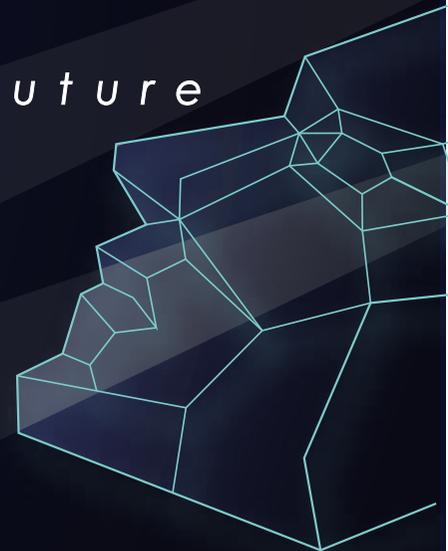




U i T M 2025

Strategic Plan

*Unleashing Potentials
Shaping the Future*



U i T M 2025

Strategic Plan

Unleashing Potentials

Shaping the Future

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Chairman

Bismillahirrahmanirrahim.

UiTM has always been at the forefront of the country's noble pursuit in providing quality education for the Bumiputeras. In tandem with the Ministry of Education's key projections for higher education in Malaysia, UiTM has taken significant measures to improve its performance as well as to intensify collaboration and internationalisation efforts. Change is instrumental for UiTM to grow; especially in the present time where there are increasing pressures beset by changes in socio-political landscapes and economic uncertainties. Hence, it is paramount that the university revisit and realign its mission to address future needs and rise to meet the challenges.

At the organisational level, UiTM will work towards continuous improvement at all levels. Speed and accuracy are of essence for the university to succeed and thrive. UiTM pledges to improve efficiency and effectiveness at workplace by investing in the upskilling and competency development of staff, by unlocking values of assets, by empowering leaders within the institution, by engaging in sound decision making, and by communicating for clarity. The focus on working with others also extends externally; UiTM aspires to have multipartite alliance with industry players, reputable international organisation, and other education institutions. Research and development collaborations emphasising on providing solutions to the nation's problems and on creating industrial exposures for students and staff will be intensified. Ultimately, UiTM hopes to project towards greater international visibility.

At a more micro and personal level, UiTM's staff are expected to be proactive and passionate about their duties and responsibilities; mediocrity shall no longer be tolerated. It is hoped that UiTM shall communicate and collaborate in redefined ways to set clear targets as well as focus on impressive results and effective execution. As the Chairman of the Board of Directors, it is an honour for me to steer UiTM in going forth confidently in the direction of its mission and vision, achieving its bold dreams and reaching its full potential.

Dato' Sri Haji Syed Zainal Abidin Syed Mohamed Tahir



Vice-Chancellor

Bismillahirrahmanirrahim.

This document is a result of relentless efforts of many parties to thrust UiTM into a new dimension for the nation. The university hopes to unleash potentials and shape the future as it aspires to be a globally renowned university of science, technology, humanities and entrepreneurship in the next five years. Steering the university onto a new path and to greater heights may only be successfully achieved through the inner drive and cooperation of all stakeholders. The top management of the university believes that the stakeholders are the driving force of UiTM's position and recognition as a university of choice, locally and globally.

The strategic plan which blends current environmental scenario and higher education reform, as espoused by the Minister of Education, includes social obligation towards the Bumiputeras where accessibility to higher education remains a priority of the university. This plan lays the foundation of what will unfold in the coming years. UiTM aims to positively effectuate its surrounding communities and to the society at large via providing quality education, developing skilled and competent manpower whilst reducing inequalities, efforts that will allow individuals from all walks of life to contribute towards the nation's progress and economic prosperity.

It is hoped that the aspiration of the university will ultimately be realised. It is envisioned that UiTM will bring a greater impact on society and play an instrumental role towards the achievement of the country's Shared Prosperity Vision 2030. May the university's concerted efforts be blessed. Together, it will come true.

Professor Emeritus Datuk Ir. Dr. Mohd Azraai Kassim





Introduction

UNIVERSITI TEKNOLOGI MARA is an institution of higher learning and a body corporate established under the Universiti Teknologi MARA Act 1976 (Act 173). UiTM was first established as Dewan Latehan RIDA (Rural and Industrial Development Authority) with the aim of rebuilding the rural society, as well as improving the economy of rural Malays. Dewan Latehan RIDA conducted several external professional courses offered by established international bodies, such as the London Chamber of Commerce, the Australian Chartered Secretaryship, the Australian Society of Accountants and the British Institute of Management.

Dewan Latehan RIDA became known as MARA College, in June 1965. MARA College began running its own Diploma in Business Studies in 1966. International recognition for the course came from Ealing Technical College of London, which also became its external examiner. MARA College was officially renamed Institut Teknologi MARA on 14 October 1967. Its establishment came as a response to a crucial need in the country for trained manpower at professional and semi-professional levels, especially among Bumiputeras. Many courses were internationally affiliated, and the institute offered advanced diploma courses, which were the equivalent to general degrees.

In August 1999, the then Prime Minister of Malaysia, YAB Dato' Seri Dr Mahathir Mohamad announced the upgrading of ITM from institute to university status and renamed as Universiti Teknologi MARA (UiTM) that would enable the offering of courses of studies and the conferment of degrees at all levels.



1956

DEWAN
LATEHAN
RIDA



1965

MAKTAB
MARA



1967

INSTITUT
TEKNOLOGI
MARA



1996

INSTITUT
TEKNOLOGI
MARA

Pindaan Akta
173 ITM
Memberi Kuasa
Menganugerahkan
Ijazah Sehingga
Peringkat PhD



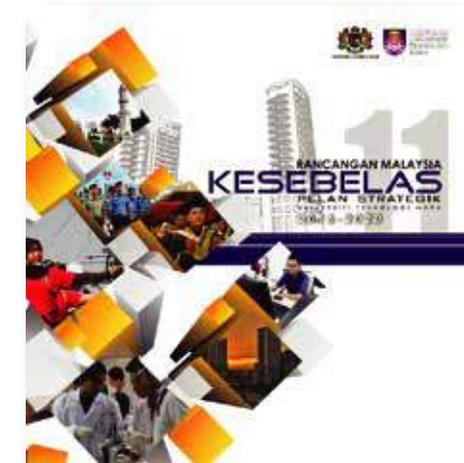
1999

UNIVERSITI
TEKNOLOGI
MARA



On 26 August 1999, the Prime Minister Dato' Seri Dr. Mahathir Mohamad, announced the upgrading of ITM from institute to university status

UiTM Malaysia Plans 2001-2020



To uphold the mandate given to UiTM, the university is responsive to current landscape changes and technology advancement in this era. UiTM provides and develops 5-year strategic plan to realise the mandate for continuous improvement and fulfil the aspiration of the stakeholders to develop talent potential among Bumiputeras. This strategic plan is aligned with the national 5-year Malaysia Plan, and known as the UiTM Malaysia Plan (UiTM MP). Since its upgrade to the university status, UiTM has evolved significantly under four (4) UiTM Malaysia Plan, namely, UiTM 8th Malaysia Plan, UiTM 9th Malaysia Plan, UiTM 10th Malaysia Plan, and the recent UiTM 11th Malaysia Plan.

These UiTM Malaysia Plans were developed with their own niche strategic projections. The UiTM 8th Malaysia Plan focused on the development of academic programmes, staff, students, and physical infrastructures. Subsequently, UiTM 9th Malaysia Plan addressed excellence in teaching and learning, research, knowledge transfer and commercialisation. The strategic projections of UiTM 10th and 11th Malaysia Plans emphasised on additional elements including leadership and entrepreneurship. The plans also highlighted the university's engagement with industries and communities.

The achievements of each UiTM Malaysia plans are assessed and monitored using a set of Key Performance Indicators (KPIs) and the performances are tabulated in Table 1.

UiTM Malaysia Plans Achievements 2001-2019

| Key Performance Indicators | UiTM MP (2001-2005) | UiTM MP (2006-2010) | UiTM MP (2011-2015) | UiTM MP (2016-2020) * |
|--|---------------------|---------------------|---------------------|-----------------------|
| Student enrolment (full time) | 74,914 | 142,815 | 150,647 | 166,289 |
| Student enrolment (part time) | 10,568 | 15,337 | 14,853 | 14,269 |
| Graduate employability (%) | 78.9 | 82.9 | 78.1 | 83.8 |
| Income generation per overall expenditure(%) | 3.3 | 7.97 | 18.3 | 28.5 |
| Human resources : | | | | |
| Academic staff | 4,821 | 8,400 | 8,948 | 8,625 |
| Administrative staff | 5,282 | 9,298 | 9,310 | 8,721 |
| Academic staff with Ph.D qualification | 401 | 824 | 1,681 | 2,396 |
| Position category of academic staff : | | | | |
| Professor | 74 | 125 | 168 | 186 |
| Associate Professor | 879 | 1,081 | 761 | 619 |

* Data as of December 2019

Table 1 : UiTM Malaysia Plans Achievements 2001-2019

Current Achievements

The analysis of UiTM's current performance serves as the foundation for strategies and initiatives that will drive the desired outcomes for the university. The four-year (2016-2019) achievements of the university are presented based on the three (3) strategic focus areas namely Quality Education, Global Excellence, and Value-Driven Performance.

Quality Education 2016-2019

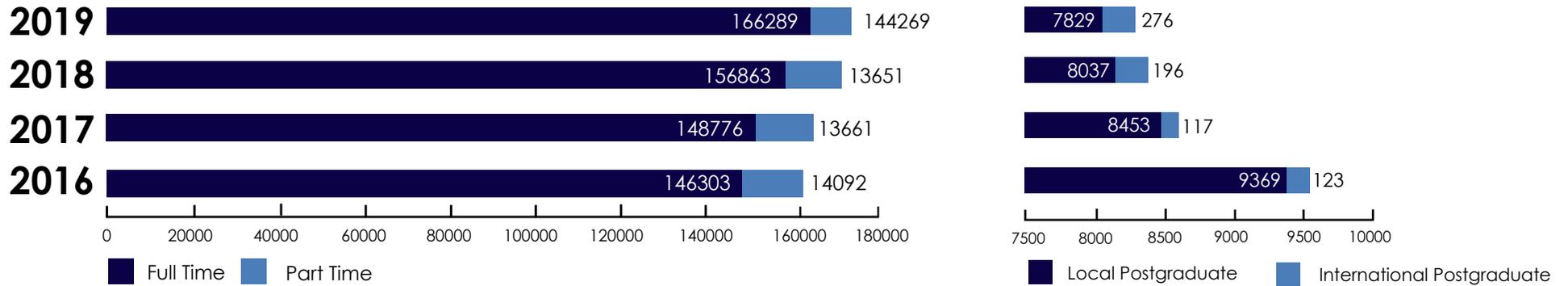
The indicators for quality education are measured using the Rating System for Malaysian Higher Education or SETARA and three (3) key performance indicators (KPIs). The SETARA evaluation is conducted every two (2) years by the Ministry of Education (MoE). In the 2017 evaluation, UiTM scored 75.3% to qualify for a 5 STAR Rating among the mature university category, as shown in Figure 1.

The achievements of the three (3) KPIs, namely student enrolment, percentage of graduate employability (GE) and percentage of graduates who become entrepreneurs are shown in Figure 2. The university's enrolment showed an ascending pattern over the past four (4) years. However, there was a downward trend in postgraduate enrolment. Meanwhile, graduate employability (GE) over the past four (4) years illustrated average achievement but was still within the specified variance.

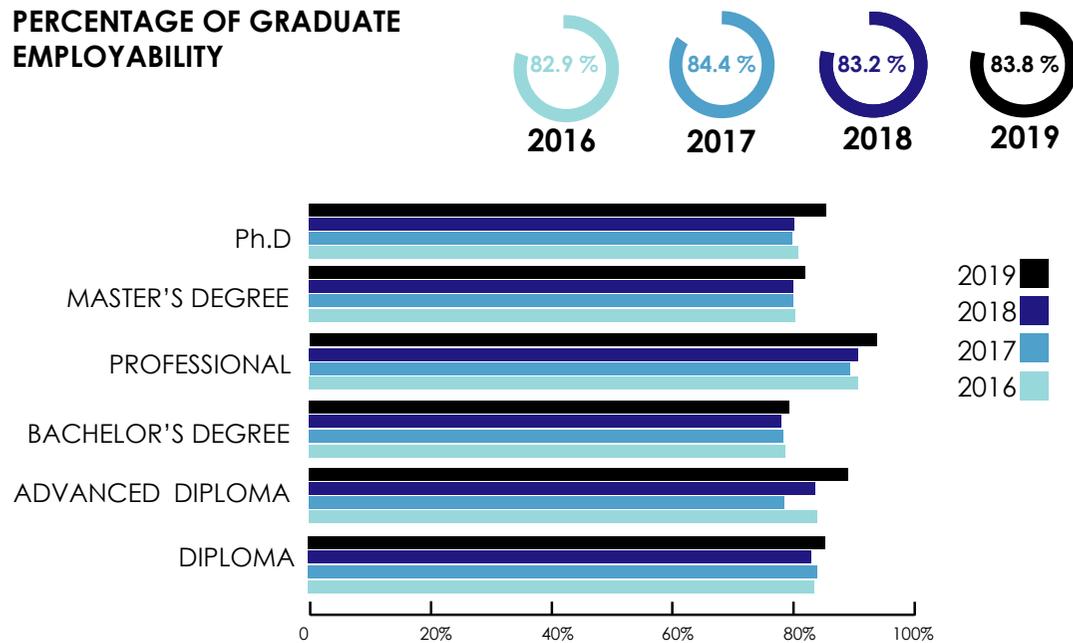


Figure 1 : UiTM SETARA Rating 2017

ENROLMENT



PERCENTAGE OF GRADUATE EMPLOYABILITY



PERCENTAGE OF GRADUATE BECOMING ENTREPRENEURS

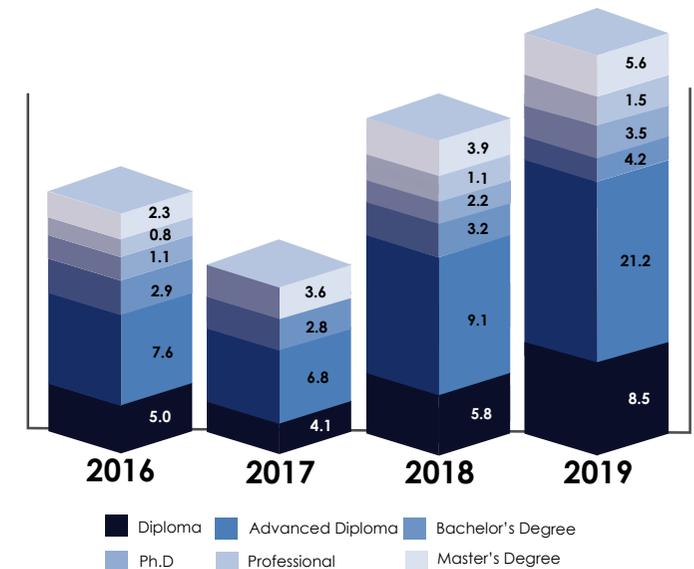


Figure 2 : Achievement of KPIs related to Quality Education

Global Excellence 2016-2019

The standard for Global Excellence is measured through the QS Ranking, Malaysia Research Assessment (MyRA) and the university-industry smart partnership. UiTM began using the QS World Ranking since 2012 as an indicator to measure university Global Excellence. To date, the university's position in world ranking is within the range of 601+ (2012) to 751-800 (2019) and UiTM is ranked at ninth (9th) position among Higher Education Institutions in Malaysia. In the Asia University Ranking, UiTM has improved its position progressively as shown in Figure 3 (a) and (b). UiTM's research performance increases each year as indicated by the MyRA score. The improvement of the MyRA score is attributed to the total number of research grants acquired, total number of publications and citation performance.



