UNIVERSITI TEKNOLOGI MARA

Fakulti Farmasi

UPDATED
STRATEGIC PLAN
2025

Faculty of Pharmacy,
Universiti Teknologi MARA (UiTM)

UPDATED STRATEGIC PLAN 2025

FACULTY OF PHARMACY
UNIVERSITI TEKNOLOGI MARA (UiTM)
CAWANGAN SELANGOR

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TABLE
OF CONTENTS

Alhamdulillah, all praise be to Allah S.W.T. for His blessings and guidance in enabling the completion of the Updated Strategic Plan 2025 playbook for the Faculty of Pharmacy, Universiti Teknologi MARA (UiTM).

This playbook aligns with the UiTM Strategic Plan 2025 and reflects the revised tagline, "Globally Renowned, Locally Rooted", guided by three strategic thrusts: Quality Education, Global Excellence, and Value-Driven Performance. These thrusts are supported by core values of excellence, synergy, and integrity.

As UiTM progresses toward becoming a Globally Renowned University (GRU) by 2025, this year is a critical milestone. Embracing the theme "Globally Respected", the university takes a significant step in its transformation journey.

The Faculty of Pharmacy has outlined focused strategies to achieve its performance targets in line with this aspiration. Fifteen Strategic Action Plans (SAPs) have been developed, covering 66 Performance Indicators (PIs) across areas such as academics, research, innovation, commercialization, partnerships, student development, entrepreneurship, and administrative and financial management. Key words moving forward are intelligence (moral), intensity and intuition.

This document serves as a practical guide for staff to ensure effective implementation of the SAPs. It is our hope that it will support consistent and impactful execution.

Congratulations and sincere thanks to all contributors for your dedication, teamwork, and commitment in making this initiative a reality.

PROFESSOR DATO' DR. ABU BAKAR ABDUL MAJEED

FOREWORD

Executive Summary

The Faculty of Pharmacy, Universiti Teknologi MARA (UiTM), has crafted a strategic plan aligned with UiTM Strategic Planning 2025. This plan focuses on five core pillars: academic excellence, impactful research, student development, innovation and commercialization (iCAN), and sustainable income generation.

The faculty aims to enhance academic programs by integrating industry-relevant modules, professional certifications, and hands-on learning. Collaboration with industry partners will ensure that graduates are well-prepared for real-world challenges. Teaching and learning strategies will also be updated to reflect current pharmacy practice and global standards.

Research advancement is driven by strengthening existing research capabilities and optimising specialised facilities. Focus areas include tissue culture, pharmaceutical analysis, imaging, and pharmacogenomics. Key platforms such as LAFAM and the Imaging Center support high-impact research, regional collaborations, and consultancy services aligned with translational and innovation-driven goals.

Student-centered initiatives include practical exposure through internships at the Kedai Farmasi and the GMP plant, both of which serve as living labs. These platforms aim to bridge theory and practice, enhancing employability and confidence among graduates.

The faculty will strengthen innovation through increased patent filings, prototype development, and technology transfer. Efforts will focus on converting research output into market-ready products and services under the iCAN framework, fostering a culture of entrepreneurship and problem-solving.

Under the initiative "PROFITBLOOM," the faculty is implementing diverse income-generating projects. Key ventures include GMP-certified product manufacturing, expansion of Kedai Farmasi as a licensed retail pharmacy, commercialization of tissue culture services, and lab-based training programs. These initiatives are expected to generate sustainable income while enhancing the faculty's reputation and industry relevance.

In conclusion, this strategic plan not only supports UiTM's broader mission but also positions the Faculty of Pharmacy as a leader in pharmacy education, research innovation, student development, and entrepreneurial growth through a balanced approach to excellence and sustainability.

1

PRINCIPLES AND FOUNDATION OF
PLANNING

Universiti Teknologi MARA

UiTM 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

Values

Excellence : Practicing internal quality standards to fulfil 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

Motto

Usaha | Takwa | Mulia
(Endeavour | Piety | Nobility)

Institutional Objectives

UiTM educational objectives aim to produce graduates who are

- talented with competencies including knowledge, practical skills and attitude to meet the needs of changing world of works.
- social capital in the form of citizens with shared norms, values and understanding that facilitate cooperation in community and industry for nation building and development.
- talent that will catalyse social mobility in elevating the quality of life.

Faculty of Pharmacy

Vision

A competitive Faculty of Pharmacy to realise UiTM's vision to become 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 in the pharmacy and health-related fields

Faculty Objectives

1. To drive and expand access to higher education in the pharmacy and health-related fields
2. To provide world-class pharmacy and health-related education
3. To offer pharmacy and health-related academic programmes that fulfil market needs and drive national development and global prosperity
4. To produce well-balanced entrepreneurial graduates who are globally competent
5. To strengthen the internalisation of values among the members of Faculty of Pharmacy via enhancement programmes
6. To sustain the organisational excellence of the Faculty of Pharmacy through effective and efficient governance
7. To champion impactful pharmaceutical and health-related research through a robust research ecosystem
8. To strengthen strategic networks with alumni and industries
9. To provide a state-of-the-art ecosystem conducive to academic advancements
10. To regulate financial practices effectively towards the governance sustainability of the Faculty of Pharmacy as an organisation.

Quality Objectives 2020 - 2025

1. To achieve an enrolment of at least 1100 students by 2025
   a. To achieve a 1:8 ratio of pharmacy lecturers to Bachelor of Pharmacy final-year students.
2. To ensure that 100% of the curriculum undergoes a review process at least once in 3 to 5 years.
3. To ensure an increase in the percentage of graduate-on-time students (GOT) by 2025 according to study level:
   - 90% for full-time Diploma and Bachelor students
   - 90% for Master's (by Coursework) students
   - 15% for Master's (by Research) students
   - 20% for PhD students
   a. Percentage of graduates with a CGPA of 3.5 and above
   - 25% for Diploma & Bachelor
   - 60% for Master's (by Coursework)
4. To ensure at least 30 PhD students graduate from the Faculty of Pharmacy by 2025:
   a. To ensure at least 15% of PhD students are from abroad by 2025.
5. To ensure the graduate employability exceeds:
   - 90% (Bachelor)
   - 15% (Diploma)
   - 5% (self-employed)
6. To ensure the number of indexed publications reaches 700 by 2025.
7. To ensure the value of research grants reaches RM 20 million by 2025.
8. To ensure excellence in knowledge transfer by commercialising 2 research products by 2025.
9. To ensure 70% of lecturers are PhD qualified by 2025.

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 Thrusts** is associated with identified **Nine (9) Strategic Themes (ST)**
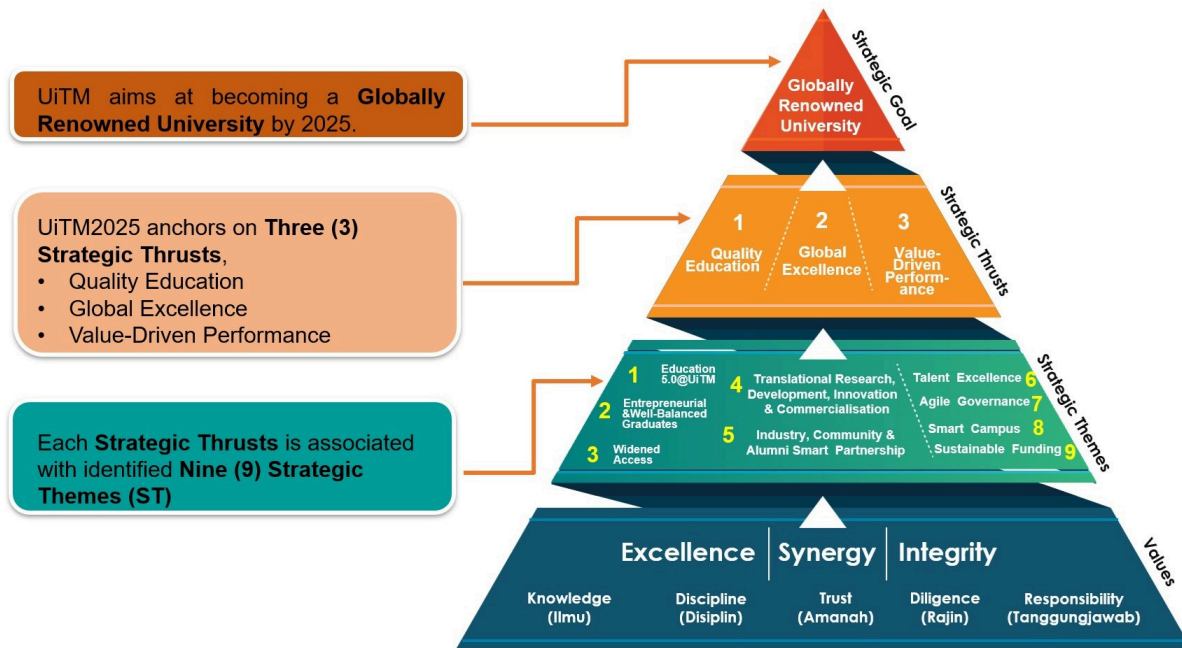
UiTM2025 Strategic Plan : Revised 2025

