



UNIVERSITI  
TEKNOLOGI  
MARA



INSTITUTE OF LEADERSHIP AND DEVELOPMENT  
UNIVERSITI TEKNOLOGI MARA

# STRATEGIC PLANNING AND ACTION PLAN 2021-2025

INSTITUTE OF LEADERSHIP AND DEVELOPMENT (ILD UiTM)



[ild.uitm.edu.my](http://ild.uitm.edu.my)  
[ildperak.uitm.edu.my](http://ildperak.uitm.edu.my)



Lebu Enstek, Bandar Enstek,  
71760 Nilai, Negeri Sembilan  
Jalan Kampung Gajah,  
31800 Tanjung Tualang, Perak



[ild@uitm.edu.my](mailto:ild@uitm.edu.my)  
[ildperak@uitm.edu.my](mailto:ildperak@uitm.edu.my)



06-7580 200  
05-3616 200



06-7971 364  
05-3616 238



[ilduitm](https://www.facebook.com/ilduitm)  
[ildperak](https://www.facebook.com/ildperak)



---

*Copyright* © Institut Kepimpinan dan Pembangunan, UiTM (ILD) 2021

Hak cipta terpelihara. Buku ini atau mana-mana bahagiannya tidak boleh diterbitkan semula atau digunakan dalam apa jua cara sekalipun - tanpa kebenaran bertulis daripada penerbit kecuali penggunaan petikan ringkas dalam kajian buku.

Dicetak oleh: Unit Percetakan, UiTM Shah Alam

Cetakan Pertama, 2021

ISBN 978-967-17920-0-1

Institut Kepimpinan dan Pembangunan (ILD)  
Universiti Teknologi MARA  
Lebuh Enstek, Bandar Enstek  
Nilai 71760, Negeri Sembilan

[http: //ild.uitm.edu.my](http://ild.uitm.edu.my)

---

# TABLE OF CONTENTS

<b>PNC's Preface</b> .....	<b>2</b>
<b>INTRODUCTION</b> .....	<b>3</b>
<b>MANAGEMENT TEAM</b> .....	<b>5</b>
UiTM2025 Strategic Planning .....	6
Key Initiative Statements and Roadmap of ILD (Model).....	7
<b>KEY INITIATIVES STATEMENT</b> .....	<b>9</b>
KEY INITIATIVES STATEMENT 1 .....	10
KEY INITIATIVES STATEMENT 2 .....	14
KEY INITIATIVES STATEMENT 3 .....	15
KEY INITIATIVES STATEMENT 4 .....	19
KEY INITIATIVES STATEMENT 5 .....	22
KEY INITIATIVES STATEMENT 6 .....	24
<b>SUMMARY</b> .....	<b>28</b>
<b>SPECIAL APPRECIATION AND ACKNOWLEDGEMENT</b> .....	<b>29</b>

# Strategik Planning and Action Plan 2021-2025

---

Institute of Leadership and Development (ILD) UiTM





## PNC's Preface

### **Alhamdulillah.**

ILD UiTM supports the strategic plan of UiTM 2025 as the aspiration towards becoming a globally renowned university (GRU) in 2025. In line with that, ILD UiTM also draws up its annual strategic plan that supports this aspiration and is determined in ensuring the direction of this training institution is consistent with UiTM's vision and mission.

There have been many exciting and memorable events at ILD UiTM over the past one year. Noticeably, there are marked improvements in the planning and implementation of training programs across service schemes albeit challenged by the Covid19 pandemic. ILD UiTM displayed agile management through quick adaptations to the situation via maintaining face-to-face training within the stipulated SOP when it was permissible but made quick changes by converting to online ones upon various phases of Movement Control Orders (MCOs). Instead of lamenting on the situational limitations, we chose to focus on organizational mission and objectives, namely to strengthen the knowledge and skills of both academic as well as administrative staff of UiTM. These were accomplished via the development of UiTM Competency Framework and its accompanying Competency Dictionary, both of which serve as basis for the implementation of Competency Based Talent Management (CBTM) at UiTM. Also in place is an improved talent-pool identification system through the UiTM Succession Planning Model which is under the purview of ILD UiTM from 2020.

Where the actual training programs are concerned, there were also significant changes. Initially the changes were reactions to the impact of IR4.0 but they are now viewed as crucial if universities, including UiTM, are to stay relevant. There are intensifications of training types, nature and content to those which support online and distance learning (ODL); these include new pedagogies, interactive learning platforms, and innovative assessments, just to name a few. Successful training and staff development programs require synergistic endeavours inter- and intra-divisions, faculties, and campuses of UiTM as well as collaborative efforts with reputable external organizations. Among outstanding national and international bodies which ILD UiTM has had the opportunity to fraternize with include AKEPT, Awantec and MIHRM.