WORLD UNIVERSITY RANKING

ASIA UNIVERSITY RANKING

| | | |
|------|-----------|----------|
| 2019 | #751- 800 | #137 |
| 2018 | #751- 800 | #158 |
| 2017 | #701+ | #181 |
| 2016 | #701+ | #201-250 |

QS SUBJECT RANKING

| | 2016 | 2017 | 2018 | 2019 |
|--|---------|---------|---------|---------|
| Art & Humanities | - | 249 | 239 | 383 |
| Architecture / Built Environment | - | 101-150 | 151-200 | - |
| Art & Design | - | 151-200 | - | - |
| Natural Sciences | - | - | - | - |
| Chemistry | - | 451-500 | 401-450 | 451-500 |
| Materials Science | - | - | - | 301-350 |
| Life Sciences & Medicine | - | - | 451-500 | - |
| Agriculture & Forestry | - | 151-200 | 251-300 | - |
| Medicine | - | 351-400 | 351-400 | 401-450 |
| Pharmacy and Pharmacology | - | 151-200 | 201-250 | - |
| Engineering & Technology | - | 280 | 180 | 290 |
| Computer Science & Information System | 351-400 | 251-300 | 301-350 | 451-500 |
| Engineering – Chemical | - | 151-200 | 201-250 | - |
| Engineering – Electrical & Electronic | 251-300 | 201-250 | 251-300 | 351-400 |
| Engineering – Mechanical, Aeronautical & Manufacturing | 201-250 | 151-200 | 201-250 | 301-350 |
| Social Sciences & Management | - | 309 | 198 | 324 |
| Accounting & Finance | 151-200 | 151-200 | 151-200 | 251-300 |
| Business & Management Studies | - | 201-250 | 201-250 | 301-350 |
| Education | 201-250 | 201-250 | 251-300 | - |
| Economics and Econometrics | - | - | - | 351-400 |

Figure 3 (a) : Global Excellence Achievements in QS Ranking

The university-industry smart partnership has been of top priority to ensure continuous industry engagement, and UiTM has endeavoured to remain relevant. UiTM has successfully collaborated with multi-national companies across sectors such as oil and gas, banking, medical, construction, manufacturing and plantation as shown in Figure 4. The university provides opportunities for staff and students to acquire and enhance international experience and develop cross-cultural competency through its mobility programme. Figure 4 shows the gradual progress of students' involvement in the mobility programme.

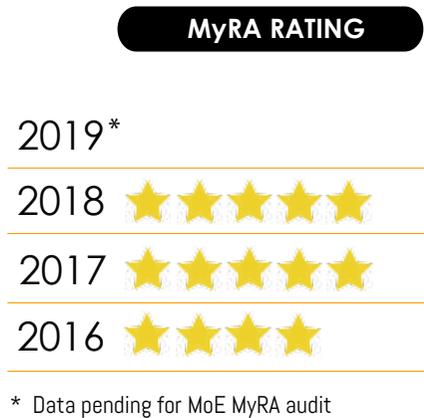
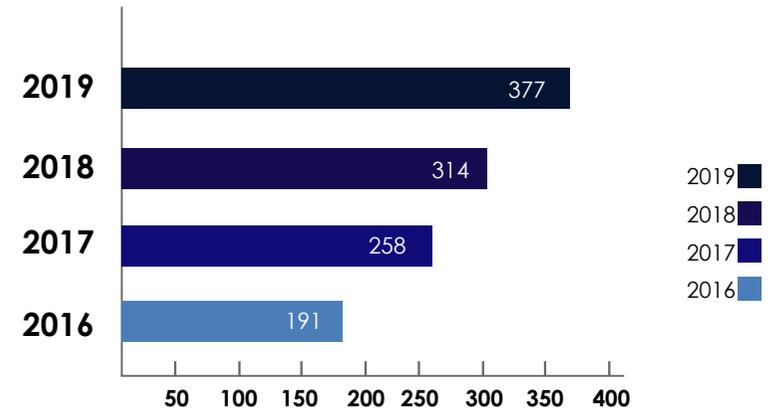


Figure 3 (b) : Global Excellence Achievements in MyRA Rating

CUMULATIVE MoUs/MoAs WITH INDUSTRIES 2016-2019



STUDENT MOBILITY

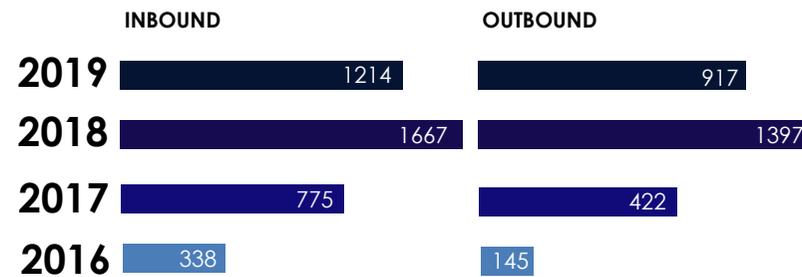


Figure 4: UiTM-Industries Collaboration and Student Mobility

Strategic Industrial Partners

TRANSPORTATION & LOGISTIC



TALENT DEVELOPMENT



MANUFACTURING



AGRICULTURE



TELECOMMUNICATION



FINANCE



HEALTHCARE

pharmaniaga



FASHION



dUck

aL-ikhSaN



FASHION VALET

FOOD

tealive



CSR



ENERGY



E-COMMERCE



ICT



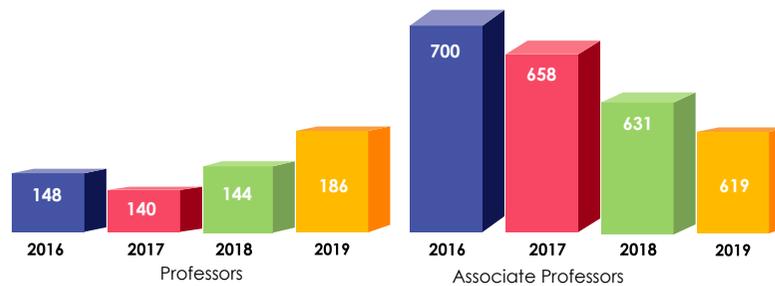
Value-Driven Performance 2016-2019

The indicators for Value-Driven Performance are measured by talent excellence, agile governance, smart campus and sustainable funding. In university context, talent excellence typically are referred through its staff competency in academic scholarly and administrative execution efficiency. To date, UiTM showed an upward trend of 7% staff with Ph.D qualification and average of 155 Professors from 2016 to 2019 (Figure 5).

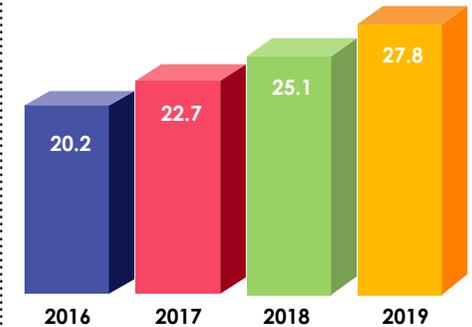
UiTM has been practicing 1UiTM-Multisystem governance and its efficiency is measured using Governance Index since 2018. UiTM upholds seven (7) core values, in realising vision and mission of the university. Similarly, the internalisation of values among the staff is indicated through PERDANA Culture Index. In 2018 UiTM scored 0.89 for PERDANA Culture Index and 0.6 for Governance Index.

UiTM has emphasized its sustainable funding initiative to be self-sufficient and less dependent on government funding. There is an increasing trend of self-generated income as compared to operational expenditure (OE) from 21.1% in 2016 to 28.5% in 2019.

NUMBER OF PROFESSORS AND ASSOCIATE PROFESSORS



STAFF WITH PH.D QUALIFICATION (%)



SELF GENERATED INCOME (%)

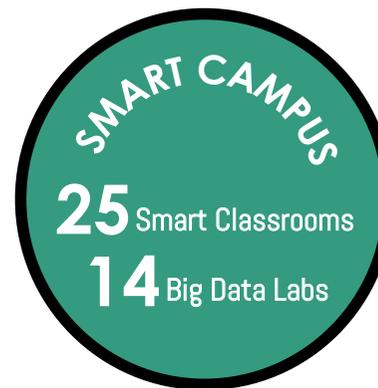
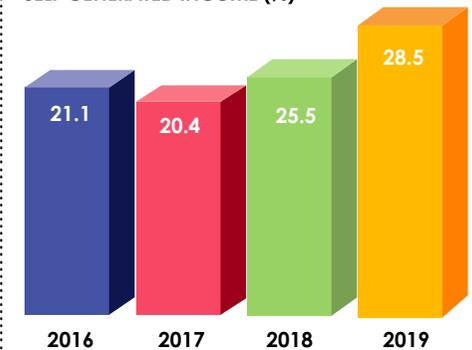


Figure 5: Achievements related to Value-Driven Performance

Key Performance Indicators 2016-2019

| | 2016 | 2017 | 2018 | 2019 |
|--|--------------|--------------|--------------|--------------|
| ✓ Staff with Ph.D qualification | 1,803 | 1,988 | 2,173 | 2,396 |
| ✓ Staff indexed publication ratio | 0.60 | 0.73 | 0.76 | 0.52 |
| ✓ Staff citation ratio | 7.00 | 8.31 | 8.17 | 5.88 |
| ✓ Research grant (RM Million) | 32.9 | 32.8 | 43.3 | 48.8 |
| ✓ Graduate employability (%) | 82.9 | 84.4 | 83.2 | 83.8 |
| ✓ Postgraduate student enrolment | 9,492 | 8,570 | 8,233 | 8,105 |
| <ul style="list-style-type: none"> • Local postgraduate • International postgraduate | 9,369 123 | 8,453 117 | 8,037 196 | 7,829 276 |
| ✓ Patent granted* | 11 | 29 | 44 | 53 |
| ✓ Spin-off company* | 1 | 3 | 4 | 7 |
| ✓ Income generation over operation expenditure (%) | 21.1 | 20.4 | 25.5 | 28.5 |
| ✓ Endowment fund* (RM Million) | 1.0 | 1.0 | 1.0 | 51.2 |

* Four (4) years of cumulative data | Data as of December 2019

Notable Alumni

* Data as of December 2019



DATUK NORIPAH KAMSO

Chairman
Bank Kerjasama Rakyat Malaysia Bhd.

Diploma in Business Studies



DATUK AHMAD BADRI MOHD ZAHIR

Secretary-General
Ministry of Finance Malaysia

Diploma in Land and Property Management



DATUK HAZIMAH ZAINUDDIN

Group Managing Director
Founder Hydrax Oil Sdn. Bhd.

Diploma in Business Studies



NORA ABD MANAF

Group Chief Human Capital Officer
of Malayan Banking Bhd.

Diploma in Banking



DATUK KAMARUDIN MERANUN

Chairman of AirAsia
CEO of Tune Group

Diploma in Actuarial Science



DATUK Ir. Dr. SITI HAMISAH TAPSIR

Secretary-General
Ministry of Energy, Science, Technology,
Environment and Climate Change

Diploma in Civil Engineering



TAN SRI DATO' SRI HAMAD KAMA PIAH CHE OTHMAN

Group Chairman
UMW Holdings Berhad

Diploma in Statistic

Notable Alumni

* Data as of December 2019



DATUK AISHAH SHAIKH AHMAD

Head of Corporate Affairs Sime Darby Motors &
Chief Executive Officer of Sime Darby Auto Import Sdn. Bhd.

Diploma in banking



DATUK Ir. WAN NAZRI Hj. WAN ARIA

Chief Executive Officer
Gruppe Consultant

*Diploma in Civil Engineering
Bachelor of Engineering (Hons.) Civil*



RAJA SA'ADI RAJA AMRIN

Director of Public Relation & Communication
Malindo Air Sdn. Bhd.

*Bachelor of Mass Communication (Hons.) Public Relation
Master of Mass Communication*



CHEF DATO' Hj. ISMAIL AHMAD

Celebrity Chef/Owner
Restaurant Rebung, Kuala Lumpur

Diploma in Hotel & Catering Management



YUNALIS MAT ZARA'AI

International Acclaimed Singer/
Song Writer

Bachelor of Legal Studies (Hons.)



Dr. YULIANDRE DARWIS

Chairperson of the Indonesian Broadcasting
Commission

Ph.D in Mass Communication and Media Studies



CHEF ZUBIR MD. ZAIN

Celebrity Chef/Owner
Laman Grill Steak & Bar-B-Que
Adorra by Suria Tropika

Diploma in Chef Training



FAIZAL UZIR "LOK U"

Musician/Composer/Celebrity
& CEO L Queentertainment Sdn. Bhd.

Bachelor of Music (Hons.)