Key Points - Minister of Higher Education's Address 2025

Seven main focus areas with 20 signature programs have been outlined:

- Preparing the nation's best talent
- Upholding the integrity of academia and the campus community
- Knowledge transfer and sharing
- Internationalization of higher education
- Governance and leadership
- Financial sustainability of higher education institutions
- Infrastructure, digitalization, and campus wellbeing

In addition, ten higher education transformation agendas were highlighted:

- Reviewing promotion criteria in higher education institutions
- Promotion opportunities for academic staff in universities
- Ensuring freedom of expression in universities (Act 605)
- Reviewing the Private Higher Educational Institutions Act 1996 (Act 555)
- Amending Act 550 for polytechnics and community colleges
- Establishing RDICE units (Research, Development, Innovation, Commercialization and Entrepreneurship) in every institution
- Reviewing academic staff workload
- Recognizing and managing higher education institutions under state governments
- Restructuring the Education Malaysia (EM) Office
- Centralizing the admission process for international students

YB Senator Dato' Seri Diraja Dr. Zambry bin Abdul Kadir

7 FOKUS UTAMA TAHUN 2025

01

Fokus 1: Penyediaan Bakat Terbaik Negara

Program 1: Teknologi AI: Digital dan Keusahawanan (**TNC A&A**)
Program 2: Pemerkasaan Industry on Campus (IoC) (**TNC ICAN**)
Program 3: iFUTURE & Mahasiswa Negara (**TNC HEP**)

02

Fokus 2: Kewibawaan Akademia dan Warga Kampus

Program 1: Jaringan Pakar Madani (**PENDAFTAR**)
Program 2: Program KARISMA: Memperkasa Akademia dan Pentadbir (**Tiada-AKEPT**)
Program 3: Sabatikal Industri (**PENDAFTAR**)

03

Fokus 3: Pemindahan dan Perkongsian Ilmu

Program 1: Sejahtera MADANI: Pemerkasaan Komuniti (**TNC ICAN**)
Program 2: Stackable Degree: Membentuk Sistem Pendidikan Fleksible (****Tiada**)
Program 3: Festival of Ideas (FOI) 2025 (**TNC PI**)

04

Fokus 4: Pengantarabangsaan Pendidikan Tinggi

Program 1: Program Pelancongan Pendidikan (Edutourism (**TNC ICAN**)
Program 2: Pendidikan Rentas Sempadan (Transnational Education-TNE) (**TNC A&A**)
Program 3: Malaysia: Hab Pendidikan Tinggi ASEAN untuk Penyelidikan (**TNCPI**)

05

Fokus 5: Governan dan Kepimpinan

Program 1: Pelan Pemantapan Kepimpinan (Tiada-AKEPT)
Program 2: Program Pengukuhan Integriti (**PENDAFTAR**)
Program 3: Pemantapan Mata Pelajaran Umum (MPU) (**TNC A&A**)

06

Fokus 6: Kemampanan Kewangan IPT

Program 1: Meningkatkan Keuntungan Syarikat Milik Universiti (**SMUA**)
Program 2: Sumbangan, Endowmen dan Wakaf (**Bendahari**)

07

Fokus 7: Infrastruktur, Digital dan Kesejahteraan Kampus

Program 1: Digitalisasi Kampus (**CDO**)
Program 2: Kesejahteraan Kampus (**TNC HEP**, **TNC Pembangunan**, **CDO**)
Program 3: Inisiatif Green Campus (TNC Pembangunan)

**Tiada - Dilaksanakan oleh JPT dan UKM, UPM, UM dan UTM

Key Points -
UiTM Vice Chancellor's Address 2025

UiTM as a Globally Renowned University

UiTM is moving towards becoming a globally recognized institution, aligning with national higher education transformation and international standards.

Theme of Kebersamaan (Togetherness)

Emphasis on transforming "I" into "We" – strengthening teamwork across all levels to fulfill UiTM's role in empowering Bumiputera professionals.

Seven Strategic Focus Areas (Teras Strategik)

UiTM 2025 focuses on: Talent Development, Academic Excellence, Knowledge Transfer, Internationalization, Governance, Financial Sustainability, and Digital Infrastructure & Campus Wellbeing.

Income Generation Target

UiTM aims to generate RM478 million in 2025 through diversified income sources, including alumni contributions, entrepreneurship, and strategic industry partnerships.

Edu-Experiential Immersive Campus

Promoting industry-on-campus initiatives to blend academic learning with hands-on industrial experiences, leveraging AI, Mixed Reality, and IoT.

Strengthening Academic & Research Leadership

UiTM will enhance academic staff competency via PhD targets (50%), professional certifications, and structured leadership programs.

i-DART and UiTM DNA

Character building through the university's core values and structured training, fostering integrity, empathy, and national pride among staff and students.

UiTM's Unique Bumiputera Mandate

Reaffirmation of UiTM's role under Article 153 of the Federal Constitution as a premier institution exclusively for Malay and Bumiputera empowerment.

Mental Health and Wellbeing

Addressing rising mental health concerns through proactive screening, psychological services, and wellness programs for both staff and students.

Digital and Infrastructure Enhancement

Upgrading WiFi across all campuses, expanding ICT capacity, and improving facilities for OKU and campus health (e.g., 10,000-step health tracks).

Financial Sustainability Framework

UiTM will adopt a 10-year financial roadmap with four phases: Transition, Recovery, Efficiency, and Sustainability to reduce reliance on government funding.

Strategic Communication & Branding

Strengthening UiTM's public image and digital narrative through the Corporate Communication Unit to highlight achievements and enhance visibility.

YBhg. Profesor Datuk Ts. Dr. Shahrin bin Sahib @ Sahibuddin, FASc

2

PERFORMANCE INDICATORS
ACHIEVEMENTS
FOR 2024

2.1 Trend of PI Achievements

The Faculty of Pharmacy's i-UiTM has increased significantly, from 62% in 2016 to 91% in 2024 (Figure 2.1). This consistent rise demonstrates the dedication of the faculty staff in supporting initiatives and programmes to achieve the performance indicators (PIs) set by the university's transformation division (BTU). Figure 2.2 shows the trend of quarterly PI achievements from 2019 until 2024.
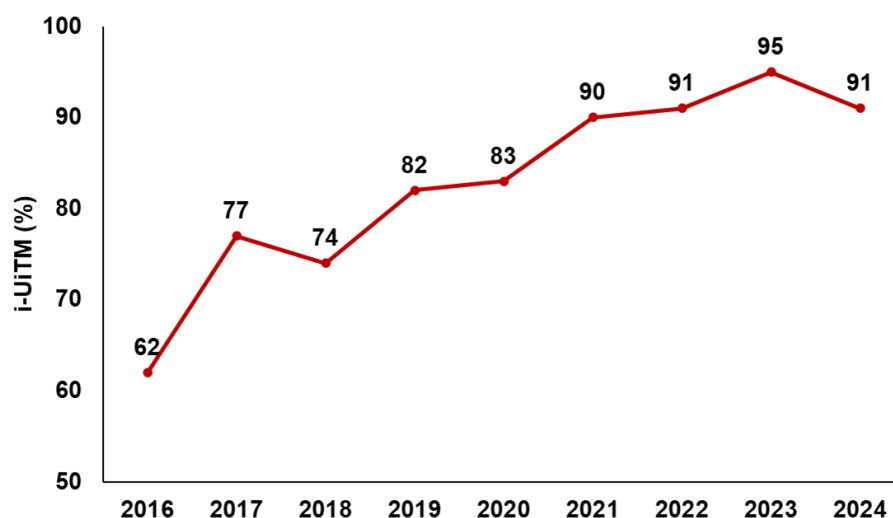
Figure 2.1: Trend i-UiTM achievement in percentage from 2016 to 2024
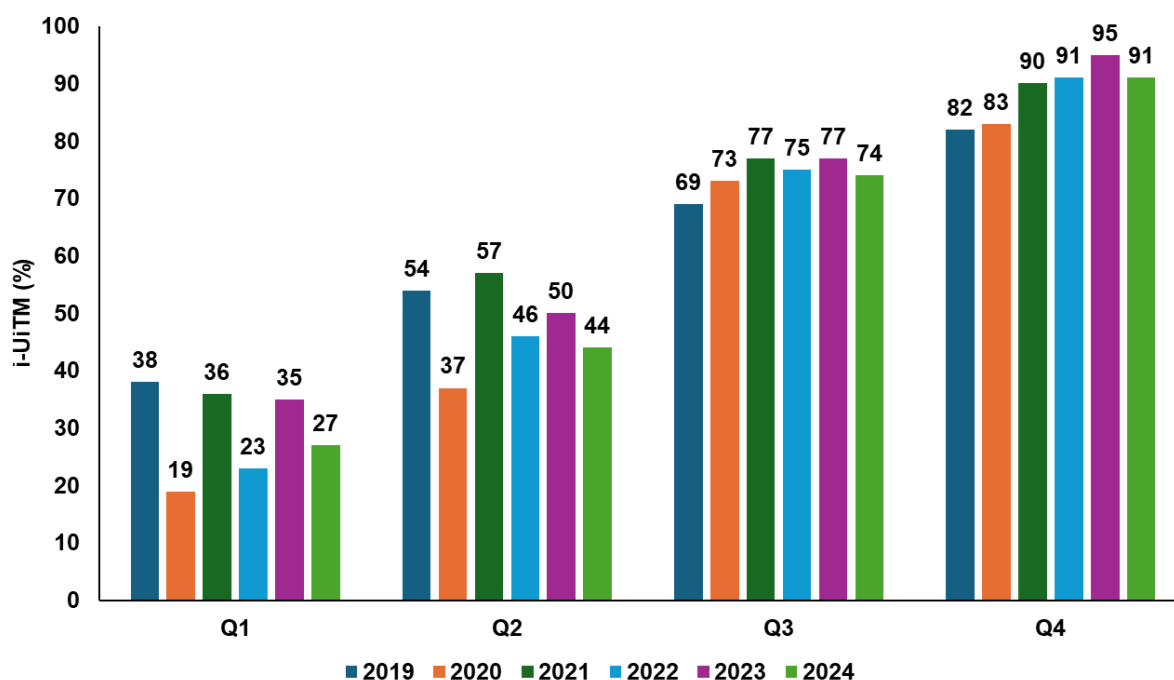
Figure 2.2: Comparison of quarterly PI achievement from 2019-2024