Given the full support from the senior management and all UiTM staff, ILD UiTM will no doubt continue to make excellent strides in offering creative and innovative development and leadership programs. God willing, the programs will not only meet but also enhance staff competency to the level reflected by employees in superior organizations. It is hoped that the initiatives taken by ILD will help UiTM to materialise its aspiration in becoming a renowned, global university by the year 2025. May we be given continued health and strength for more glorious years to come at ILD UiTM.

**Prof. Datuk Dr Mizan bin Hitam**  
PNC ILD UiTM

---

## INTRODUCTION

(by Puan Siti Zalipah Ibrahim)

### About ILD UiTM

Institute of Leadership & Development (ILD) was officiated by YB Dato' Seri Idris Jusoh, former Minister of Higher Education, Malaysia on 23rd August 2016. The inauguration ceremony was held at its newly completed campus near Bandar Enstek, Nilai, Negeri Sembilan. The campus construction works started in 2012 under Private Fund Initiatives and handed over to UiTM on 22nd July 2016. Its full operation commenced on 1st August 2016.

The institute conducts leadership and staff development programmes for all UiTM staff consisting of lecturers, managerial and supporting staff. Given its state-of-the-art training facilities, the institute also welcomes other public sector as well as private sector agencies to use its facilities at a competitive rate.

ILD was formerly two separate entities, namely:

- Bahagian Latihan, Jabatan Pembangunan Sumber Manusia (JPbSM), Pejabat Pendaftar, and
- Institut Kepimpinan dan Pengurusan Kualiti/ Institute of Leadership and Quality Management (iLQAM)

After a UiTM-wide function and operation review, these two entities were combined to form ILD. Upon its formation in July 2015, the main function of the institute is to ensure all the training and human development programs fulfill the current needs of the university in its course to produce staff with exceptional performance as well as outstanding leadership skill. Other functions of the institute include:

1. Planning and conducting integrated and structured training to further refine UiTM staf skills.
2. Conduct assessments on the effectiveness of the organized programs in terms of impacts on the trainees and the organization.
3. Ensure the implementation of programs is executed as planned and complies with public sector human resource training policy.

---

## **Mission and Vision**

### **Mission**

#### **UiTM**

To establish UiTM as a premier university of outstanding scholarship and academic excellence capable of providing leadership to Bumiputeras dynamic involvement in all professional fields of world-class standards in order to produce globally competitive graduates of sound ethical standing.

#### **ILD UiTM**

To develop caliber leaders and high performing staff and become Malaysia's most renowned training institute

#### **UiTM Vision**

To enhance the knowledge and expertise of Bumiputeras in all fields of study through professional programmes, research work and community service based on moral values and professional ethics.

### **Client Charter**

- To ensure that the infrastructure and training facilities get an average evaluation score of at least 4 on a scale of 1-5 in customer satisfaction assessment.
- To provide certificates to participants who have met the requirements of the training program as soon as the training is over.
- To respond to all inquiries and official complaints within three (3) working according to the procedure.
- To notify the results of abroad training applications within three (3) working days after the JKI-PBSM meeting.
- To advertise a planned course at least one (1) month before the course begins

### **Quality Objective**

- To ensure that 15% of candidates are ready to hold strategic positions at UiTM
- To ensure that 80% of UiTM staff undergo 42 hours of training a year.
- To ensure that 20% of staff achieve 6 hours training logs organized by ILD a year



## MANAGEMENT TEAM



**Professor Datuk Dr. Mizan Bin Hitam**  
Assistant Vice Chancellor

				
<b>Professor Dr Zuraidah Sanusi</b>	<b>Prof. Madya Dr. Nabilah Abdullah</b>	<b>Prof. Madya Dr. Abdul Kadir Othman</b>	<b>Ts. Mohd Rafizi bin Rahmad</b>	<b>Ahmad Shakri bin Tarmuchi</b>
Director of Centre For Institutional Leadership	Director of Centre For Academic Leadership	Director of Centre For Talent and Development Assessment	Senior Deputy Registrar & Director Centre For Competency Development	Deputy Registrar & Director Director of ILD Perak

---

## UiTM2025 Strategic Planning

(by Ts. Mohd Rafizi Rahmad)

The UiTM2025 Strategic Plan is in line with UiTM's vision of becoming a premier university based on academic scholarship and excellence that champions dynamism of Bumiputeras in all world class professional fields to produce competitive, global and ethical graduates. UiTM strives to become a world-class centre of higher education by way of increasing its academic, social, and innovation excellence; improving its global and international recognition; as well contributing new technologies to the development of the nation and industry. To achieve these goals, the UiTM Strategic Plan 2025 was launched on the 6th of February, 2020.