Recognition, Notable Achievements and Glory

2016



Recognition, Notable Achievements and Glory

2017

Congratulations

Muhamad Shahmeer Mohd Nashrul
Faculty of Accountancy UTM

1st Prize
Chinese Bridge National Competition 2017

and will be representing Malaysia in the
Chinese Bridge-World College Students Chinese Language Competition

From: The Vice-Chancellor and The University Fraternity

CONGRATULATIONS

Ahmad Izuddin Zahidi (Team Captain)
Sabrina Sharin
Nur Fathin Amira Sapawi
Aida Faralyana Azlan

Foreign Direct Investment
Moof Asia Pacific
Regional Rounds - 2017
in Seoul, Korea

UiTM wins for the second consecutive year

Certificate of Achievement

WINNERS

From: The Vice-Chancellor and the University Fraternity

Congratulations GKS

MOR SYARAH ABDUL SAMAT
MUAOZ SHEAFI
NORISA RAMLEE

FACULTY OF MECHANICAL ENGINEERING

Winners of Full Scholarship Award
2017 GKS for ASEAN Countries' Science and Engineering
funded by the Korean Government

From: The Vice-Chancellor and The University Fraternity

Tahniah dan Syabas

• Noor Haqim Noor Hamiddon
(gacha, Saajana Muda (gacha) UTM)

JUARA
Piala Antarabangsa Bahara Melayu:
Piala Perdana Menteri 2017
(Kategori Alam Melayu)

Daripada: Nakh Chanaka & Seluruh Warga UTM

Tahniah & Syabas

1. Nurul Syahida Mohd Zam - Emas, Maratun
2. Nurul El Ezzah Ismail - Emas, Maratun
3. Siti Nur Sabariah Sidi - Perak, Sukan SEA
4. Mohamad Saiful Abdulkhalil - Emas, Regatta Tri
5. Hafizwan Nurul Islam - Gangsa, Regatta Tri
6. Nur Hafiqah Al-Baqiyah Ahmad Saad - Perak, 21 Campa (Cycling)
7. Mohd Farhan Hamid - Perak, Pesta Larian
8. Nur Uzma Mohd Lutfi - Gangsa, Pesta Larian
9. Muhammad Muzalim Ibrahim - Perak, Pesta Larian
10. Muhammad Muzalim Ibrahim - Gangsa, Pesta Larian

Atlet U-17 yang berjaya menjuarai
Sukan SEA 2017
daripada Nakh Chanaka & seluruh UTM

Tahniah dan Syabas

• Pasukan Golden Hornbill Drumline
(Universiti Teknologi MARA - Cawangan Sarawak)

JUARA
2017 Hong Kong
International Youth Marching
Band Competition

Daripada: Nakh Chanaka & Seluruh Warga UTM

CONGRATULATIONS

UiTM Eco-Sprint Team

1st place

Hydrogen Fuel Category
(for the fourth consecutive time)

Shell Eco-Marathon Asia 2017, Singapore

From: The Vice-Chancellor and the University Fraternity

Recognition, Notable Achievements and Glory

2018

Congratulations
Universiti Teknologi MARA
Reader's Digest Trusted Brand 2018
Gold AWARD
-Public University Category

From: The Vice Chancellor

Congratulations
Siti Nadiyah Sh Shalleh
(INTIC Education College)
"Top of Class Excellence for Accounting" Award
100% score
Institute of Chartered Accountants in England and Wales
Certificate in Finance, Accounting and Business (CAEW CFAE) examinations

From: The Vice Chancellor

Congratulations
Mohd Aiff bin Sued
Faculty of Architecture, Planning & Surveying
Gold Award
ARCASIA* Student's Architectural Design Competition 2018 in Japan
*ARCASIA (Architects Regional Council Asia)

From: The Vice Chancellor

Tahniah & Syabas
JUARA Kumpulan Terbaik Sukan Seni (UTM Cawangan Sarawak)
Naib Juara Kumpulan Harapan FISA Dance Theatre (Fakulti Fakulti, Teater dan Animasi)
Kategori Institut Pengajian Tinggi
Pertandingan Malaysian Floor Pattern Sport Dance Competition 2018

From: Naib Canselor

Tahniah & Syabas
MUHAMMAD AQIL YASMIN
Diploma Pendidikan Sukan
Fakulti Sains Sukan dan Rekreasi
Memenangi Pingat Emas
Acara Larian
• 100 Meter
• 200 Meter dan memecah rekod kejohanan
di Sukan Malaysia (SUKMA) Perak 2018

From: Naib Canselor & Pengerusi Kanan Universiti

Tahniah dan Syabas
• DR MUHAMMAD HAKIMI TEW ABDULLAH
• ABUL LATIF ABU BAKAR
(FAKULTI KOMUNIKASI DAN PENGAJIAN MEDIA)
Buku Umum Terbaik (Kategori Sains Politik)
"Pendemonstrasian Makhfuar Big di Malaysia: Labirinnya Masyarakat Madani Baharu"
Anugerah Buku Negara 2018
• DR SR MONA ISA
• HANIZI HANIDAN
(FAKULTI SENIBINA, PERANCANGAN DAN UKUR)
Buku Umum Terbaik (Kategori Hartanah)
"Membeli Rumah Semudah ABC"

From: Naib Canselor dan Pengerusi Universiti

Congratulations
Faculty of Medicine
for performing
Malaysia's First Robotic Tonsillectomy Surgery
on 28 March 2018

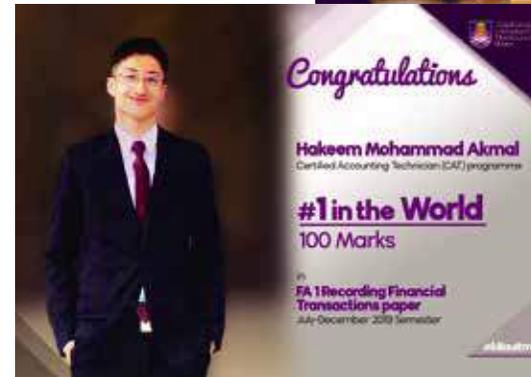
From: The Vice Chancellor

Congratulations
Muhammad Iskandar Muhammad Zamri
Faculty of Architecture, Planning & Surveying
Gold Medal
Bronze Medal
World Championship of Mathematics Asia (WOMCA)
California USA

From: The Vice Chancellor

Recognition, Notable Achievements and Glory

2019





Issues and Challenges

To uplift the aspiration of the nation, UiTM has always emphasised on three aspects, namely quality education, global excellence and value-driven performance as outlined in each of the UiTM Malaysia Plans. In the execution of these plans, the university faced various inevitable issues and challenges that affected its outlined performance but were duly confronted.

UiTM believes that its development will prosper by addressing issues related to finance and funding, visibility and branding, limited product commercialisation and coping with changing competency.

The main challenges faced by UiTM are to address the competency gap among its staff. There is a mismatch between the talent development and the university's strategic directions. This becomes critical with the variation of generation gap where more millennials are joining the organisation. This is also reflected in coping with the changing development area of expertise in new emerging fields and specific technologies.

UiTM is moving towards a research-intensive university. It shows a positive progress where many academic staff have started publishing their research works. However, UiTM still lacks high impact publications which would reflect in low staff citation ratio. UiTM's grant acquisition has shown a positive progress, but limited to national grants. UiTM needs to plan systematically to secure international and private grants.



The government policy which encourages less dependency on government funding has somehow interrupted the operational management of the university. For long term financial growth, the university has to creatively generate income by utilising its in-house expertise. The university sees that insufficient funding would compromise the productivity of visibility activities such as branding, mobility advertisement and promotion, networking and collaboration. In addition, it would also limit the provision of state-of-the-art facilities.

UiTM realises that the shortfalls mentioned earlier are critical lessons that have to be considered for UiTM to be relevant as a global higher learning institution. The critical lessons are synthesised and analysed to form a basis in formulating the new UiTM2025 Strategic Plan.



UiTM2025 Strategic Plan

UiTM2025 is established based on the strategic framework which considers and integrates policies and planning at the university and national levels as well as global trends. The current performance of the university is captured through the review of the UiTM 11th Malaysia Plan and 2016-2019 UiTM's performance report. UiTM performance is further examined with the SWOT analysis through a series of senior management workshops. Besides that, the culmination of ideas also emerged with feedback from stakeholders. This formed the basis of the UiTM strategic framework.

This strategic direction of UiTM is also aligned with policies and planning as outlined in the Malaysia Education Blueprint (Higher Education) 2015-2025. Meanwhile, the latest government policy, namely, the Shared Prosperity Vision 2030 (SPV2030) is used as guiding principles to ensure that this strategic direction is in line with the national agenda.



Taking into consideration of the advancement through Industrial Revolution 4.0 (IR4.0), the strategic direction of UiTM is characterised by initiatives driven by talent, process and technology that lead towards smarter and stronger utilisation of smart systems (big data analytics and machine learning, Internet of Things and artificial intelligence). The concept of Society 5.0, which is also known as 'super-smart society', is embedded into the strategic framework of UiTM to envision a sustainable society powered by digital technologies and robotics. The development of a super-smart society is tied with instilling core values within the UiTM community that will create a harmonious and caring society.

UiTM2025 also emphasises on the university's initiatives which contribute towards the achievement of Sustainable Development Goals (SDGs) promoted by the United Nations. This effort is further enhanced by monitoring, evaluating and communicating the initiatives in national and global communities. The strategic planning model is visualised in Figure 6.

UiTM2025 is a bold strategy designed specifically to place the university at both local and international rankings. This new strategic plan focuses on three (3) strategic thrusts, which are Quality Education, Global Excellence, and Value-Driven Performance. This blueprint focuses on the university's current strengths and presents a clear pathway for UiTM. It is established with key initiatives in mind to transform UiTM into a globally renowned university which will benefit the stakeholders as shown in UiTM2025 strategy map (Figure 7.)

REFERRED POLICIES

- Industrial Revolution 4.0
- Sustainable Development Goals

- Shared Prosperity Vision 2030
- Malaysia Education Blueprint (Higher Education)

- UiTM 11th Malaysia Plan
- UiTM Performance Report

UiTM2025 Strategic Plan

.....
 GLOBALLY RENOWNED UNIVERSITY

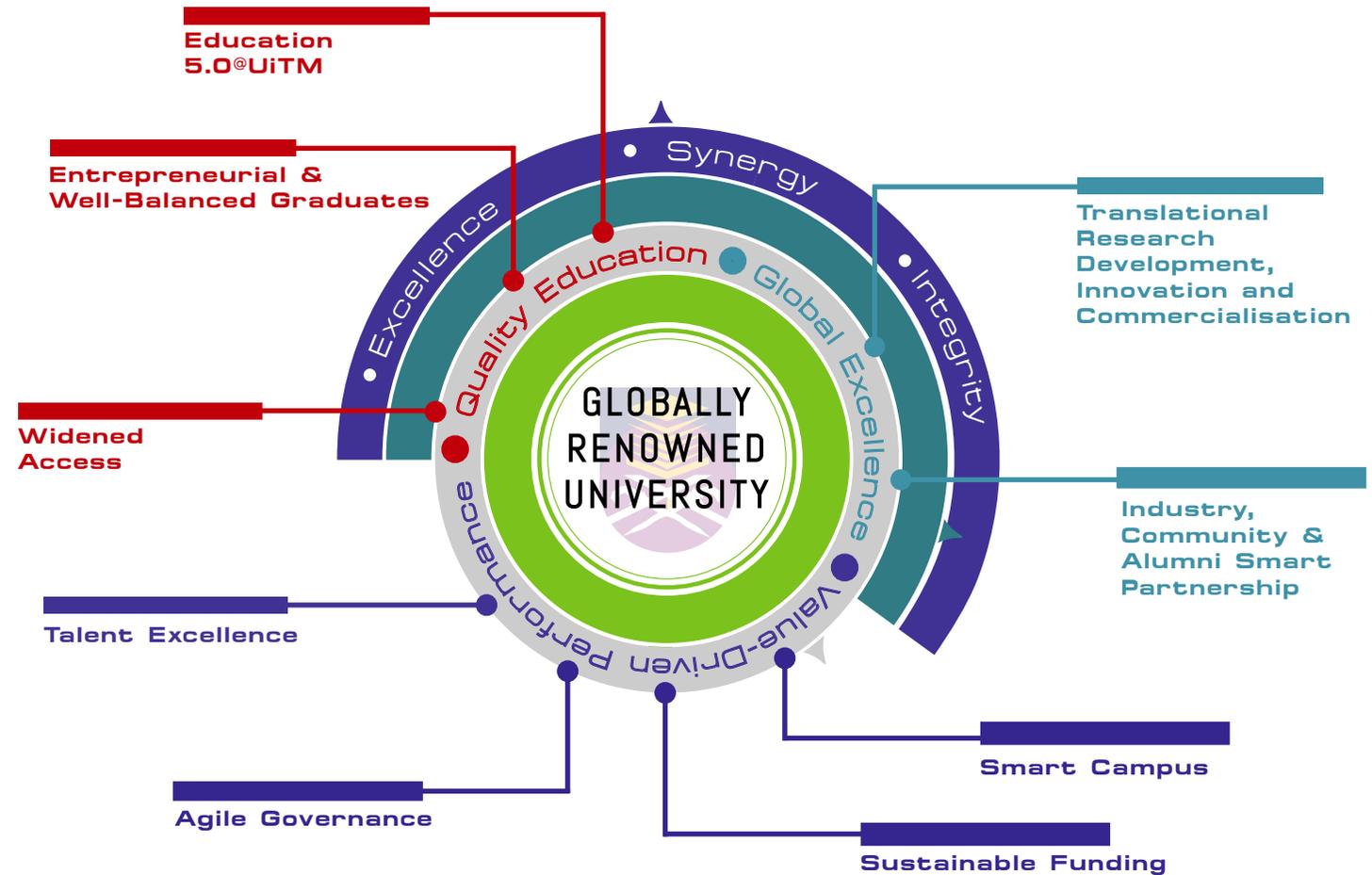
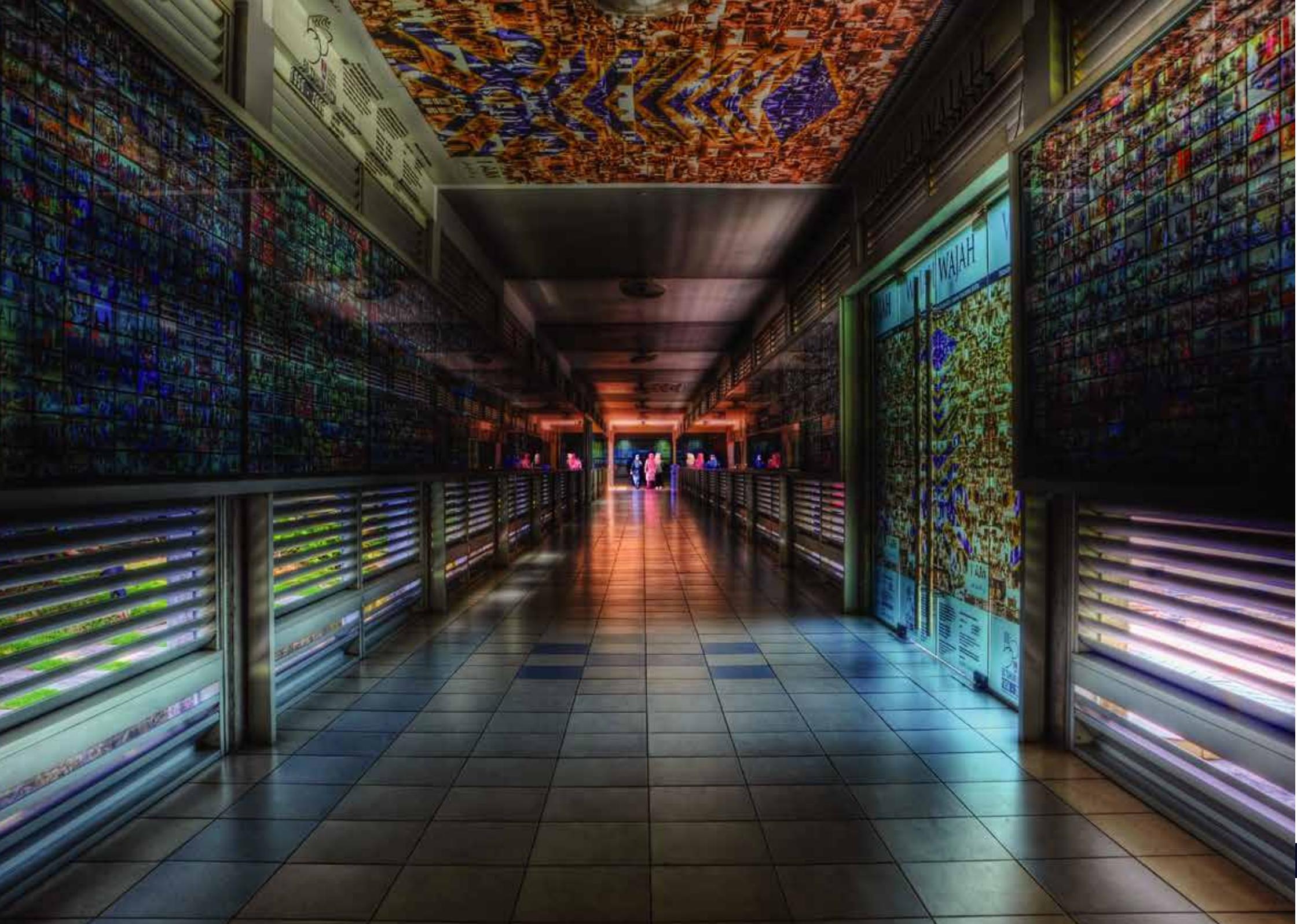