2.2 Strategic Action Plans (SAPs) 2024

In 2024, the University Transformation Division (BTU) has assigned 68 performance indicators (PIs) to the Faculty of Pharmacy. Figure 2.3 shows that all PIs align with the faculty's six main programmes. To achieve these PIs, 15 strategic action plans (SAPs) have been created, covering academics, research, innovation, partnerships, student empowerment, entrepreneurship, and financial management. Figure 2.4 depicts the overall i-UiTM score of the Faculty of Pharmacy for 2024 (Q4) in comparison to other faculties, campuses, and centres of excellence (CoE).
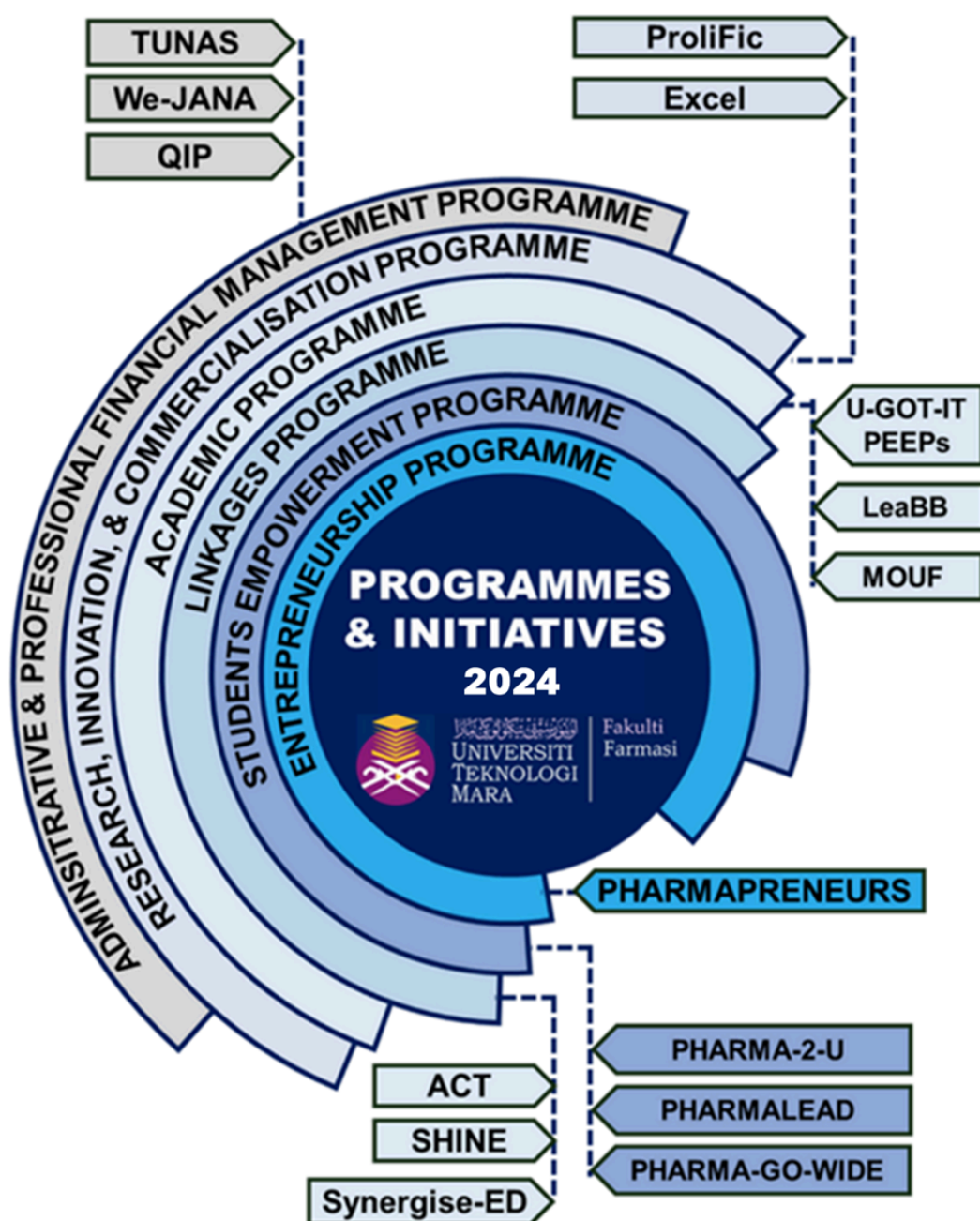
Figure 2.3: Strategic programmes and main initiatives of Faculty of Pharmacy for 2024