The UiTM2025 Strategic Plan focuses on three (3) strategic core areas, namely:

1. Quality Education;
2. Global Excellence and
3. Value-Driven Performance.

Each core will be mapped to key themes, initiatives and achievements based on the institutional values of Excellence, Synergy and Integrity (ESI) to ensure the highest quality of results.

For 2021, the Office of Deputy Vice Chancellor (Academic and International) has planned a series of Strategic Action Plan (SAP) towards achieving 22 Key Initiatives (KI) and 58 projects where ILD UiTM also contributes to the plan as follow;

**1 Key Initiative** - Enhancing Qalb-based Teaching/ Developing Excellent Academics with Relevant Skill Sets, which contribute to three projects:

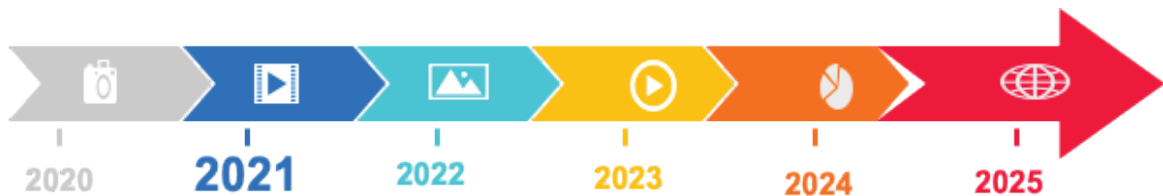
- a. Competency Development towards Academic Excellence
- b. Certificate in Education (CIE)
- c. Qalb-Based Teaching

## Key Initiative Statements and Roadmap of ILD (Model)

(by Prof. Dr Zuraidah Sanusi)

- As a leading institute of leadership and development of Universiti Teknologi MARA, we will continue to leverage our strengths, to elevate talent competencies.
- Our 2020-2025 strategic planning provides a roadmap towards being a globally renowned university.

ILD UiTM Strategies outline the specific priorities, actions and measures required to activate and realise the six key initiatives. These initiatives are to support UiTM goals of the 2020-2025 Strategic Plan, to be globally renowned university. This goal is underpinned by the three strategic themes for quality education, global excellence in research and innovation, and value driven performance of our role as a public university.



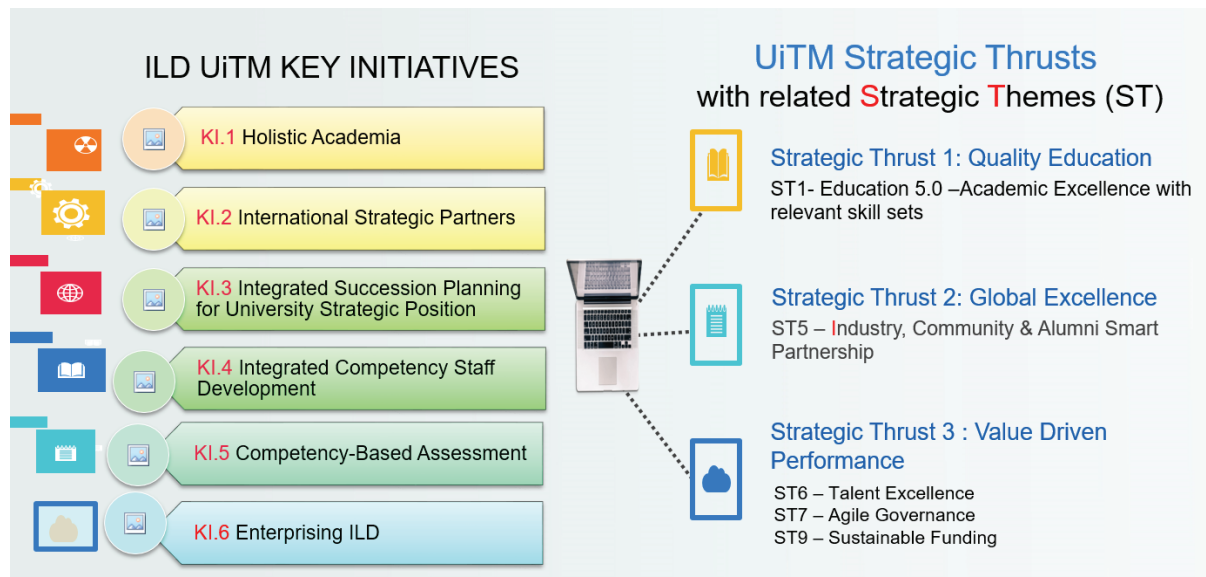
ILD will manifest highest values, practice innovation and leadership; lead cross-disciplinary teams with excellence in communication.