Figure 6: The Strategic Planning Model





CANSELERI TUANKU SYED SIRAJUDDIN

UiTM2025 Strategy Map

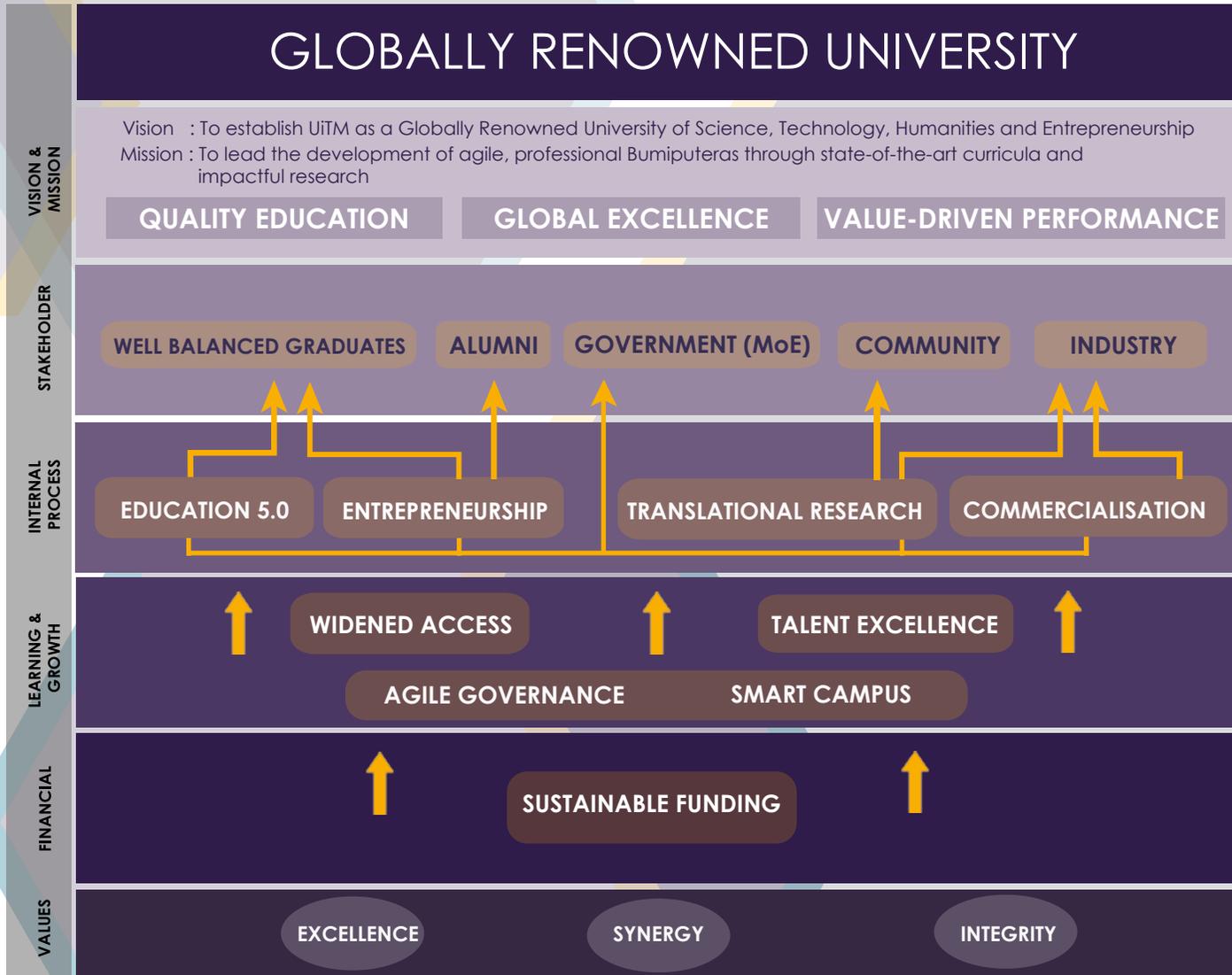


Figure 7 : UiTM2025 Strategy Map

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

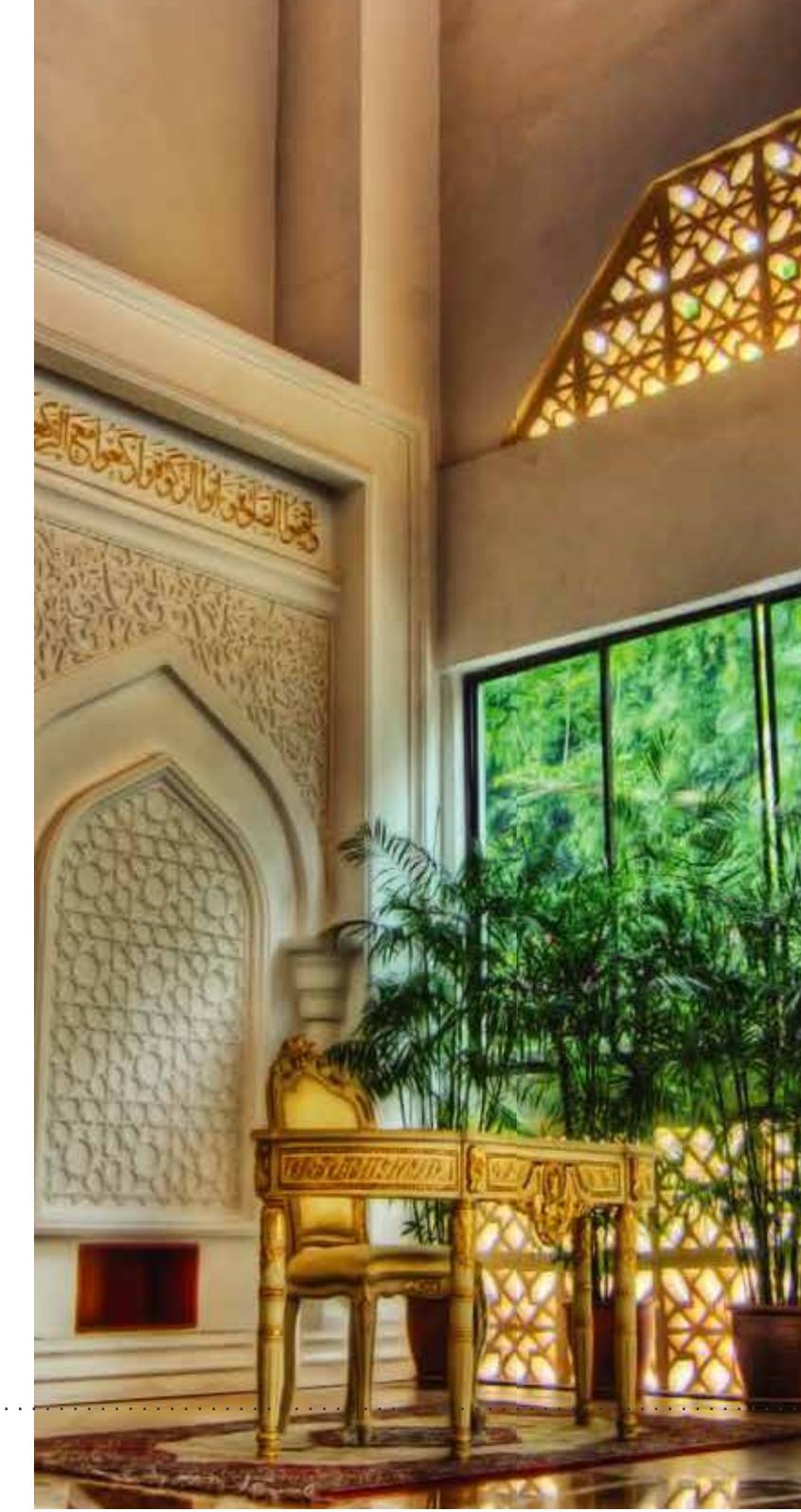


Motto

Usaha, Taqwa, Mulia

Tagline

Unleashing Potentials, Shaping the Future



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



UiTM values hinge strongly on the principles of knowledge (Ilmu), discipline (Disiplin), trustworthiness (Amanah), diligence (Rajin) and responsibility (Tanggungjawab) (IDART).

Values

EXCELLENCE

Practicing internal quality standards to fulfill the stakeholders' requirements and expectations

SYNERGY

Collaborating seamlessly to maximise productivity that benefits industry and society

INTEGRITY

Embracing honesty, respect and transparency to achieve the highest ethical standard of professionalism

UiTM continues to uphold an enduring set of values; Excellence, Synergy, and Integrity with its mission and vision heading towards the UiTM2025 as a Globally Renowned University of Science, Technology, Humanities, and Entrepreneurship.

UiTM2025 Desired State

UiTM aims at becoming a Globally Renowned University by 2025. This goal is pillared by the UiTM2025, which charts the direction of the university. UiTM2025 anchors on three (3) strategic thrusts (Figure 8). Each strategic thrust is associated with identified strategic themes (ST). Quality Education is driven by three (3) STs. The second strategic thrust, Global Excellence, propelled by two (2) STs. Lastly, Value-Driven Performance is catalysed by four (4) STs.

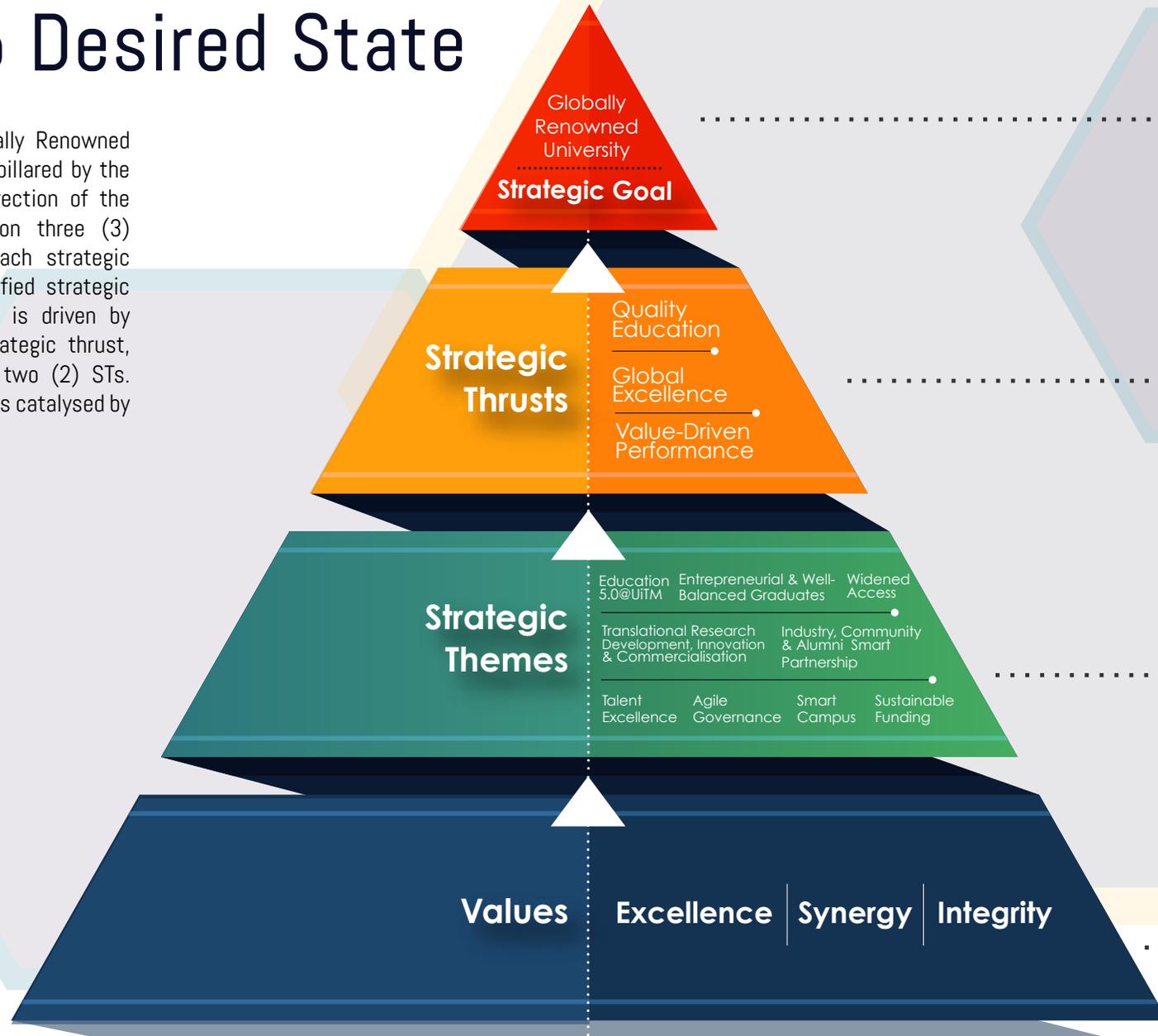


Figure 8 : UiTM2025 Desired State Model

GLOBALLY RENOWNED UNIVERSITY

Strategic Goal

Quality Education

Global Excellence

Value-Driven Performance

Strategic Thrusts

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

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)
- 10% Entrepreneurs

- Intensified TNE and flexible education
- 200,000 Total enrolment - 20,000 PG - 3,000 International PG
- Bridging Education

6 STAR MyRA

500 International MoUs/MoAs

- ESI Values Practiced
- High Performance Staff

- Agile Governance Index
- UITM Perception Index

- Digital Campus
- Smart Centralised Data Hub
- Green Campus

- RM 1 Billion Income Generation

Strategic Themes

Excellence | Synergy | Integrity

Values

Strategic Thrust

1

QUALITY EDUCATION

Strategic Thrust 1 : Quality Education

Goal

To achieve 6 STAR SETARA rating

Executive Summary

Through Education 5.0@UiTM, the university should be able to produce talented and creative Bumiputeras by widening access and creating opportunities the next generation of entrepreneurial and well-balanced graduates. Excellent research and industrial partnerships shall equip students with the knowledge, professional skills, and values required to achieve goals and ambitions. Meanwhile UiTM teaching and learning strategies shall focus on responding to the technological developments and its challenges, the shifting needs of students and employers, and new opportunities. This aspiration is in line with the vision of providing a world-class education with competitive academic programmes to fulfil market needs, further strengthen national development and enhance global prosperity.