3 STRATEGIC
PLAN FOR 2025

3.1 Strategic Programmes and Initiatives 2025

For the year 2025, the Faculty of Pharmacy (FPH) has been assigned a total of 66 Key Performance Indicators (KPIs). All of these KPIs are mapped to 6 programmes and 15 initiatives or SAPs as illustrated in Figure 3.1.
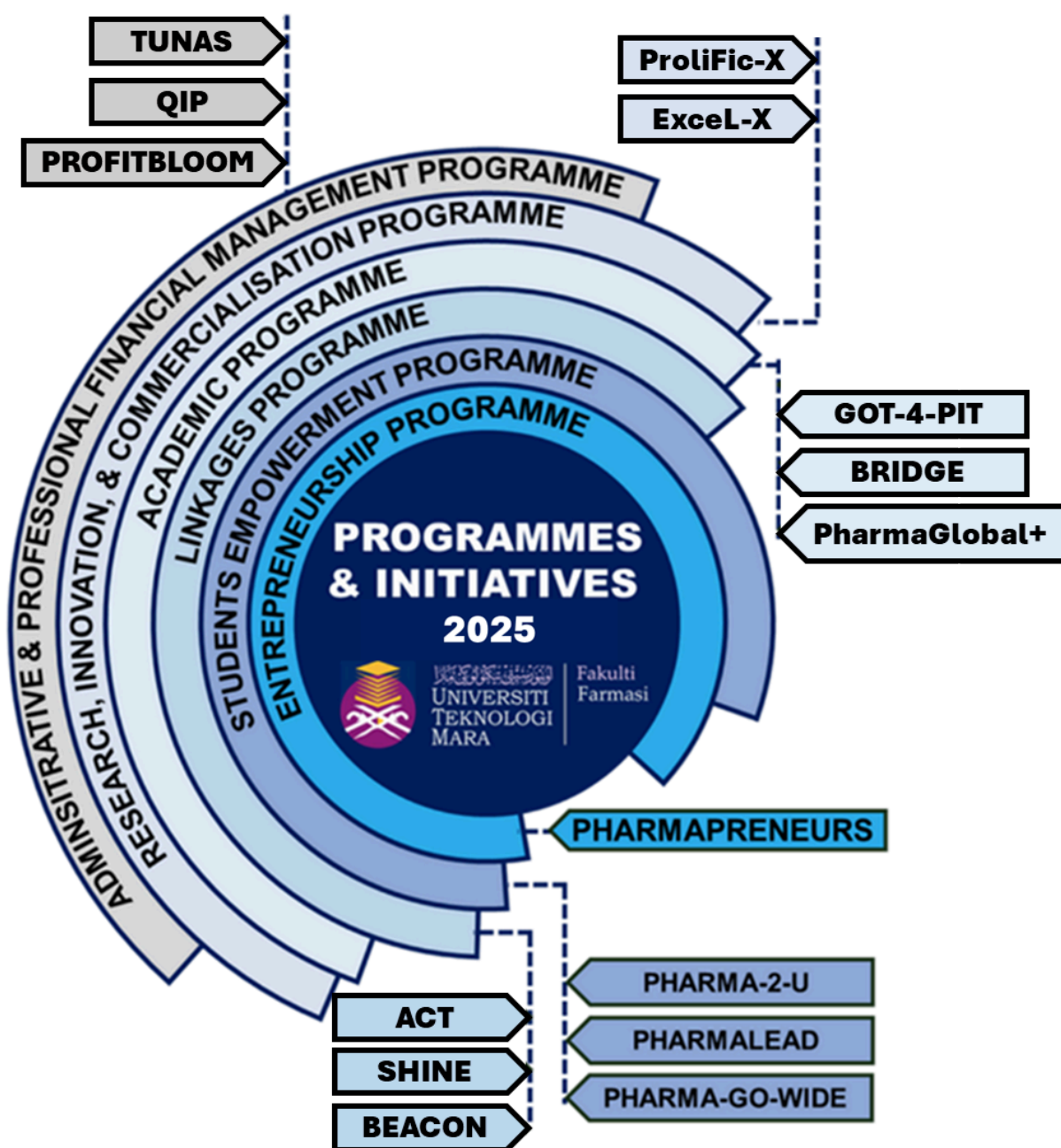
Figure 3.1: Strategic programmes and main initiatives of the Faculty of Pharmacy for 2025

3.2 Academic Programme (AP)

TThe Academic Programme (AP) is designed to enhance the overall quality of Teaching and Learning (T&L) through the development of relevant curricula, effective delivery systems, and the engagement of knowledgeable and well-trained academic staff. At the Faculty of Pharmacy (FPH), T&L practices are aligned with the University's Vision of producing morally upright, knowledgeable, globally competitive, and ethically responsible graduates, in accordance with UiTM's educational philosophy. The ultimate aim is to nurture competent and professional individuals who are capable of advancing knowledge while contributing meaningfully to personal, societal, and national development. This Academic Programme also supports the university's strategic goals of delivering high-quality higher education and preparing agile, job-ready graduates who are equipped to navigate the complexities of the 21st century workforce. Furthermore, it is in line with the aspirations outlined in the Malaysian Education Development Plan (Higher Education) 2015–2025.

Drawing from the SWOT analysis of the T&L framework (Figure 3.2), as well as the achievements and targets for 2025 (Table 3.1), three (3) key strategic initiatives have been identified:

 i. Graduate on Time for Pharmacist in Training (GOT-4-PIT)
 ii. Building Recruitment Initiatives to Develop Graduate Enrollment (BRIDGE)
 iii. PharmaGlobal+

Table 3.2 outlines the objectives and corresponding strategies of the Academic Programme. Additionally, all 14 Performance Indicators (PIs) under the purview of the Deputy Vice Chancellor (Academic and International) are mapped to the three strategic initiatives, as shown in Table 3.3.

S	W	O	T
STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**

STRENGTHS

- The Faculty has adopted flexible teaching and learning methods, including the flipped classroom approach, to stay up-to-date with globally adopted teaching pedagogies.
- Faculty members are experts in their respective fields and possess extensive teaching experience, ensuring the quality of education delivered to students.
- The Faculty has a strong reputation and brand within the academic community, which helps attract top talents and funding opportunities from various agencies.
- The Faculty's academic programs feature a comprehensive curriculum structure, offering a wide range of courses that appeal to students from diverse backgrounds and interests.
- In addition, the Faculty maintains strong relationships with industry partners, facilitating student training, research opportunities, and job placements.

WEAKNESSES

- The Faculty may face challenges in marketing activities and in sending students for exchange programs at other universities, especially abroad, due to limited budgets.
- The Faculty may also face challenges in achieving a high Graduate on Time (GOT) rate due to new requirements set by the Malaysian Pharmacy Board in accordance with the 2024 standards.
- Lecturers with Masters qualification may have limited experience in R&D.
- Inertia prevails among a few lecturers to fulfil performance indicators set by the University in R&D activities.
- Several key equipment haev reached end-of-life

OPPORTUNITIES

- There is a growing demand for pharmacy programs among students due to the increased need for graduates specializing in pharmacy and pharmaceutical sciences.
- The development of new technologies and the expansion of emerging fields in pharmacy are creating more opportunities for students to gain experience and develop their skills.
- Good networking activities with industry partners can provide students with opportunities to undergo internships at prestigious companies, helping them gain valuable work experience.
- In addition, strong relationships with industry partners can offer students funding or scholarship opportunities for pharmacy programs.
- A sustained QS ranking in the Pharmacy & Pharmacology subject has facilitated MoUs with internationally ranked universities, providing a platform for high-impact activities.

THREATS

- The Faculty of Pharmacy may face potential threats, such as increased competition from other pharmacy programs, which can make it more difficult to attract and retain students.
- Budget constraints from the government may also impact funding opportunities and job prospects for graduates.

Figure 3.2: SWOT analysis of Academic Programme (AP)

Table 3.1: PI achievements for 2024 and PI targets for 2025, under the Lead Director of Academic and International (TNC A&A).

PI No.	PI Name	Weightage	Achievement 2024	Target 2025
5	Number of academic programmes embedded with new international credited service learning activities	2	1/1 (100%)	1
6	Percentage of GOT students (Undergraduate)	2	89.5/90 (99.44%)	90
9	Number of inbound mobility students (minimum 2 weeks)	3	18/11 (100%)	NA
10	Number of outbound mobility students (minimum 2 weeks)	3	6/4 (100%)	NA
13	Number of new Massive Open Online Course (MOOC)	1.5	1/1 (100%)	1
14	Number of new micro-credential modules offered	1.5	1/1 (100%)	1
43	Number of student enrolment (national master students)	3	95/92(100%)	178
44	Number of student enrolment (national PhD students)	3	58/35 (87%)	45
45	Number of student enrolment (international postgraduate students)	4	18/23 (100%)	31
81	Number of new MoU/ MoA with international universities	3	0/2 (0%)	2
82	Number of MoU/ MoA with Top 300 QS World University Ranking (International Universities)	3	2/1 (100%)	1
83	Number of MoU/ MoA with Top 300 QS Rangked by Subject (International Universities)	3	4/1 (100%)	1
84	Number of international programmes/ activities for active MoU/ MoA for the current year	2	94/22 (100%)	29
152	Number of inbound students (minimum 1 day)	3	NA	26
153	Number of outbound students (minimum 1 day)	3	NA	18
154	Number of inbound students (minimum 3 months).	3	NA	17

Updated Strategic Plan 2025
Faculty of Pharmacy, UiTM

Table 3.2: The objectives and strategies under the Academic Programme

Project	Graduate on Time for Pharmacist in Training (GOT-4-PIT)
Objectives:	This programme aims • to incorporate international, community-based educational experiences that contribute to student learning time in the Bachelor of Pharmacy (Hons.) programme. • to achieve a minimum of 90% of undergraduates graduating on time • to offer new e-learning courses: Micro-Credentials (MC) and Massive Open Online Courses (MOOC)
Strategies:	• Providing multicultural experiential learning in community service by incorporating related activities into the syllabus of PHC670 Community Pharmacy. • Enhancing the MUTIARA program to support students with a CGPA below 2.5 by offering tuition, counselling, and regular engagement and motivational sessions starting as early as Part 2. • Developing and offering e-learning modules to support personalized learning: one new MOOC for PHC410 Pharmaceutical Biostatistics and one new Micro-Credential (MC) for PHC664 Structure-Based Drug Design.