We will support the university agenda to ensure an agile management culture for academics and administrations and collaborate across all departments, faculties and campuses.

ILD OBJECTIVES	
Objectives	Targets
01 Staff receive 42 hours of training	80%
02 Ready now successors for strategic positions	15%
03 Meet staff training needs	20%

The table is supported by a colorful city skyline graphic at the bottom.

Six key initiative priorities have been identified as areas of focus over the next five years to strengthen our strategic investments in our faculty, facilities, and educational and research programs



ILD UiTM Strategies outline the specific priorities, actions and measures required to activate and realise the six key initiatives. These initiatives are to support UiTM goals of the 2020-2025 Strategic Plan, to be a globally renowned university. This goal is underpinned by the three strategic themes for quality education, global excellence in research and innovation, and value driven performance of our role as a public university.

We must challenge ourselves to become an increasingly agile academic culture

- collaborates across all discipline,
- emphasizes excellence and innovation,
- celebrates diversity and practices inclusion,
- brings respect and dignity to our work.



# KEY INITIATIVES STATEMENT

KEY INITIATIVES STATEMENT		
No	Title	Owner
1	Holistic Academia	Prof. Madya Dr. Nabilah Abdullah
2	International Strategic Partners	Ts. Mohd Rafizi bin Rahmad
3	Integrated Succession Planning for University Strategic Positions	Prof. Dr. Zuraidah Sanusi
4	Integrated Competency Staff Development	Ts. Mohd Rafizi Rahmad
5	Competency-Based Assessment	Prof. Madya Dr Abdul Kadir Othman
6	Enterprising ILD	Ts. Mohd Rafizi Rahmad

---

## SUMMARY

(by Ts. Mohd Rafizi bin Rahmad)

Agenda and project planning on this strategic planning has taken into account the strengths and opportunities under the ILD UiTM as the training provider at the UiTM level.

If this plan is implemented according to the set strategy, it will be able to transform ILD UiTM and boost its function as a renowned training and higher education leadership institution in Malaysia.

The main challenge in ensuring the direction of movement is to get the commitment of all parties involved and synergize in this planning, because Covid19 has made efforts and movement at all levels to be slow and limited.

The creativity of all parties in finding the best alternative to mobilize each initiative is essential. In a pandemic situation that has hit the world, opportunities need to be maximized. To transform this into reality this strategic plan can be implemented jointly while ensuring that the function as a statutory body civil servant at ILD UiTM remains relevant in all situations.

In implementing the planning all challenges and obstacles have been identified. Only those who are resilient and persevere can do it. Therefore, the ILD UiTM team has no choice but to continue to be resilient and persevere.



---

## SPECIAL APPRECIATION AND ACKNOWLEDGEMENT

### ILD UiTM Strategic Team

Professor Datuk Dr. Mizan Bin Hitam  
Assistant Vice Chancellor

Ts. Mohd Rafizi bin Rahmad  
Senior Deputy Registrar & Director Centre For Competency Development

Professor Dr. Zuraidah binti Mohd Sanusi  
Director of Centre For Institutional Leadership

Prof Madya Dr Nabilah Abdullah  
Director of Centre For Academic Leadership

Assoc. Prof. Dr. Abdul Kadir bin Othman  
Director of Centre For Talent and Development Assessment

Mr. Ahmad Shakri bin Tarmuchi  
Director of ILD Perak

Dr. Faizah Eliza binti Abdul Talib  
Fellow

Dr. Norlaila binti Md Zin  
Fellow

Dr. Nurazilah binti Zainal  
Fellow

Ts. Dr. Nurul Fariha binti Lokman  
Head of Facilities Management Division

Mdm. Norhaida binti Awang  
Senior Assistant Bursar

Mdm. Zainortul Akmar binti Zainon Abidin  
Assistant Registrar

Mdm. Siti Zalipah binti Ibrahim  
Assistant Registrar