UiTM aims at achieving the 6 STAR SETARA rating by shaping the academics and strengthening the research experience to prepare graduates who can adapt and thrive in Industry 4.0 for global competitiveness and deliver its core responsibilities to stakeholders. Competitive academic programmes which offer dynamic and flexible learning environments that allow students to navigate their learning experiences anytime and anywhere across disciplines through interactions with peers, experts, industry practitioners, and the community. Embedding Society 5.0 elements in UiTM's education ecosystem will ultimately transform UiTM into a university for the people by 2025.

Strategic Themes (STs)

ST1: Education 5.0@UiTM (E5.0)

ST2: Entrepreneurial and Well-Balanced Graduates (EWBG)

ST3: Widened Access (WA)

Strategic Theme 1 : Education 5.0@UiTM

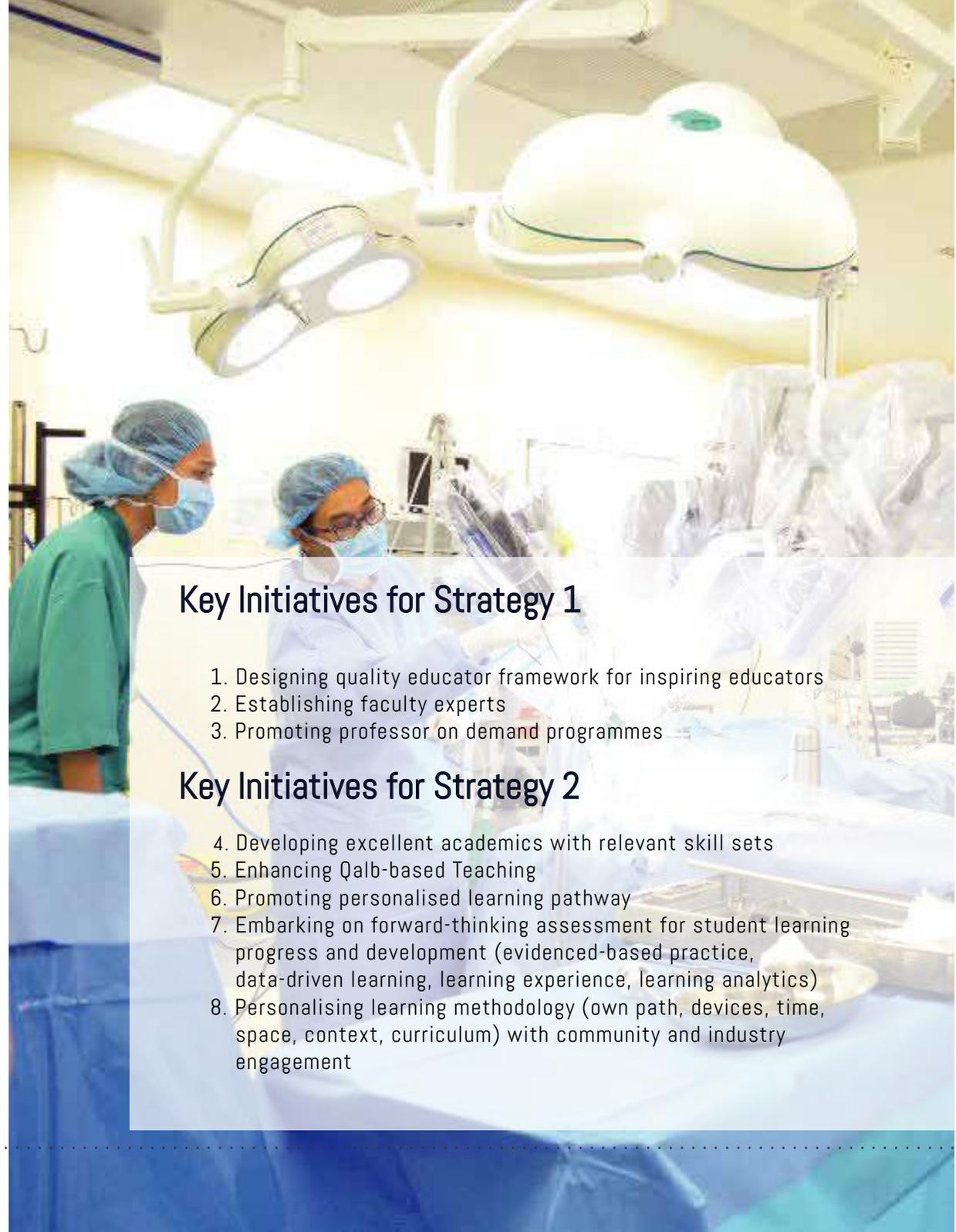
Aim

Education 5.0@UiTM aims at humanising education by empowering people through a 21st century curriculum embedded with digital technology.

Strategies

Aims shall be achieved by:

1. Providing the appropriate fundamentals for the establishment of world-class education via Education 5.0@UiTM that is able to nurture quality student leaders and academics that are able to be universal leaders as a result of technology-enhanced performance and compete with the ever-increasing global and local challenges.
2. Strengthening values at the core of teaching and instructional practices. These two (2) main aspects which are **Adab** (knowing the proper places of things, respecting and staying connected to other beings and the environment) and **Amanah** (trust and integrity) in the different facets of the educational realm are imbued.
3. Reviewing the existing curricula and increasing the number of interdisciplinary, transdisciplinary and multidisciplinary faculty collaboration and international advisory board involvement that fulfil global market needs.



Key Initiatives for Strategy 1

1. Designing quality educator framework for inspiring educators
2. Establishing faculty experts
3. Promoting professor on demand programmes

Key Initiatives for Strategy 2

4. Developing excellent academics with relevant skill sets
5. Enhancing Qalb-based Teaching
6. Promoting personalised learning pathway
7. Embarking on forward-thinking assessment for student learning progress and development (evidenced-based practice, data-driven learning, learning experience, learning analytics)
8. Personalising learning methodology (own path, devices, time, space, context, curriculum) with community and industry engagement

Key Initiatives for Strategy 3

9. Maximising dual-sector: High-End TVET and academia
10. Offering multi and transdisciplinary academic programmes
11. Widening Sustainable Development Goals (SDGs) initiatives across curricula and disciplines
12. Establishing International Advisory Panel
13. Ensuring relevancy and competitiveness of academic programmes by using home-grown Academic Programmes Competitive Index
14. Maximising international collaboration with Ivy League universities
15. Establishing Industry-Campus-Community Knowledge Technology Sharing
16. Securing employment of 500 graduates by Multinational Corporation (MNCs)
17. Retaining self-accreditation status to ensure delivery of quality education
18. Building reputation amongst world academic peers, local and international reputable employers
19. Embracing diversity & flexibility in delivery (Augmented Reality, Virtual Reality, Mobile & Internet of Thing, Learning on Cloud) and learning on-demand (MOOC & On-Line)
20. Promoting learning assessments beyond the conventional tests and examinations by utilising state-of-art technology
21. Establishing meaningful learning experience through cross-faculty, cross-campus and multi-modal experience platform
22. Deploying new learning spaces and future classroom for faculties and campuses
23. Establishing global learning, global classroom, and smart classrooms
24. Optimising data analytics laboratory for data science, artificial neural network (ANN) and machine learning analysis



Key Performance Indicators

1. Number of programmes accredited by professional standards at national or international level
2. Number of programmes made available online to learners nationally and globally
3. Number of broad-based programmes with differentiated tracks and pathways

Strategic Theme 2 : Entrepreneurial & Well-Balanced Graduates

Aim

The university is committed to fostering values that are intrinsic to excellence, synergy, integrity and to instil an entrepreneurial mindset among students in order for them to achieve 90% graduate employability (GE) with the specific aim of 10% who are able to compete locally and globally as entrepreneurs.

Strategies

Aims shall be achieved by:

1. Strengthening UiTM student global mindset, instilling values and increasing learning experience, via well-balanced graduates development programmes in order to enhance leadership abilities, skill sets and competitiveness in the region and beyond, along with digital presence.
2. Developing students' skills and interests in a conducive entrepreneurship ecosystem through student business zoning, start-up programmes, business incubators, and attachment opportunities in successful Small Medium Enterprises (SMEs) that support student-owned businesses.
3. Providing a conducive ecosystem to enable student wellness, comfortability and secured campus lifestyle experience through impactful, inclusiveness and access to service and facilities in producing well-balanced graduates.







Key Initiatives for Strategy 1

25. Enhancing student exchange programmes with Ivy League universities
26. Strengthening internship programmes with multinational corporations
27. Collaborating and networking with international programmes
28. Increasing number of participations in international competitions
29. Offering international community services
30. Collaborating with Toastmasters Club
31. Instilling ESI values through leadership training, extracurricular activities and volunteerism
32. Establishing Student Union for students empowerment initiatives
33. Creating a collaborative environment between students, lecturers and communities through Service-Learning Malaysia (SULAM) programmes
34. Enhancing international volunteerism with industry partner
35. Enriching and accelerating talent development among UiTM students
36. Capitalising UiTM Patriotism initiative under #KitaUiTM
37. Creating value ecosystem in promoting cultural sustainability programme
38. Accelerating top talent to compete in Olympic Games through 'Olympic Dream' initiatives
39. Striving to be world-class achievers with 'We are the World' initiatives
40. Enriching sports culture among UiTM student with sporting campus initiatives
41. Synergising UiTM Student support in sports through 'When the Lions Roar' campaign
42. Aligning UiTM student focus in extracurriculum via '1Student 1Uniform' initiatives
43. Capitalising UiTM focus in providing job opportunities with #JobCreator initiatives
44. Aligning student welfare entities into 'Student 1st' priority programmes



Key Initiatives for Strategy 2

- 45. Establishing entrepreneurship hub to train future entrepreneurs
- 46. Establishing Entrepreneurship Venture Capital Fund
- 47. Maximising techno-preneur students programmes



UiTM Graduates 2019 Total : **47,508** students



Key Initiatives for Strategy 3

48. Creating a one-stop centre for mental health
49. Capitalising student database under college plus initiative
50. Establishing sports arena to encourage high performance sports among UiTM students
51. Establishing peer counselor programmes at student colleges
52. Enriching disabled student experiences at student colleges
53. Establishing Center of Soft Skills to enrich and capitalise student value
54. Establishing Centre of Sports Excellence in UiTM
55. Creating college as Second Learning Centre with Learning College programme



Key Performance Indicators

- 4. Percentage of graduate employability
- 5. Percentage of graduate entrepreneurs
- 6. Percentage of full-time students involved in service learning programmes
- 14. (b) Students ESI Index

Strategic Theme 3 : Widened Access

Aim

The university aims to increase the enrolment to 200,000 students by 2025 that would open up opportunities for prospective students from different socio-economic backgrounds (in particular bottom 40 (B40)), who are people with disabilities, tahfiz, sportsmen and disadvantaged communities. The overall student population should include 20,000 postgraduates where 3,000 are international students.

Strategies

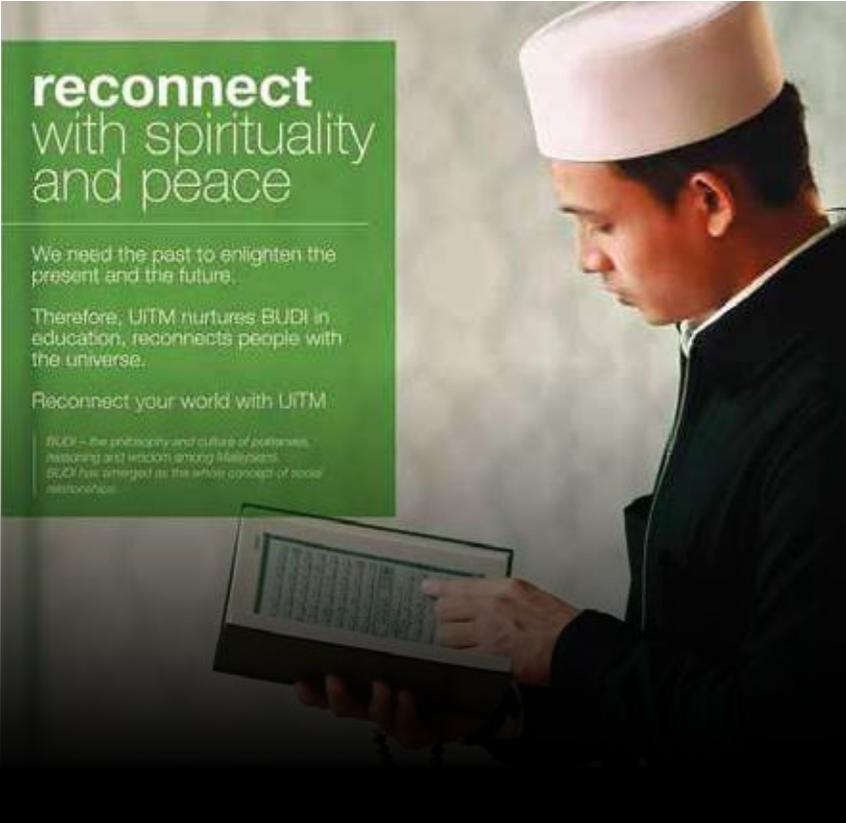
Aims shall be achieved by:

1. Widening and expediting accessibility to higher education. The strategy aims to enhance access to higher education for more Bumiputeras by targeting total enrolment of 200,000 students of which 10% are postgraduate students. Out of this fraction, 15% comprises international students.
2. Providing cutting-edge ecosystem conducive to support success and academic advancements. This strategy aims to promote a meaningful learning experience among students through a holistic set of dimensions; agency, diversity, flexibility, inclusivity, respect, and relevance for 21st century learning.