Project	Building Recruitment Initiatives to Develop Graduate Enrollment (BRIDGE)
Objectives:	This programme aims • to produce quality MOOCs/MCs to enhance student learning and promote borderless learning.To increase enrollment rates of local students in MSc and PhD programs. • to increase enrollment rates of international students.
Strategies:	• Program promotion for hybrid coursework and research programs through roadshows, websites, popular social media platforms, promotional videos (featuring current students, lecturers, and alumni success stories), and networking events • Global engagement initiative: attract international students and foster global perspectives through webinars, MoUs/MOAs, newsletters, employers, industry partners, and international audiences

Project	PharmaGlobal+
Objectives:	This programme aims • to conduct mobility programs for inbound and outbound students. • to organize international activities, programs, and collaborations for students and staff. • to establish new MoUs with international and top 300 universities.
Strategies:	• 13 students to join the inbound mobility program (minimum 2 weeks). • 6 students to join the outbound mobility program (minimum 2 weeks). • Organize 29 international programs/activities under active MoUs/MOAs for the current year. • Establish 2 MoUs with international universities ranked in the Top 300.

Table 3.3: Mapping of PIs to the strategic initiatives for Academic Programme

PERFORMANCE INDICATOR (PI)	PROJECT		
	GOT-4-PIT	BRIDGE	PharmaGlobal+
PI005: Number of academic programmes embedded with new international credited service-learning activities.	●		
PI006: Percentage of GOT students (Undergraduate).	●		
PI013: Number of new Massive Open Online Course.	●		
PI014: Number of new micro-credential modules offered.	●		
PI043: No. of student enrolment (national master students).		●	
PI044: No. of student enrolment (national PhD students).		●	
PI045: No. of student enrolment (international PG students).		●	
PI081: Number of new MoU/ MoA with international universities.			●
PI082: Number of MoU/ MoA with Top 300 QS World University Ranking (international universities).			●
PI083: Number of MoU/ MoA with Top 300 QS Ranked by Subject (International Universities).			●
PI084: Number of international programmes/ activities for active MoU/ MoA for the current year			●
PI152: Number of inbound students (minimum 1 day)			●
PI153: Number of outbound students (minimum 1 day)			●
PI154: Number of inbound students (minimum 3 months).			●

3.3 Research, Innovation & Commercialisation Programme

The Faculty of Pharmacy plays a pivotal role in supporting the university's mission of achieving global excellence. Under the fourth strategic theme, "Translational Research Development, Innovation, and Commercialisation," several key initiatives have been outlined to advance this agenda:

Efforts are being intensified to enhance scholarly output, particularly in areas related to health and well-being, pharmacy, pharmacology, and social innovation. The faculty is committed to fostering a conducive and sustainable research ecosystem backed by strong governance supporting every stage of the research process, from successful grant acquisition and high quality research execution to the effective translation of research findings for community benefit.

Strategic partnerships have also been strengthened through national and international collaborations with reputable research institutions and industry players, further expanding our research network.

The SWOT analysis of the research, innovation, and commercialisation programme (Figure 3.3), based on data from Table 3.4, highlights that while most KPIs for scholarly publications were achieved in 2024, greater emphasis is required on the acquisition of industrial and international grants in 2025 and beyond. In response, the faculty will prioritise and strengthen the following two (2) strategic initiatives in 2025 to bolster research productivity, publication output, and commercialisation efforts:

1. ProliFic-X: Promoting Impactful Publications from Academics
This initiative aims to increase the number of faculty members publishing in high-impact, peer-reviewed journals with tangible societal relevance. ProliFic-X represents a transformative shift in our research culture emphasizing not only quantity but also the quality and reach of academic publications. The programme seeks to empower researchers to extend the influence of their work beyond traditional academic boundaries.

2. ExceL-X: Expanding Research to the Next Level
This initiative is designed to enhance the faculty's success in securing research grants both locally and internationally, including collaborations with industry partners. ExceL-X symbolises the depth and strength of our research culture and represents an elevated commitment to cultivating a dynamic research environment that supports innovation, competitiveness, and long-term sustainability.

The achievements for 2024 and targets for 2025 are detailed in Table 3.4. Table 3.5 outlines the specific objectives and programmes under the ProliFic-X initiative, while Table 3.6 summarises the ExceL-X initiative. The 13 PIs driving research, innovation, and commercialisation are mapped to these two strategic initiatives in Table 3.7.

S	W	O	T
STRENGTH	**WEAKNESS**	**OPPORTUNITIES**	**THREATS**
• Many senior researchers with vast experience who are approachable and supportive. • Presence of top 2% scientists enhances our team's reputation and visibility. • A significant number of national and international collaborations. • MyCITE-indexed International Journal of Pharmaceutical, Nutraceutical and Cosmetic Sciences (IJPNaCS). • High-quality facilities and hospital access. • Team members come from diverse fields.	• Discontinuation of international postgraduate student intake. • Insufficient expertise in securing international grants. • Inadequate internal funding for research and publications. • Limited number of professors. • Low research enthusiasm or motivation among some team members. • No additional incentives for researchers based on their year-end appraisal.	• Staff members have access to various opportunities for industrial attachment and sabbaticals. • Sufficient lab spaces provide room for expanding research activities and accommodating collaborative projects. • Numerous national and international grants are accessible, presenting opportunities to secure funding for impactful research projects. • Newly recruited lecturers bring fresh ideas, enthusiasm, and potential for growth in research. • Well-defined tracks for research career progression. • A clear promotion exercise helps increase the number of Associate Professors and Professors. • Opportunities to nominate academic staff for awards to enhance motivation and elevate the team's reputation. • Assistance from administrative and technical staff to improve research operations.	• A sense of complacency in certain team members may hinder innovation, motivation, and overall progress. • No penalty for unproductive team members. • Excessive administrative responsibilities reduce the time and focus available for research and academic activities. • Persistent issues with malfunctioning lab equipment disrupt research continuity and affect output quality. • Unrealistic KPIs set for the faculty create stress and can lead to compromised quality in research. • Insufficient administrative and technical assistance places an additional burden on researchers. • Uneven involvement among staff members in faculty activities creates disparities in workload.

Figure 3.3: SWOT analysis of research, innovation and commercialisation programme

Table 3.4: PI achievements for 2024 and PI targets for 2025, under the Lead
Director of Research and Innovation (TNC P&I)

PI No.	PI Name	Weightage	Achievement 2024	Target 2025
51	Number of high impact publications	4	65/56 (100%)	71
52	Number of publications in QS subject ranking journal	4	117/39 (100%)	44
53	Number of indexed joint publication with National collaborators	4	37/28 (100%)	47
54	Number of indexed joint publication with Industry Collaborators	4	3/7 (42.86%)	8
55	Number of indexed joint publication with International Collaborators	4	88/75 (100%)	100
56	Number of indexed publications: Journal in MyCite	3.5	26/19 (100%)	19
57	Number of publications published by UiTM Press and other publishers	3.5	5/6 (83.33%)	8
61	Number of principal investigators (PI) for research grants: National funded	3	50/66 (75.76%)	66
62	Number of principal investigators (PI) for research grants: Industrial funded	3	6/3 (100%)	4
63	Number of principal investigators (PI) for research grants: International funded	4	2/1 (100%)	1
64	Total amount of research grants: National funded	3	RM 1.725M/ 2.55M (67.65%)	RM 2.72M
65	Total amount of research grants: Industrial funded	3	RM 80.9K/ 425K (19.04%)	RM 552.5K
66	Total amount of research grants: International funded	4	RM 0/150K (0%)	RM 300K

Table 3.5: Objectives, strategies and specific programmes under the ProliFic initiative

Project	ProliFic-X: Promotion of high-output, impactful academic publications
Objective 1:	To increase the number of faculty members publishing high-quality, impactful journal articles that contribute significantly to academic knowledge and the wider community.
Strategies:	- Organize a "Day with Professors" initiative, where senior faculty members with established publication records mentor junior faculty, sharing insights and strategies for producing high-impact research articles. - Implement structured writing workshops that focus on improving academic writing skills, publication strategies, and submission processes for high-impact journals, tailored to different stages of the research cycle. - Develop a mentorship program to provide one-on-one support for faculty members, especially early-career researchers, helping them navigate the publishing process and improve their chances of acceptance in high-impact journals. - Publishing books: - Professorial Lecture Book - Coffee Table Book - AKNC Report (2023 and 2024) - Faculty of Pharmacy Strategic Planning Book - FYP Book: Compile a book on exemplary Final Year Projects (FYP) - Laboratory Manual Compilation - Book on Aging and Supplements - Promotion of Book/Chapter Publications
Objective 2	To foster new publication opportunities for faculty members in top-tier Q1 and Q2 journals, ensuring greater visibility and academic recognition.
Strategies:	- Implement a dedicated course for young faculty members (<5 years of service), such as KAPI (Kursus Asas Penyelidikan dan Inovasi), aimed at building foundational skills in research, writing, and publication, with a special focus on targeting Q1 and Q2 journals. - Establish a systematic approach to identify suitable high-impact journals (Q1/Q2) for faculty members, providing resources, guidance, and editorial support to help them align their research outputs with these journals' standards.
Objective 3:	To raise the percentage of faculty members serving as Corresponding Authors (CA).
Strategies:	- Form a dedicated research interest group, focused on pharmacy education. This group will conduct targeted studies on innovative teaching practices, curriculum effectiveness, and pedagogical improvements. - Encourage collaboration with national and international educators to publish impactful research papers that contribute to the advancement of pharmacy education globally. - Organize seminars and discussions within the group to share research findings, best practices, and future directions for pharmacy education. - Conduct studies that explore how various student activities, including co-curricular and extra-curricular involvement, contribute to student learning and skill development. - Develop and implement surveys and focus groups to assess the impact of student activities, allowing for data-driven decisions on future academic and student engagement strategies. - Ensure the research findings are submitted to reputable education and higher learning journals to enhance the recognition of faculty-driven student activity research.

