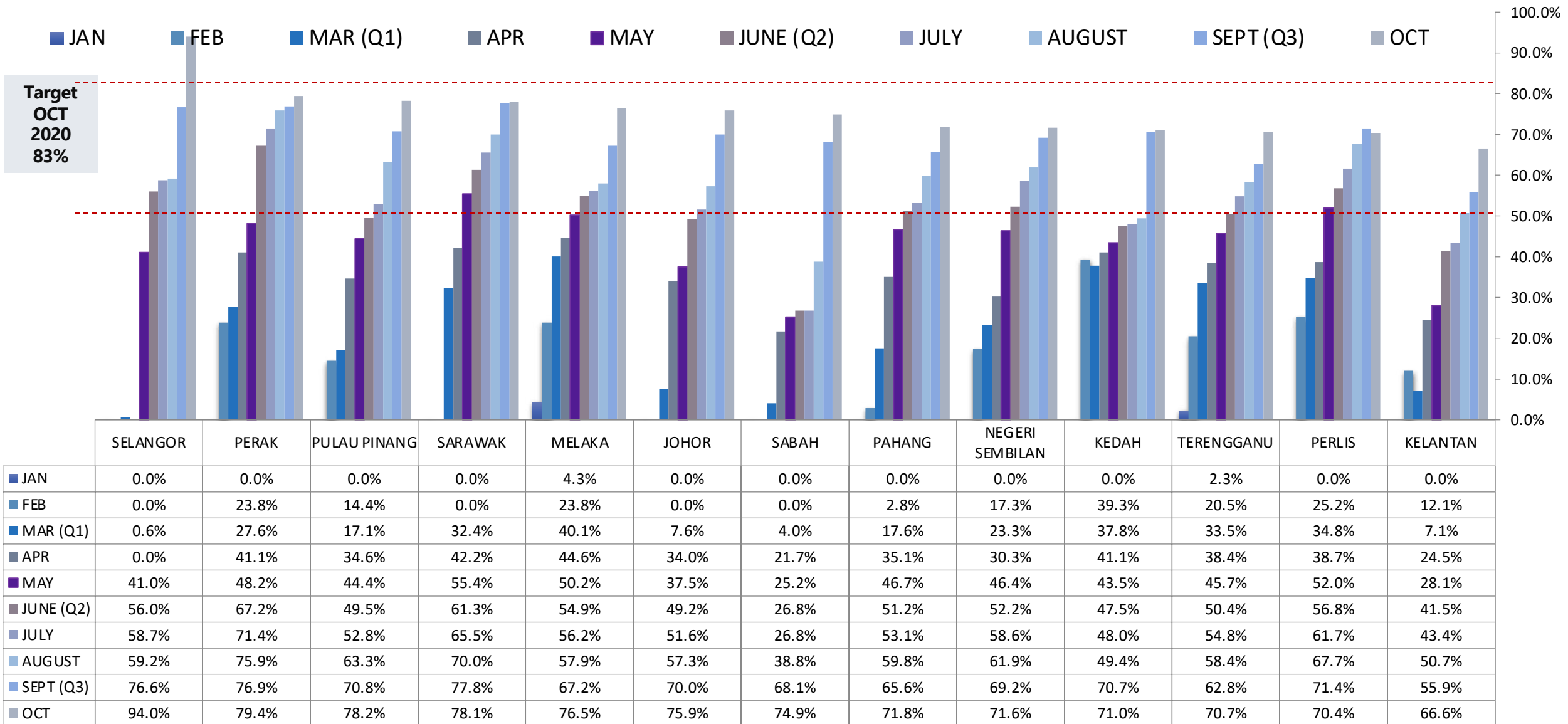


# SCORE i-UiTM BY CAMPUSES 2016-2020 (31 OCT 2020)





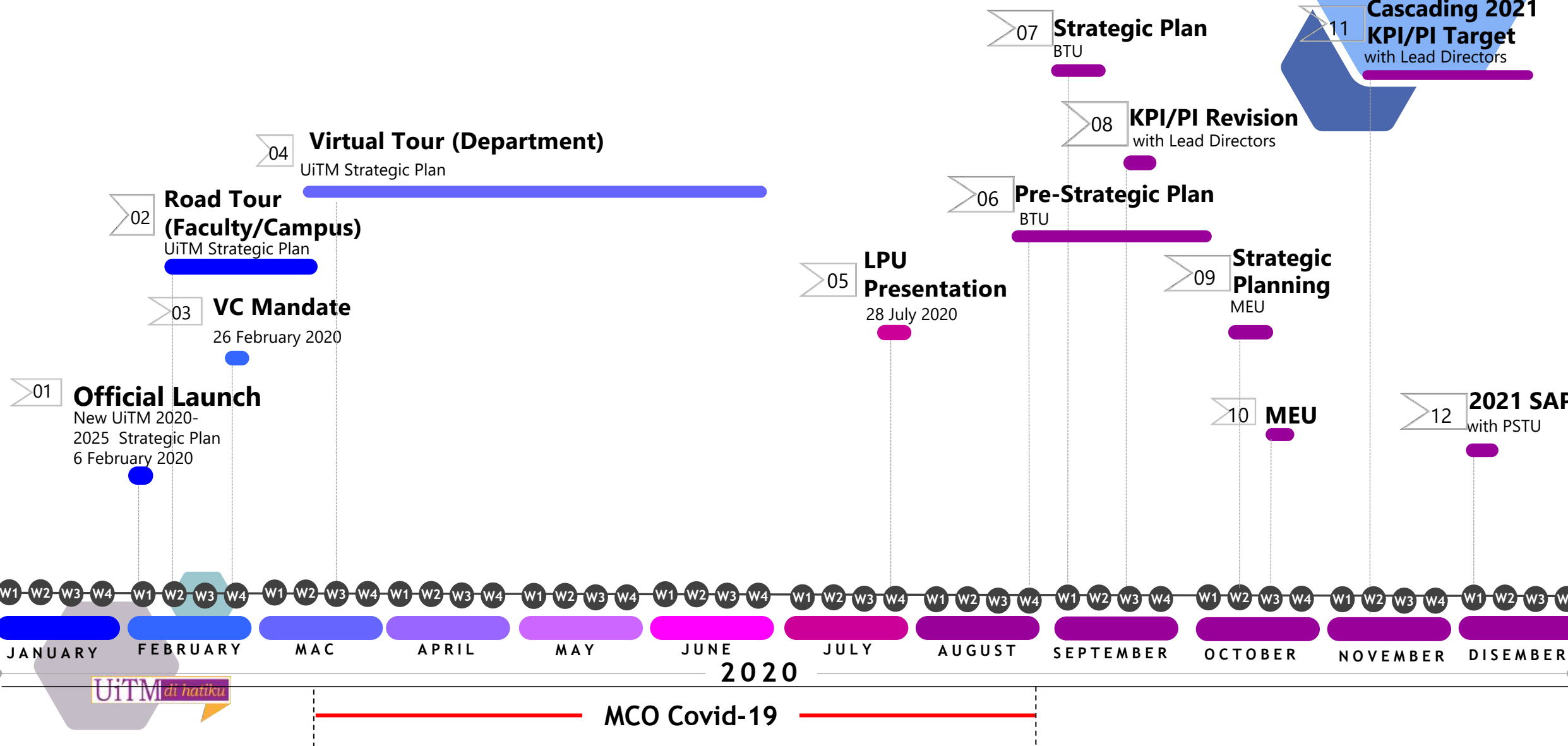
# SCORE i-UiTM BY CAMPUSES (JANUARY – OCTOBER 2020)



# TIMELINE "UiTM2025"



**Cascading 2021 KPI/PI Target**  
with Lead Directors



UiTM *di hatiku*

MCO Covid-19

2020

JANUARY    FEBRUARY    MAC    APRIL    MAY    JUNE    JULY    AUGUST    SEPTEMBER    OCTOBER    NOVEMBER    DISEMBER

# U i T M 2025

## Strategic Plan

UiTM2025  
Unleashing Potential  
Shaping the Future



# THANK YOU

**Unleashing Potentials, Shaping the Future**