Total UiTM Graduates 1958-2019





Key Initiatives for Strategy 1

- 56. Increasing access through flexible entry requirements through APEL
- 57. Widening access for people with disabilities, tahfiz track, sportsmen and disadvantaged communities
- 58. Offering Micro-credentials, DegreePlus, Broad-based programmes, and personalised curriculum
- 59. Increasing access through chaining 1 Family 1 Student, 1 Professor 1 International Student and 1 Student 1 Potential Student
- 60. Establishing Transnational Education (TNE) Initiatives

Key Initiatives for Strategy 2

- 61. Enhancing and empowering iCEPS & INTEC to institute and centre for extension studies and lifelong learning
- 62. Establishing bridging programmes to attract a bigger pool of candidates
- 63. Developing an inclusive entrance policy and flexible study plans for students with special and specific needs
- 64. Enhancing technology enabled delivery especially for international postgraduates and non-mainstream students
- 65. Developing High-End TVET courses and programmes



Key Performance Indicators

7. Number of students' enrolment
 - (a) Full time students
 - (b) Part time students
 - (c) Franchise students
 - (d) Postgraduate students
 - (e) International postgraduate students

Strategic Thrust

2

GLOBAL
EXCELLENCE

Strategic Thrust 2 : Global Excellence

Goals

- Top 300 by QS World Ranking
 - Two (2) Subjects Ranked in Top 100 QS Subject Ranking
 - 20 Subjects Ranked in QS Subject Ranking
-

Executive Summary

UiTM is highly committed towards establishing a world-class research platform for global performance by providing impactful portfolios on translational research, high impact publications, creative and smart innovations and partnerships with stakeholders.

The university aims for its global excellence to be upheld by two (2) strategic themes (ST) involving Translational Research Development, Innovation, and Commercialisation (TRDIC) and Industry, Community & Alumni Smart Partnership (ICASP). The TRDIC would capitalise on the university research core strengths to establish two (2) new High Institution Centres of Excellence (HICoE) and to promote potential translational research creative solutions' outputs for society and industry. The ICASP would provide smart platform of linkages for the high impact MoUs, MoAs and collaboration initiatives with the Top 500 companies and the Top 200 universities in the world which would lead to enhanced growth of the Endowment and Waqf Funds.

The integration of TRDIC and ICASP, will not only harness university-industry mutual linkages but also foster a holistic ecosystem in transforming university roles in solving community issues as highlighted in Sustainable Development Goals (SDGs).

Strategic Themes (STs)

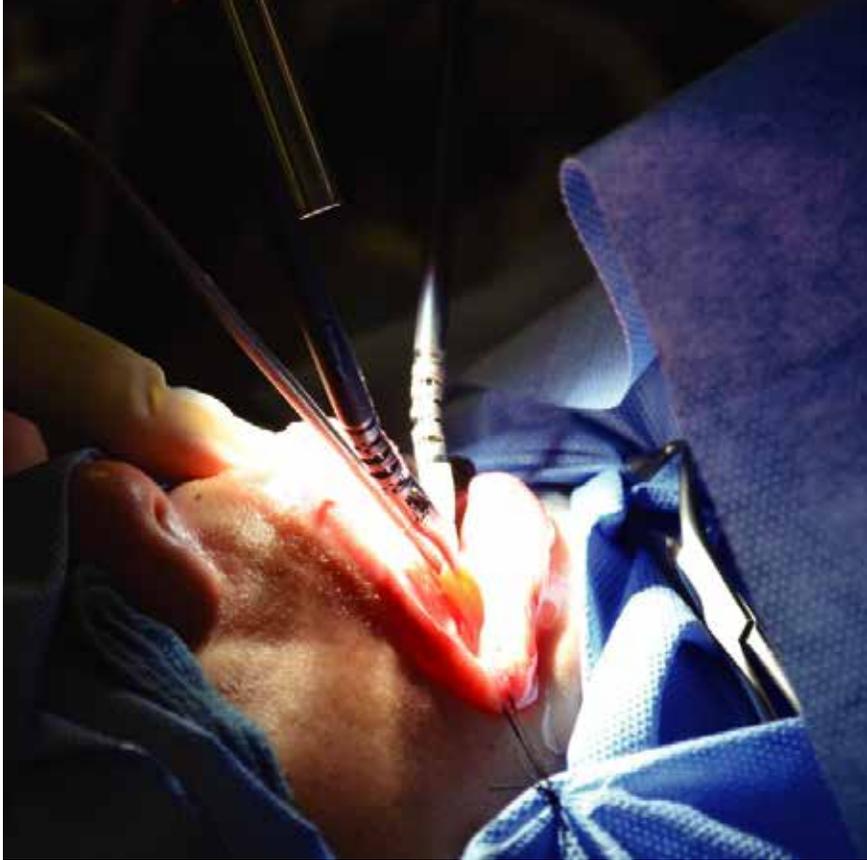
- ST4:** Translational Research Development, Innovation, and Commercialisation (TRDIC)
- ST5:** Industry, Community & Alumni Smart Partnership (ICASP)



Strategic Theme 4 : Translational Research Development, Innovation and Commercialisation

Aim

UiTM aspires to enhance translational research, development, innovation and commercialisation towards impacting socio-economic well-being, and global recognition leading to 6 STAR MyRA.



Strategies

Aims shall be achieved by:

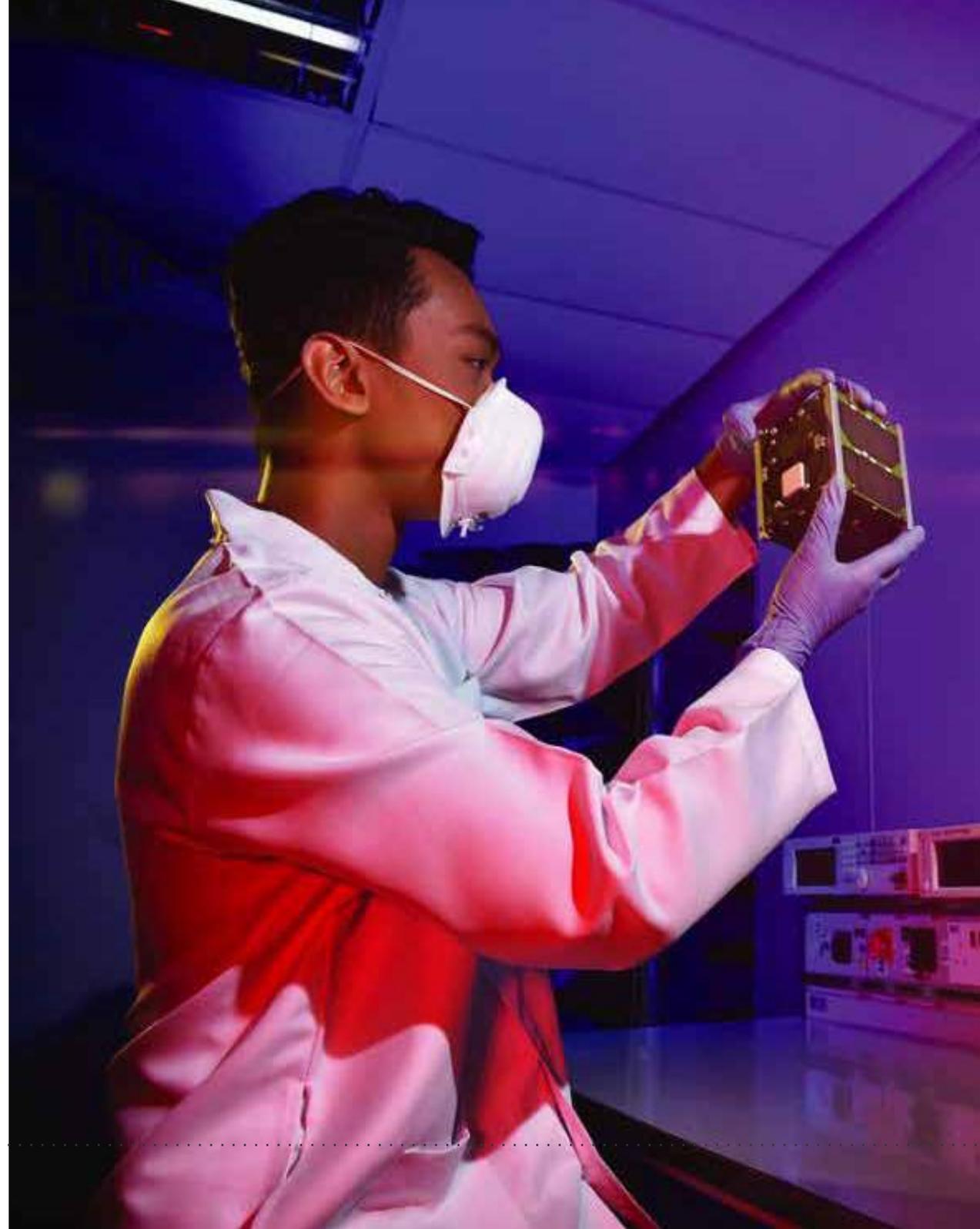
1. Synergising the previously identified six (6) Community of Research (CoRe) priority areas aligned with the Sustainable Development Goals (SDGs) in a conducive ecosystem. Six (6) CoRE priority areas are industrial technology, cyber technology, health & wellness, logistics & transportation, energy & environment and social creativity & innovation. This strategy aims to pool and redirect research efforts in UiTM towards championing the identified priority areas and provide solutions for current and upcoming challenges through collaborations, MoUs & MoAs with top-notch universities and industries in charting UiTM's research outcomes on the world map.

2. Empowering Centres of Excellence (CoEs) of international repute and transitioning to HICoE. This strategy aims to enable and facilitate intensive research with top international research centres through smart partnerships, collaborations and networking. The focus includes developing research talents and grooming of prominent researchers. Additionally, adequate funding to hire post-doctoral researchers and visiting professors would be allocated to increase research intensity towards achieving HICoE status.

3. Enhancing commercialisation by promoting UiTM as the heart of excellence and recognition by the Malaysian government and industry through strategic management of high-value talent and sustainable commercialisation in the business ecosystem.

Key Initiatives for Strategy 1

- 66. Aligning UiTM's research entities (including HICoE and CoEs) based on six (6) research priority areas
- 67. Engaging academic publication initiatives
- 68. Capitalising UiTM's research focus (publication, grants and innovation) in Chemistry and Materials fields as reported by Scival 1% competency map from 2012-2018
- 69. Enriching and capitalising on talents to address challenges under the six (6) research priority areas through multidisciplinary and translational research
- 70. Creating a conducive and sustainable research ecosystem with strong governance and funding to support all aspects of quality research



Key Initiatives for Strategy 2

71. Synergising and integrating research entities with relevant CoEs and HICoEs on future niche areas
72. Accelerating three (3) CoEs to become HICoEs
73. Establishing joint research laboratories with top international research laboratories and industries
74. Striving for international research collaboration and networking

Key Initiatives for Strategy 3

75. Establishing stand alone wholly-own professional entity of UiTM with a special mandate to manage and promote commercialisation & professional services
76. Developing UiTM consultancy & talent management services for industry and community projects
77. Engaging UiTM Researchers in technology investment, research & technology foresight for new product and services development
78. Establishing technology and innovation investment scheme to enable all levels of the commercialisation process:
 - Start-Up Funding
 - Market Introductory Funding
 - Venture Capital Funding



Key Performance Indicators

8. Staff indexed publication ratio
9. Staff citation ratio
10. Amount of research grants
11. Number of patents granted
12. Number of spin-off companies

Strategic Theme 5 : Industry, Community & Alumni Smart Partnership

Aim

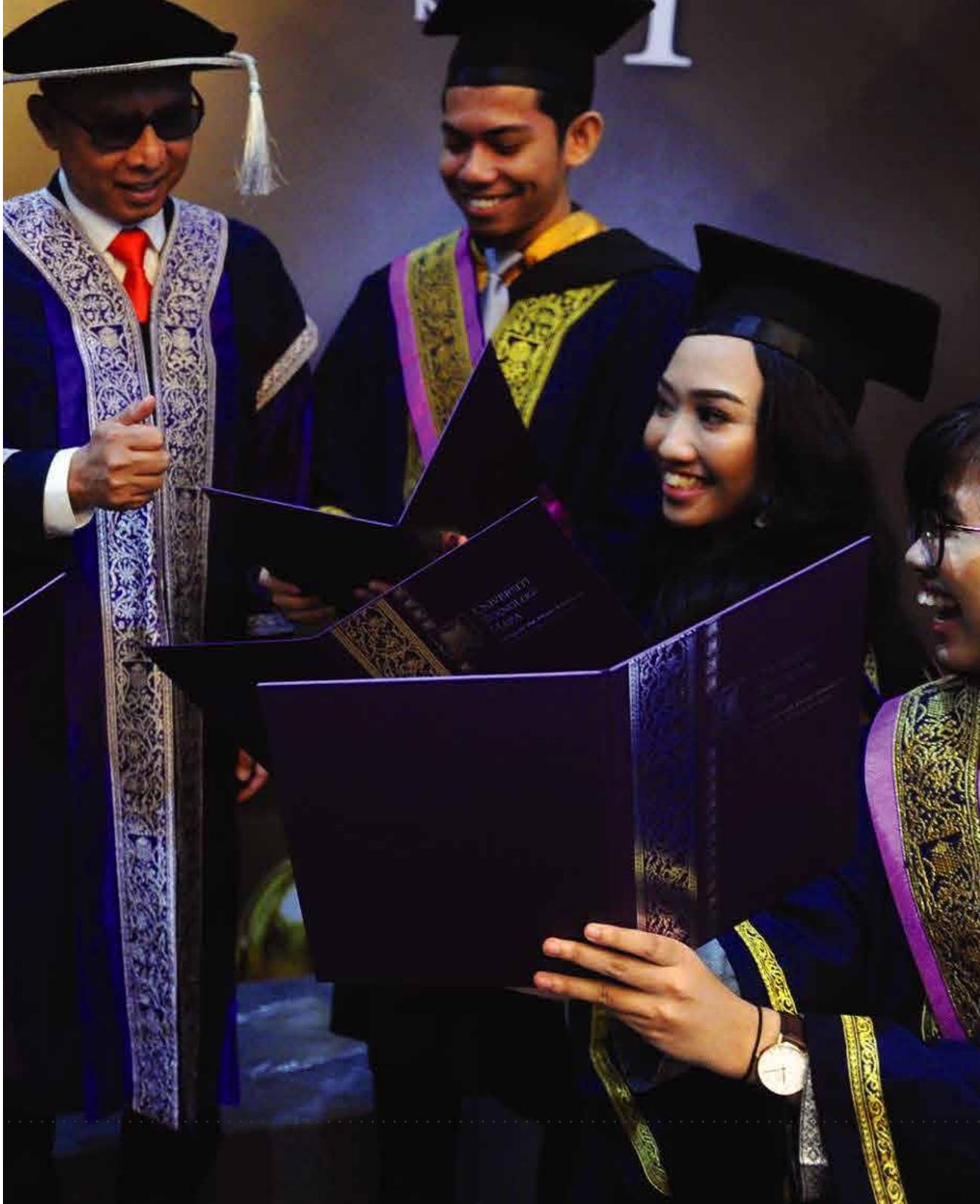
UiTM aims to leverage smart partnerships among industry, community and alumni, to inculcate the culture of giving back to the alma mater through charitable donations (Endowment and Waqf Funds), and to formalise collaborations with local and international organisations.