Table 3.5: Objectives, strategies and specific programmes under the ProliFic initiative (continued)

Project	ProliFic-X: Promotion of high-output, impactful academic publications
Objectives 4:	To cultivate a robust research culture within the faculty, encouraging interdisciplinary collaboration and fostering initiatives that enhance collective research productivity and impact.
Strategies:	• Host the iPOPS and IPNACS conferences, inviting faculty, researchers, and students to submit research abstracts, with the goal of presenting full papers at the event. Encourage submissions on innovative topics in pharmaceutical sciences, clinical pharmacy, and health systems. • To elevate the visibility and impact of the International Journal of Pharmaceutical, Nutraceutical, and Cosmetic Sciences (IJPNaCS) by expanding its presence in internationally recognized academic databases and indices. This will enhance the journal's academic reputation, accessibility, and citation potential, leading to a broader impact on the global research community. • Student Project Symposium: Organize a Student Project Symposium in July 2025 to showcase and promote research output from student projects. • Open Day for Research Interest and Research Groups: Host an Open Day for the Research Interest Group and Research Groups in July 2025 to foster collaboration and encourage participation in ongoing research initiatives. • Quarterly Pharmacy and Pharmacology Journal List Sharing: Distribute an updated list of Pharmacy and Pharmacology journals every three months, highlighting journals previously used by faculty members for publications to inspire future research efforts. • Encourage High-Impact Publications: Actively encourage staff to publish in journals with an Impact Factor (IF) of 4 or higher, to enhance the academic visibility and impact of the faculty's research.

Table 3.6: Objectives, strategies and specific programmes under the ExceL-X initiative

Project	ExceL-X: Expand Research to the Next Level
Objective 1:	Provide targeted assistance and guidance to faculty members eligible for grant applications.
Strategies:	- Targeted Mentorship for Junior Lecturers: - Provide mentorship to junior lecturers, pairing them with senior faculty members for guidance on securing grants. The list of junior lecturers and their mentors will be identified and distributed. - Grant Eligibility Review and Applicant Shortlisting: - Review the eligibility criteria for various grants and shortlist the most suitable applicants to ensure quality proposals and higher chances of success. - Engagement with Non-Principal Investigators (PIs): - Create a list of faculty members who are non-Principal Investigators (PIs) and encourage their involvement in grant applications to increase participation in research funding. - Increase International Collaboration: - Foster collaborations with universities and research institutions from other countries to diversify funding sources and create opportunities for international grants. - FRGS Clinic (December 2024 & January 2025): - Organize a FRGS Clinic to guide faculty through the application process, addressing challenges and ensuring quality submissions for the Fundamental Research Grant Scheme (FRGS). - Handling Grant Workshop (February 2025): - Conduct a Handling Grant Workshop to equip faculty members with the necessary skills and knowledge to manage and execute research grants effectively.
Objective 2	Proactively explore and identify new funding sources and encourage diversified funding streams.
Strategies:	- Follow-up on IRNI Outcomes: - Follow up with the IRNI (International Research Network Initiative) outcomes to explore and disseminate new grant opportunities available for faculty members (Follow-up in December 2024).

Table 3.7: Mapping of PIs to the strategic initiatives for research, innovation and commercialisation programme

PERFORMANCE INDICATOR (PI)		PROJECT	
		ProliFic-X	ExceL-X
PI051:	Number of high impact publications.	●	
PI052:	Number of publications in QS subject ranking journal	●	
PI053:	Number of indexed joint publication with National collaborators.	●	
PI054:	Number of indexed joint publication with Industry Collaborators.	●	
PI055:	Number of indexed joint publication with International Collaborators.	●	
PI056:	Number of indexed publications: Journal in MyCite.	●	
PI057:	Number of publications published by UiTM Press and other publishers.	●	
PI061:	Number of principal investigators (PI) for research grants: National funded.		●
PI062:	Number of principal investigators (PI) for research grants: Industrial funded.		●
PI063:	Number of principal investigators (PI) for research grants: International funded.		●
PI064:	Total amount of research grants: National funded.		●
PI065:	Total amount of research grants: Industrial funded.		●
PI066:	Total amount of research grants: International funded.		●

3.3.1 Faculty of Pharmacy Research Themes

Our faculty undertakes cross-disciplinary research that addresses national and global challenges. This work is organised under three themes. Our themes provide vibrant research communities which cross disciplines such as Pharmaceutical Technology (Figure 3.4), Chemistry and Pharmacology and Life Sciences (Figure 3.5) and Pharmacy Practice and Clinical Pharmacy (Figure 3.6).
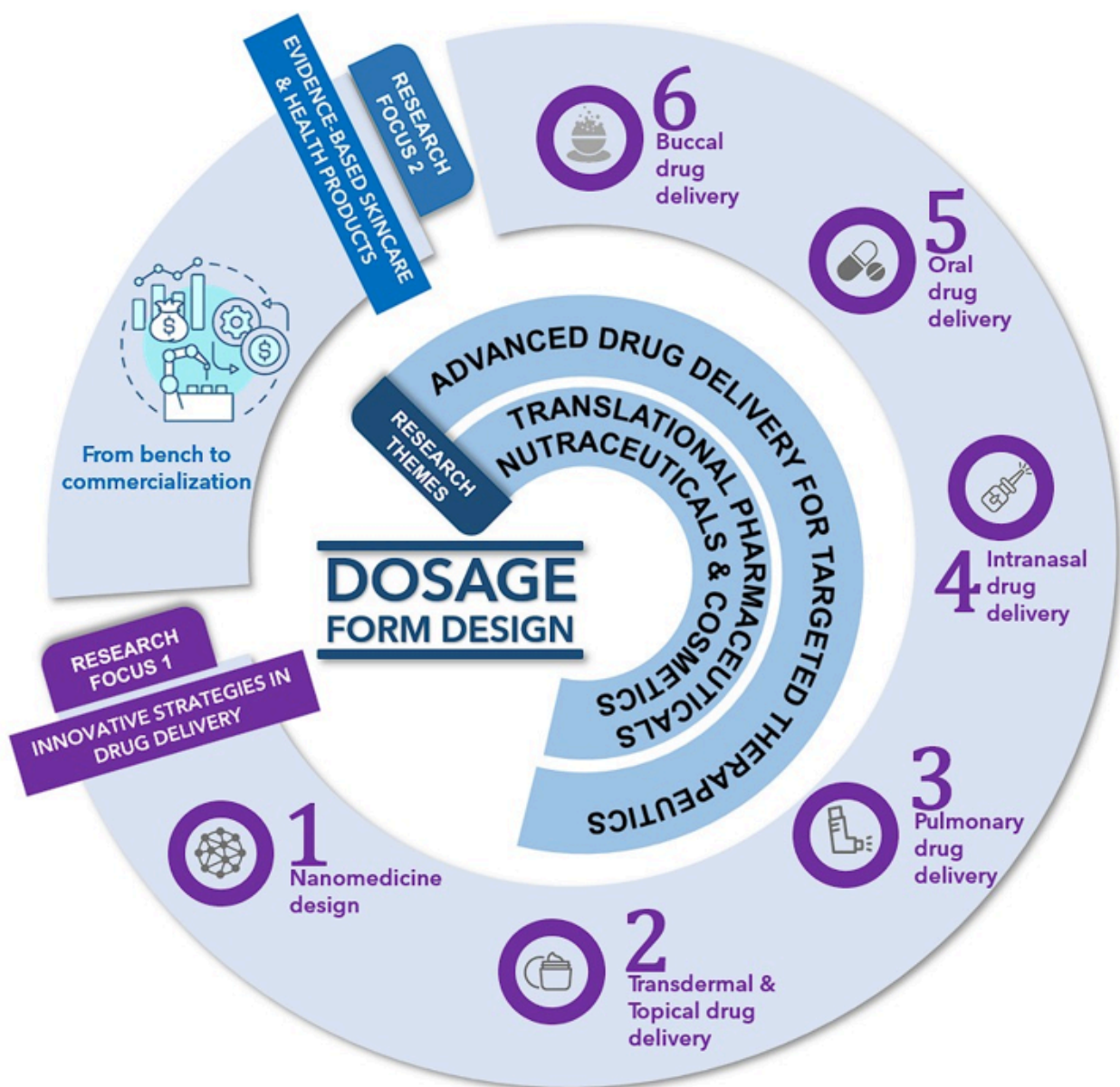
Figure 3.4: Research theme for the Department of Pharmaceutical Technology