Strategies

Aims shall be achieved by:

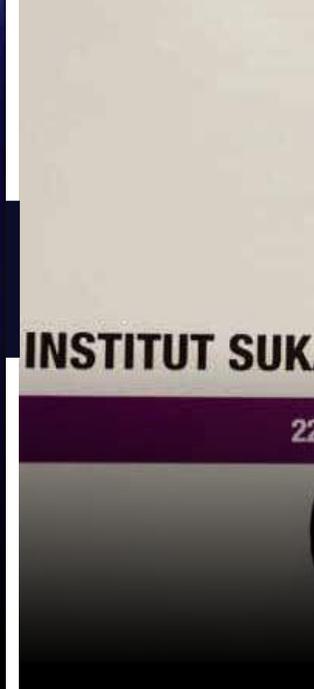
1. Strengthening strategic alliance with alumni and industries through strategic partnerships with top industry players and prestigious world academic institutions.
2. Establishing Endowment and Waqf Funds through value-added and high impact programmes.
3. Expediting impactful 500 international MoUs/MoAs.





Key Initiatives for Strategy 1

79. Creating a conducive ecosystem which supports industry-university linkages through innovation and simulation outfits and makers programmes
80. Establishing UiTM Alumni Federation for consolidating alumni activities allowing it to contribute to the university's teaching and learning advancement, as well as student development
81. Optimising community engagement by embedding sustainable service learning programmes in UiTM's academic curricula
82. Leveraging strategic partnership with industries to provide global experiences for student mobility programmes
83. Driving the Global Mega Universities Presidential Forum for the benefit of industry, community and alumni agenda
84. Engaging state-of-the-art media platform for global branding and visibility (TED-Talk)



Key Initiatives for Strategy 2

- 85. Establishing UiTM Alumni Business Village for income-generating activities
- 86. Establishing cashless ecosystem in UiTM towards becoming a cashless campus by 2020



UiTM International Partners



Key Initiatives for Strategy 3

87. Engaging in university-industry partnership to cultivate knowledge for real-world experience
88. Lending support to the industry through UiTM academic and research expertise by incorporating a centre in the industry partners' facilities
89. Establishing Integrated Alumni Database System which provides prominent partnership for future strategic engagement
90. Implementing scheduled trade missions to promote UiTM products to potential industry partners
91. Intensifying potential collaboration efforts with Fortune 500 and Forbes Global 2000 The World's Largest Public Companies

Key Performance Indicator

13. (a) Number of international MoAs
13. (b) Number of international MoUs
13. (c) Number of strategic engagement

Strategic Thrust

3

VALUE-DRIVEN PERFORMANCE

Strategic Thrust 3 : Value-Driven Performance

Goal

80% Happiness Index

Executive Summary

UiTM faces different internal and external challenges and obstacles to be excellent in its governance, to establish smart and green campuses and to sustain its funding. UiTM also needs to sustain its engagement with communities and industries, and has a duty to drive societal transformation and growth. Cultivating a value-driven performance is one of the significant strategic thrusts to overcome challenges and enable the university to become a globally renowned university.

The talent excellence that upholds specific values are the key to transform the university. UiTM has recognised excellence, synergy and integrity (ESI) core values that can drive talent to act and respond to the identified challenges. A value-driven performance also encourages talent excellence to create values which enhance governance, services, and approaches. Hence, it is important for talent excellence to sustain their creativity and uphold core values.

In the aspect of governance, the university shall preserve the agility values to achieve institutional excellence in tandem with efficient governance. Since talent excellence is the agent of change, the agile mindset, behaviour, and management need to be harnessed. The agile mindset leads talent excellence to be self-directed and self-improved in creating and sharing values with others. The agile behaviour would influence the talent excellence to be responsive, adaptive and flexible in dealing with tasks, issues, and providing solutions. The agile management would empower individuals and provide decision-making authority whenever relevant to hasten the process in delivering effective and efficient services.





In the aspect of infrastructure and ICT, the humanising technology and environmental sustainability have become the key values for value-driven performance. The main agenda is to drive the establishment of smart and green campuses. Humanising technology is meant to ensure that the provisioned ICT for the smart campus which relate to data science and artificial intelligence can significantly improve people's lifestyle and experience. Simultaneously, upholding the environmental sustainability value assists the university to shape green related initiatives towards optimising energy and resources whilst being opportunistic in the renewable energy solution.

In the aspect of finance, the funding sustainability becomes the core value for the value-driven performance. This would enhance UiTM's financial position and provide a long-term financial growth to realise all the strategic themes mentioned earlier. Upholding this value together with other core values bring about the ability to strategically generate new income and expand income streams with a higher purpose, which is to contribute to stakeholders.

Strategic Themes (STs)

ST6: Talent Excellence (TE)

ST7: Agile Governance (AG)

ST8: Smart Campus (SC)

ST9: Sustainable Funding (SF)

Strategic Theme 6 : Talent Excellence

Aim

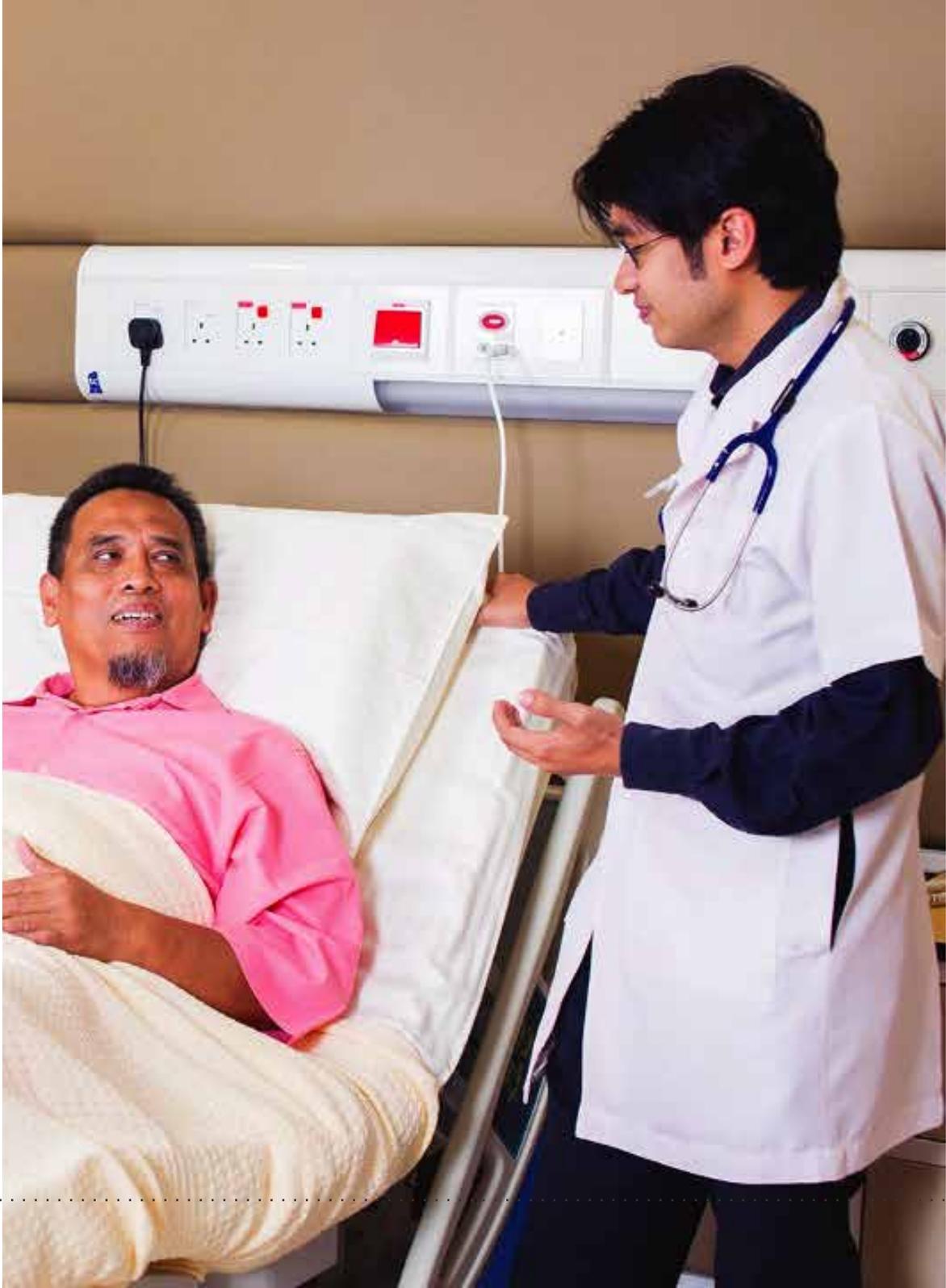
UiTM aims to uplift its staff in internalising core quality values and empowering them in performing their duties that involve teaching and learning, research and innovation, and services.

Strategies

Aims shall be achieved by:

1. Developing highly skilled, qualified and professional talent excellence with dynamic and competitive personality based on ESI values.
2. Creating an environment that supports the development of highly skilled and knowledgeable talent excellence.
3. Enhancing career path plans that are aligned with national talent mapping.





Key Initiatives for Strategy 1

- 92. Developing and implementing ESI index
- 93. Cultivating ESI core values through teaching and learning, research and innovation, governance and well-being
- 94. Focusing on high impact career development programmes such as Ph.D, industrial training, post-doctoral, professional training, sub-specialty, outbound scholars and professional programmes (MAICSA, CIMA, MIA, MIM) for staff
- 95. Nurturing talents for National Academic Award, National Administrator Award or other prestigious award
- 96. Developing a structured and transparent university succession planning



Key Initiatives for Strategy 2

97. Creating a conducive ecosystem for academic staff to pursue Ph.D qualification
98. Developing and implementing Competency-Based Talent Management (CBTM) for academic and administrative staff
99. Intensifying experiences and exposures through global outreach programmes
100. Promoting high impact KIK and AKNC programmes

Key Initiatives for Strategy 3

101. Facilitating fast track career path for academic and non-academic staff
102. Developing and implementing career roadmap for academic and non-academic staff
103. Enhancing high impact career development programmes



Key Performance Indicators

- 14.(a) Staff ESI Index
- 15. Percentage of high performance staff

Strategic Theme 7 : Agile Governance

Aim

UiTM strives to achieve a sustainable organisational excellence through effective and efficient governance.

Strategies

Aims shall be achieved by:

1. Establishing an Agile Governance Index System which enables high quality delivery services, promotion and empowerment of governance, and human resource policies.
2. Developing and attracting relevant talents to support UiTM's aspiration towards high academic quality standards and embracing professional development.
3. Empowering head of departments and committees on operational matters.

Key Initiatives for Strategy 1

104. Implementing Online Reference documents for governance (DPocket)
105. Strengthening delivery services and staff engagement through HR2U
106. Establishing Ethics Compliance Audit
107. Enhancing function of Rector Council
108. Establishing a superstructure organisation through the merging of faculties, based on clusters
109. Developing an online assessment for self-governance (Governance Index)
110. Applying operational excellence in daily operations at all levels to strive for higher stakeholder satisfaction
111. Exercising continual quality improvement by maintaining ISO9001:2015 certification while developing UiTM Integrated Quality Management Systems (iQMS)
112. Employing design thinking innovation at work to energise, motivate and enable creative problem-solving at all levels
113. Embracing digital office/class to improve work efficiency and effectiveness
114. Advocating an eco-friendly work environment (space) to strive for staff/student wellness and well-being

Key Initiatives for Strategy 2

115. Implementing an internal remuneration scheme
116. Practising excellent talent management
117. Establishing structured development programmes-fast-track career path
118. Strengthening image and branding initiatives to increase UiTM visibility



Key Initiatives for Strategy 3

- 119. Providing online comprehensive standard operating procedure for faculties/campuses/departments
- 120. Developing and implementing online self-governance assessment
- 121. Embracing operational excellence in daily operation at all levels

Key Performance Indicator

- 16. Agile Governance Index
- 21. UiTM Perception Index

Strategic Theme 8 : Smart Campus

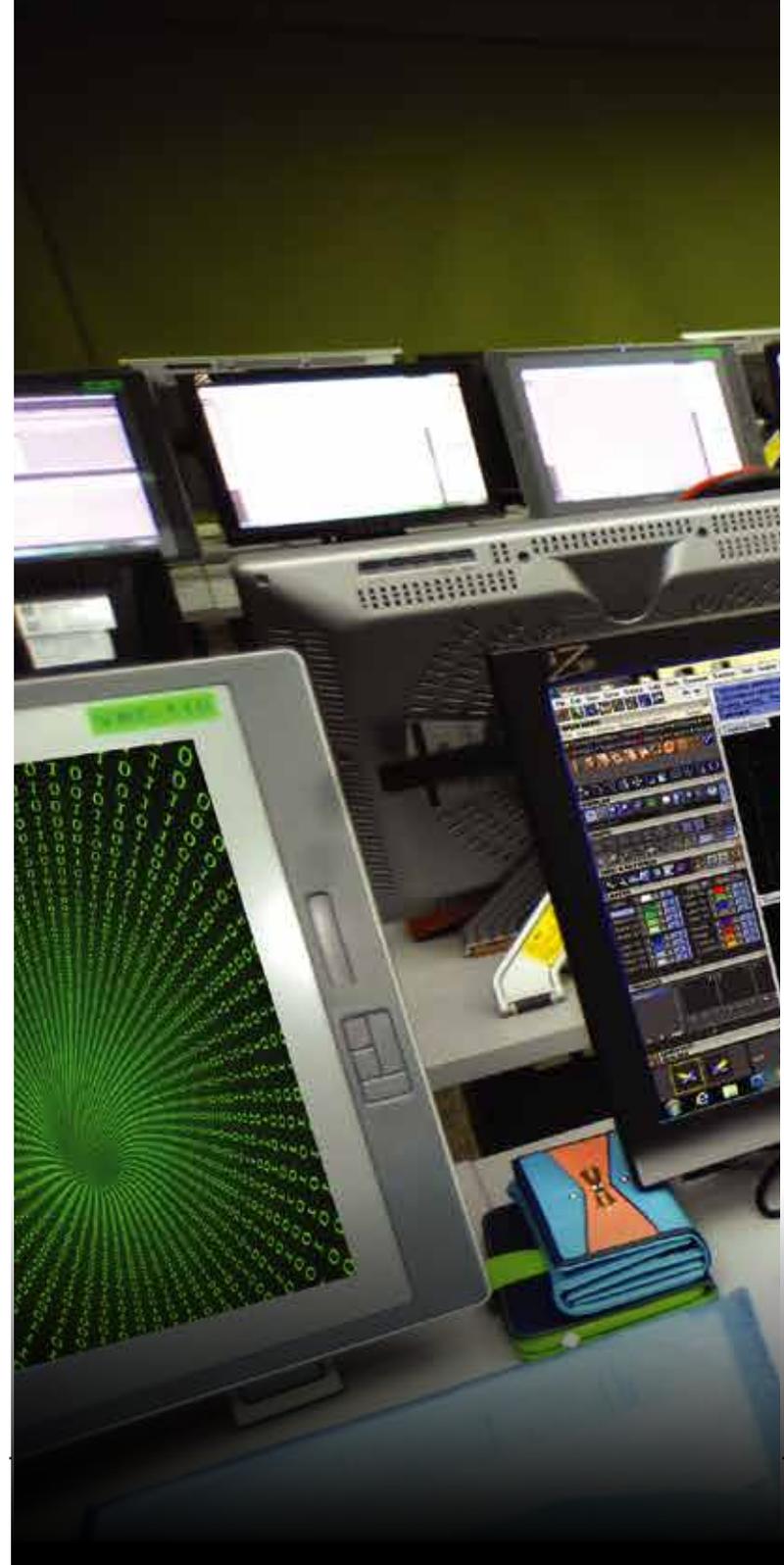
Aim

UiTM aims to provide a cutting-edge and conducive ecosystem for students and staff to embrace academic and research advancements and to improve the user experience for a quality lifestyle on campus with the use of advanced digital technologies and systems.