Cancer Disease
Angiogenesis, calcium signaling, chemoresistance, metastasis

Metabolic Disorders
Diabetes Mellitus, CVS, obesity

Neurodegenerative Diseases
Parkinson's, Alzheimer's

Infectious Diseases
SARS-CoV-2, Dengue, Hepatitis C

Pharmacokinetics

Plant Biotechnology

Drug Discovery
Structure-based Drug Design, Ligand-based Drug Design, Bioinformatics, NMR Structure Elucidation, Data analytics, Natural Product Chemistry, Analytical Chemistry

Cellular and Molecular Mechanisms

Forensic Entomology
Blowflies
Fleshflies
Postmortem Interval

Microbiome and Microbial Sciences
Ageing, Environment, Probiotics, Functional Food

Figure 3.5: Research theme for the Department of Chemistry and Department of Pharmacology and Life Sciences

Precision Medicine and Healthcare Equity

This group evaluates drug effects on large populations, blending health economics and digital health to understand medication impact from a patient perspective, aiming to analyse economic implications and real-world outcomes using digital data tools

Pharmacy Practice Innovation and Education

This group is committed to enhancing pharmacy practice with cutting-edge education and research, aiming to equip upcoming pharmacists with the necessary expertise for contemporary and future healthcare settings

Integrated Disease Management and Pharmacotherapy

This group aims to develop comprehensive strategies for managing chronic and infectious diseases through advanced pharmacotherapy and effective antimicrobial stewardship

Integrated Health Economics, Digital Health, and Pharmacoepidemiology

This group evaluates drug effects on large populations, blending health economics and digital health to understand medication impact from a patient perspective, aiming to analyse economic implications and real-world outcomes using digital data tools

Figure 3.6: Research theme for the Department of Pharmacy Practice and Clinical Pharmacy

3.4 Linkages (ICAN) Programme
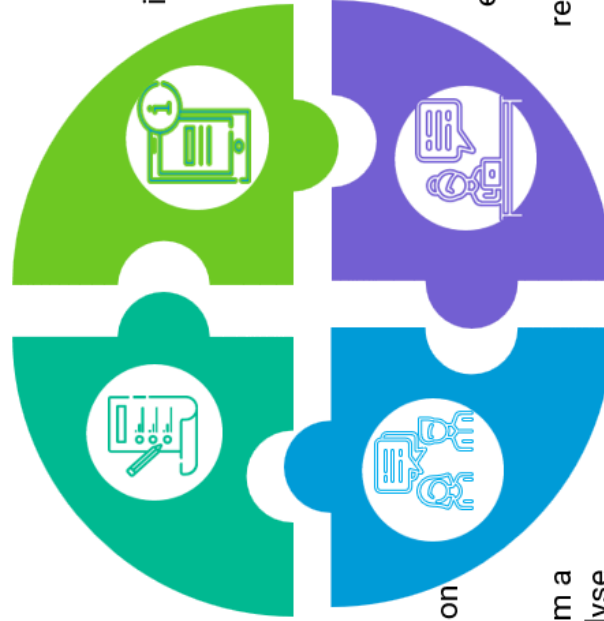
The programme is strategically aligned with the university's goal to enhance engagement with Alumni, Industry and Society (AIS). A SWOT analysis (Figure 3.7) has been conducted to assess the internal and external factors impacting its capacity to cultivate long-term partnerships, increase alumni visibility, promote industrial advancement and contribute to community development at both local and global levels. The past achievements and targets for 2025 are presented in Table 3.8.

To support the attainment of these targets, three (3) strategic initiatives have been formulated: ACT, BEACON, and SHINE (refer to Table 3.9).

- **Initiative 1: Alumni for Change and Transformation (ACT)** is designed to enhance alumni engagement in both academic and non-academic activities. A range of targeted activities has been developed under ACT to support its objectives:
  - **Podcast with Pharmily, PRESCRIPTION Newsletter column and CEO Insights:** These platforms provide opportunities for alumni to share their expertise across various professional fields.
  - **Community Outreach – Safe & Quality Use of Medicines:** This initiative engages pharmacy students, alumni, and industry partners in delivering educational programmes to diverse community groups and aims at raising public awareness about the safe and effective use of medicines.
  - **Pharmily Enrichment Programme:** This program allows the alumni to offer guidance to current students, helping them navigate their academic and career journeys.

- **Initiative 2: Bridging Academia and Industry for Collaboration on Research, Healthcare Policies and Curriculum Development (BEACON)** is dedicated to strengthening and expanding strategic collaborations with both international and local industry partners such as Pfizer (Malaysia), Alpro Pharmacy Sdn Bhd and Superbig Capital Berhad.

- **Initiative 3: Supporting Health in Neighborhoods (SHINE)** focuses on the planning and oversight of high-impact community programmes that incorporate research components. The initiative encompasses the following key programmes:
  - **PharmaCare (SULAM):** Community engagement activities involving residents of Saujana Utama
  - **Safe Disposal of Medicine in the Community:** A public health initiative involving the Klang Valley residential community, promoting the proper disposal of unused or expired medications.

Additionally, the ten (10) PIs under ICAN are mapped with these three initiatives, as shown in Table 3.10.

S	W	O	T
STRENGTH	**WEAKNESS**	**OPPORTUNITIES**	**THREATS**
• Staff expertise, skills and competence • Access to students and alumni as resources • Access to healthcare networks • Good standing relations with Industry and community • Academia's role as a neutral party strengthens trust in capacity-building and policy shaping initiatives	• Administrative challenges - bureaucratic processes may slow down the implementation of industry collaborations • Highly dependent on faculty allocation for community projects • Low alumni engagements • Activity reporting issues: approved by faculty and late reporting	• Expand collaboration network with local businesses, government agencies, NGOs, and other stakeholders, fostering a network for future initiatives • Local communities can benefit from knowledge transfer programs • Niche expertise (pharmacy and pharmacology) • Improvements in awareness for activity reporting to the right systems • Identify key strength that the faculty can contribute to the community	• Competitive academic-industry partnerships (other universities competing for similar collaborations) • Lack of proper funding • Rapid shifts of industry priorities that academia may not be fully aware of • Missed opportunities due to unclear administrative processes (eg hit/misses in 2024 KPI - NILAM rejected 3 signed MOAs with Roche, Boehringer-Ingelheim and PhAMA due to MOA template)

Figure 3.7: SWOT Analysis of the ICAN Programme

Table 3.8: PI achievements for 2024 and PI targets for 2025, under the Lead
Director of Office of Industry, Community and Alumni Network (ICAN)

PI No.	PI Name	Weightage	Achievement 2024	Target 2025
72	Number of new MoU and MoA with International Industries	3	0/2 (0%)	2
73	Number of new MoA with local partners	2	4/1 (100%)	1
74	Number of activities under MoA/ MoU with International Industries	2	2/4 (50%)	5
75	Number of University Social Responsibility programmes (USR)	2	5/8 (62.5%)	8
76	Number of Knowledge Transfer Programmes (KTP)	3	1/1 (100%)	1
77	Total amount received (from external) for USR and KTP programmes	2	RM32,948.50 / RM28,911 (100%)	RM31,539
78	Total amount spent (from own funds) for USR and KTP programmes	2	RM132/ RM2,024 (6.52%)	RM2,208
79	Number of communities receiving/ benefiting from the knowledge/ technology diffusion projects	2	1/1 (100%)	1
80	Number of alumni expert service programme	1	9/7 (100%)	7
81	Number of new MoU/ MoA with international universities	3	0/2 (0%)	2
82	Number of MoU/ MoA with Top 300 QS World University Ranking (international universities)	3	2/1 (100%)	1
83	Number of MoU/ MoA with Top 300 QS Ranked by Subject (International Universities)	3	4/1 (100%)	1
84	Number of international programmes/ activities for active MoU/ MoA for the current year	2	94/22 (100%)	29

Table 3.9: The objectives and strategies of the ICAN Programme

Project	Alumni for Change & Transfomation (ACT)
Objectives:	1. Fostering sustainable and impactful alumni engagement. 2. Leveraging alumni expertise to enhance student learning and support faculty initiatives.
Strategies:	• Enhancing communication and collaboration between the faculty and alumni. • Profiling alumni with entrepreneurial ventures or initiatives. • Increasing the visibility of faculty alumni and recognition at both local and global levels. • Expanding learning experiences beyond the classroom through alumni involvement in student activities. • Establishing a Wall of Alumni on the faculty premises and alumni database to foster a sense of belonging and loyalty among alumni towards the faculty and UiTM.