Strategies

Aims shall be achieved by:

1. Enforcing infrastructure to provide a smart, green, safe and sustainable campus that would lead to the optimisation of assets, resources and energy consumption with renewable capability for long-term cost-efficiency.
2. Strengthening ICT potential to provide an efficient and integrated ICT infrastructure and establishing a smart centralised data hub which supports holistic and strategic level data-driven decision-making.







Key Initiatives for Strategy 1

- 122. Strengthening Greenation@UiTM agenda
- 123. Maximising the capturing capability of renewable energy
- 124. Maximising the utilisation of existing solar power farm and solar panels at campuses
- 125. Maintaining and upgrading the existing infrastructure to support current and future initiatives
- 126. Enhancing the existing Facilities Digital Management System with smart applications such as tracking locations and status of facilities, real-time monitoring with notification, and decision-making support



Key Initiatives for Strategy 2

- 127. Establishing a One Stop e-Service Centre that offers different kinds of online applications which run on high-quality ICT infrastructure for students and staff to improve productivity and lifestyle on campus
- 128. Providing a Smart Centralised Data Hub which serves as the main data repository for UiTM and equipped with smart ICT to manage data efficiently and effectively
- 129. Maintaining and upgrading the existing ICT infrastructure to support current and future initiatives
- 130. Implementing the blockchain technology for reliable and secure data sharing
- 131. Strengthening and promoting a cashless campus to support an eco-friendly lifestyle

Key Performance Indicators

- 17. (a) Data quality score
(b) Index UiTM (i-UiTM)
- 18. Satisfaction index on UiTM facilities





Strategic Theme 9 : Sustainable Funding

Aim

UiTM aims at providing an integrated strategic approach in enhancing UiTM's financial position for sustaining long-term financial and cost containment.

Strategy

Aim shall be achieved by:

1. Attaining new income sources for harnessing university financial sustainability by 2025.



Key Initiatives for Strategy 1

- 132. Providing world class education through UiTM Private Education Wing
- 133. Implementing chargeable fees for both postgraduate and international students
- 134. Venturing into blue ocean markets by UiTM Holdings Sdn Bhd
- 135. Conducting summer programmes to attract international students
- 136. Working on potential research and development projects, namely the solar power farm and solar panels on rooftops for green and sustainable campuses



- 137. Offering UiTM vehicle plate number as granted by the Road and Transport Department
- 138. Monetising the UiTM Digital Asset (Youtube/Music) for online media stream business potential
- 139. Generating income through the establishment of the Endowment Fund and Waqf Fund
- 140. Generating income from consultancy and commercialisation scop via lecturers' and researchers' work and IP products
- 141. Working on Agrofarm/Homestay projects via monetising UiTM assets and resources
- 142. Utilising the e-commerce platform to provide jobs
- 143. Collaborating with existing private hospitals for the operation of Medical Teaching Hospital Private Wings
- 144. Conducting Alumni Project via contributions from society (staff, community, etc)

Key Performance Indicators

- 19. RM1 billion income generation
- 20. Cost saving of non-emolument over operating budget



HUTM

HOSPITAL
UiTM

Summary UiTM2025 Strategic Plan

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 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

- 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 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)

Summary Key Performance Indicators 2020-2025

6 STAR SETARA

QS TOP 300
2 SUBJECTS TOP 100
20 SUBJECTS RANKED

80% HAPPINESS INDEX

21 KEY PERFORMANCE INDICATORS

| KPI 1 | KPI 2 | KPI 3 | KPI 4 | KPI 5 | KPI 6 | KPI 7 |
|--|--|--|---------------------------------------|--------------------------------------|---|--|
| Number of programmes accredited by professional standards at national or international level | Number of programmes made available online to learners nationally and globally | Number of broad-based programmes with differentiated tracks and pathways | Percentage of graduate employability | Percentage of graduate entrepreneurs | Percentage of full time students involved in service learning programmes | Number of students' enrolment a) Full time students b) Part time students c) Franchise students d) Postgraduate students e) International postgraduate students |
| KPI 8 | KPI 9 | KPI 10 | KPI 11 | KPI 12 | KPI 13 | KPI 14 |
| Staff indexed publication ratio | Staff citation ratio | Amount of research grants | Number of patents granted | Number of spin-off companies | a) Number of international MoAs b) Number of international MoUs c) Number of strategic engagement | a) Staff ESI Index b) Students ESI Index |
| KPI 15 | KPI 16 | KPI 17 | KPI 18 | KPI 19 | KPI 20 | KPI 21 |
| Percentage of high performance staff | Agile Governance Index | a) Data quality score b) Index UiTM (i-UiTM) | Satisfaction index on UiTM facilities | RM1 billion income generation | Cost saving of non-emolument over operating budget | UiTM Perception Index |



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Acknowledgement

Patron

Dato' Sri Hj. Syed Zainal Abidin Syed Mohamed Tahir

Head of Panel Advisor

Prof. Emeritus Datuk Ir. Dr Mohd Azraai Kassim

Panel Advisor

Tan Sri Azizah Mokhzani
Datuk (Dr) Aminar Rashid Salleh
Datuk Ir. Dr Siti Hamisah Tapsir
Datuk Mohaiyani Shamsudin
Datuk Kamarudin Meranun
Datin Vivy Yusof
Encik Mohd Sakeri Abdul Kadir
Prof. Ir. Dr Hj. Abdul Rahman Omar
Prof. Dr Jasmine Ahmad
Prof. Madya Dr Adibah Shuib

Facilitator Team

Prof. Dato' Dr Abu Bakar Abdul Majeed
Prof. Datin Dr Noor Habibah Arshad
Prof. Datin Dr Hapizah Md Nawawi
Prof. Dr Hajah Roziah Janor
Prof. Dr Fauziah Noordin
Prof. Dr Normah Haji Omar
Prof. Dr Hajah Nor Aziah Hj. Alias
Prof. Madya Dr Mahazir Ismail
Dr Hajah Zainab Haji Mohd Noor

Editorial Team

Prof. Madya Dr Ahmad Taufek Abdul Rahman
Prof. Madya Ts. Dr Hj. Mohamad Faizul Yahya
Prof. Madya Dr Zaibunnisa Abdul Haiyee
Prof. Madya Dr Alawi Hj. Sulaiman
Dr Azlan Ismail
Dr Norfashiha Hashim
Puan Zurita Akhma Abd Jalil
Encik Ahmad Nizam Ismail
Encik Muhammad Syafiq Kamaruzaman
Puan Norzalina Saat
Puan Hasyimah Abdul Rahim

Design and Concept

Encik Md Faizul Khalid @ Abd Malek

Proof Readers

Prof. Madya Dr Nabilah Abdullah
Prof. Madya Dr Zarina Suriya Ramlan
Prof. Madya Dr Faizah Mohamad
Puan Nadiyah Thantawi Jauhari

Data and Images

Universiti Teknologi MARA

Executive Management

Prof. Ts. Dr Hj Mohamad Kamal Hj. Harun
Prof. Dr Azizan Abdullah
Prof. Dr Mohd Nazip Suratman
Prof. Dato' Dr Rahmat Mohamad
Prof. Ts. Dr Mohd Fozi Ali
Puan Hajah Saadah Ibrahim
Dr Mohd Anuar Mazuki
Prof. Madya Dr Haidar Dziauddin

Senior Management

Prof. Dr Hadariah Bahron
Prof. Datin Dr Noor Habibah Arshad
Prof. Dr Hajah Roziah Janor
Prof. Dr Fauziah Noordin
Prof. Dr Syed Jamal Abdul Nasir Syed Mohamad
Ts. Noor Hidayat Adnan
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Prof. Ts. Dr Haryani Haron
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Prof. Dr Norazah Abd Rahman
Prof. Ir. Dr Hj. Muhammad Azmi Ayub
Prof. TPr. Dr Jamalunlaili Abdullah
Prof. Dr Hajah Farida Zuraina Mohd Yusof
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Prof. Dr Yamin Yasin
Prof. Dr Abd Halim Mohd Noor
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Prof. Sr. Dr Md Yusof Hamid

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Prof. Madya Dr Hj. Zulkifli Mohamed
Prof. Madya Datuk Dr Hj. Abdul Kadir Rosline @ Hj. Rosline
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Prof. Dr Hj. Mohd Salehuddin Mohd Zahari
Prof. Dr Sohaimi bin Zakaria
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Prof. Madya Ir. Dr Syed Shatir Asghrar Syed Hassan
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Prof. Dr Nor'Azam Hj. Mastuki
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Dr Nor Amlizan Ramli
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Prof. Madya Ts. Dr Sharipah Ruzaina Syed Aris
Dr Hajah Zainab Hj. Mohd Noor
Dr Mohd Bahrin Othman
Tuan Hj. Ir. Junaidi Muslim
Puan Nor Lida Abu Hanifah

Encik Mohd Najib Mohd Sarif
SUPT/PB Badarudin Mohd Dom
Encik Faizol Yeop Mohd Rose

Contributors

Puan Azida Azmi
Prof. Dato' Dr Nasrudin Mohammed
Prof. Dr Abdol Samad Nawi
Prof. Sr. Ts. Dr Abdul Hadi Nawawi
Prof. Dr Nooritawati Md. Tahir
Prof. Dr Zaiki Awang
Prof. Dr Sofiah Abdul Rahman
Prof. Ir. Dr. Zuhaina binti Zakari
Prof. Ts. Dr Hajah Anitawati Mohd Lokman
YM Prof. Madya Dr Tuan Mohd Rosli Tuan Hassan
Prof. Madya Dr Mahazir Ismail
Prof. Madya Dr Amer Shakir Zainol
Prof. Madya Dr Sazzli Shahlan Kassim
Prof. Madya Dr Aini Jaapar
Prof. Madya Dr Azhar Abd Jamil
Prof. Madya Dr Rohana Hassan
Prof. Madya Dr Azizah Abdullah
Prof. Madya Dr Zainiharyati Mohd Zain
Prof. Madya Dr Yusfida Ayu Abdullah @ Mohd Zain
Prof. Madya Ir. Dr Syed Shatir Asghrar Syed Hassan
Prof. Madya Dr Yarina Ahmad
Prof. Madya Dr Abdul Kadir Othman
Prof. Madya Dr Nazlinda Abdullah
Prof. Madya Hajah Fairuz Mohd Salleh
Datin Sri Dr Nazura Mohamed Sayuti
Dr Ahmad Rais Mohamed Mokhtar
Dr Ruhizan Liza Ahmad Shauri
Dr Ariff Md Ab Malek
Dr Haswira Nor Mohamad Hashim
Dr Amir Hisham Hashim
Dr Faiz Izwan Anuar
Dr Hashbullah Ismail
Dr Ainul Azreen Adam
Dr Mohd Azman Zainul Abidin
Dr Mahadir Ladisma @ Awis
Dr Shahniza Kamal Bashah

Dr Mohamad Fariz Mohamad Taib
Puan Jamizan Jalaluddin @ Mohd Rashid
Puan Alfina Bakar
Puan Puspa Marina Omar
Tuan Hj. Mazlan Hashim
Puan Hajah Azmahton Dato' Hj. Seroji
Datin Nor Mottahatti Mat Noor
Encik Muhamad Nizam Noordin
Puan Nor Hashimah Haji Rahmat
Encik Wan Hasmadi Wan Ahmad
Puan Noriah Mohamed Ali
Puan Hajah Sariani Sarijo
Puan Wan Noraini Wan Yusoff
Encik Mohamad Azuwadi Mohd Yasin
Encik Saiful Azril Ishak
Encik Mohd Zamreen Mohd Amin
Puan Musripah Mohamed
Tuan Ir. Hj. Ismail Mohd Kassim
Encik Mustadza Ahmad
Encik Ridzuan Ahmad
Encik Ahmad Shakri Tarmuchi
Encik Che Wan Kamarul Hishysam bin Che Wan Ahmad
Encik Mohamad Nasaruddin Mahdzir
Encik Irwan Othman
Cik Nur Syazwani Ahamad Azahari
Ts. Dr Hajah Kamaliyah Sarjo @ Hj. Ahmad
Sr. Hj. Sharuzaman Mohd Salleh
Puan Samsuriwati Sohaini
Encik Mohd Sufian Ruslan
Encik Muhammad Adib Ibrahim
Encik Darus Kasim
Raja Mohamad Fikri Raja Azman

Secretariat Team

Puan Zaidar Ruhain Mohamed Jan
Puan Shamsida Mohamad Jabor
Puan Dasimah Md Drus
Encik Affende Zaini
Encik Rizahafez Shuhut
Encik Kamal Mustaqim Kamaruddin
Puan Suhaila Ishak
Puan Aishah Azman
Encik Mohd Syazwan Wan Adnan
Puan Junainah Bajuri
Puan Nurhazwani Abdullah
Puan Nurul Hidayah Mohd Pizan
Encik Norhafiz Zainal
Encik Norazmi Md Suzari

e-Book

Encik Rosly Mahmood

www.uitm.edu.my

University Transformation Division
Canseleri Tuanku Syed Sirajuddin
Universiti Teknologi MARA
40450 Shah Alam
Selangor