Project	Bridging Academia and Industry for Collaboration on Research, Healthcare Policies and Curriculum Development (BEACON)
Objectives:	1. Strengthening collaboration with local and international industries through MoUs, MoAs, and LoAs. 2. Facilitating industry partnerships through educational initiatives and collaborative learning activities. 3. Creating career opportunities for graduates.
Strategies:	• Enhancing sustained collaboration with industry partners in education, research, and entrepreneurship initiatives. • Expanding external funding acquisition for USR and KTP programs. • Promoting industry engagement in entrepreneurial initiatives involving students and faculty. • Increasing student visibility among industry companies in Malaysia. • Advancing the career readiness and marketability of UiTM Pharmacy graduates.

Project	Supporting Health in Neighborhoods (SHINE)
Objectives:	1. Raising public awareness on the importance of using high-quality medicines. 2. Integrating research components into knowledge and technology transfer initiatives involving industry, academia, and the community.
Strategies:	• Expanding the reach of knowledge and technology sharing to benefit a greater number of communities. • Implementing high-impact Knowledge Transfer Programs that incorporate research elements to facilitate the transfer of knowledge and technology to the community. • Enhancing the public visibility of UiTM's expertise.

Table 3.10: Mapping of PIs to the strategic initiatives for ICAN programme

PERFORMANCE INDICATOR (PI)	ACT	BEACON	SHINE
PI019: Number of alumni successfully became entrepreneurs.	●		
PI072: Number of new MoU/ MoA/ LoA with international industries.		●	
PI073: Number of new MoA with local partners.		●	
PI074: Number of activities under MoA/ MoU with International Industries.		●	
PI075: Number of University Social Responsibility programmes (USR).		●	●
PI076: Number of Knowledge Transfer Programmes (KTP).		●	●
PI077: Total amount received (from external) for USR and KTP program.		●	●
PI078: Total amount spent (from own fund) for USR and KTP program.		●	●
PI079: Number of communities benefiting from the knowledge/tech diffusion project.			●
PI080: Number of alumni expert service programme.	●		

3.5 Student Leadership Programme

This Leadership Program is a program overseen by Student Affairs Division that was aiming at cultivating leadership talents among students while nurturing a spirit of volunteerism. A SWOT analysis (Figure 3.8) was conducted to systematically evaluate the strengths, weaknesses, opportunities, and threats of the program. The past achievements in year 2024 and targets for year 2025 are presented in Table 3.1.

To support the attainment of the 2025 targets, three strategic initiatives called PHARMA-2-U, PHARMALEAD, and PHARMA-Go-Wide have been developed (Table 3.12). By emphasizing effective communication skills, emotional intelligence, and cross-cultural interaction, the program equips students to become impactful leaders among their peers and within the broader community. Additionally, the mapping of PIs to these strategic initiatives is depicted in Table 3.13

S	W	O	T
STRENGTH	**WEAKNESS**	**OPPORTUNITIES**	**THREATS**
• Active Student Societies (SMF & SOPHYS): Vibrant student-led organizations foster engagement and participation. • Bright Students: Competent and motivated individuals are selected through a rigorous interview process. • Lecturers and Staff Participation: Active involvement in student development initiatives, contributing to the overall effectiveness and impact of the program.	• Low Alumni Engagement reduces opportunities for mentorship, networking, and potential collaboration. • Limited impact of Program Impact. For instance lack visibility or recognition. • Budget Constraints restrict the scope, frequency, and scale of student leadership activities. • Challenges in Ensuring Equal Opportunities: Limited resources hinder equitable access to programs and international exposure, potentially disadvantaging some student groups.	• Extensive Alumni Network consist of over 5,000 alumni can be leveraged as mentor, funding support, guest engagement, and professional networking. • Student Emancipation Initiatives aim at empowering students to develop independence and critical thinking. • Inbound and Outbound Opportunities: Expanding national and international platforms for student exchange, collaborative projects, and cross-cultural learning.	• The demanding nature of students' extracurricular activities may impede students' ability to complete academic assignments and maintain focus during lectures and class activities

Figure 3.8: SWOT Analysis of the Student Leadership Programme

Table 3.11: PI achievements for 2024 and PI targets for 2025, under the Lead Director of the Student Affairs Division

PI No.	PI Name	Weightage	Achievement 2024	Target 2025
PI027	Number of new SULAM's programmes with industry involvement in relation to service-learning activities	3	1/1 (100%)	1
PI028	Number of International Volunteerism programmes with industry collaboration that are funded by national, international and industry fund/grant in term of monetary or in-kind	4	1/1 (100%)	1
PI029	Number of leadership programmes	1	2/2 (100%)	2
PI030	Number of companies involved in career activities	2	6/6 (100%)	7
PI032	Number of students participated in international programme organised by partner university / industry/ institution	2	10/10 (100%)	10
PI033	Numbers of students involved in the e-sport industry	1.5	118/18 (100%)	27
PI037	Number of students involved in invention and innovation activities	1.5	23/23 (100%)	23
PI038	Number of programme/modules related to patriotism & ESI-iDART initiatives	1	3/2 (100%)	2
PI140	Inisiatif pemerkasaan Usaha, Taqwa, Mulia	1.5	1/1 (100%)	1

Table 3.12: The objectives and strategies under the Student Leadership Programme

Project	PHARMA-2-U
Objectives:	To integrate academic learning objectives with community service, offering students a meaningful and progressive learning experience while contributing to societal needs.
Strategies:	- Collaborate with international MoU/MoA partners to organize volunteer programs that benefit local communities. - Engage local community partners, including healthcare facilities and NGOs, to implement public health campaigns on topics such as medication safety and appropriate antibiotic use, aligned with students' expertise. - Utilize digital platforms to deliver health education through webinars, telemedicine, and online consultations for underserved communities.

Project	PHARMALEAD
Objectives:	To equip students with the confidence and leadership skills needed to inspire and influence others effectively, while embedding the ethical values promoted by the university including ESI-iDART, Usaha, Taqwa,Mulia.
Strategies:	- Develop leadership development opportunities by offering structured programs and hands-on opportunities to build leadership experience. - Enhance global and cultural exposure by leveraging international partnerships and alumni networks for cross-cultural engagement. - Strengthen industry-relevant skills through access to leadership content aligned with current and future workforce needs.

Project	PHARMA-Go-Wide
Objectives:	To actively engage students in sports, innovation, and invention programs at national and international levels by building partnerships and co-organizing impactful events with university collaborators.
Strategies:	- Encourage students to participate in and organize sports tournaments, innovation challenges, and invention events. - Facilitate student collaboration with local NGOs and healthcare facilities to implement public health campaigns. - Advocate students to leverage digital platforms, artificial intelligence, and global networks to deliver health education and effectively engage with international audiences.

Table 3.13: Mapping of PIs to the strategic initiatives for student leadership programme

PERFORMANCE INDICATORS (PI)		PROJECT		
		PHARMA-2-U	PHARMA-LEAD	PHARMA-Go-Wide
PI005	Number of academic programmes embedded with new international credited service learning activities.	●		
PI027:	Number of new SULAM's programmes with industry involvement in relation to service-learning activities.	●		
PI028:	Number of volunteerism programmes.	●		
PI029:	Number of leadership programmes.		●	
PI030:	Number of companies involved in career activities.		●	
PI032:	Number of students participated in international programme organised by partner university / industry/ institution.			●
PI033:	Numbers of students involved in the e-sport industry.			●
PI037:	Number of students involved in invention and innovation activities.			●
PI038:	Number of programme/modules related to patriotism & ESI-iDART initiatives.		●	
PI140	Inisiatif pemerkasaan Usaha, Taqwa, Mulia		●	

3.6 Entrepreneurship Programme

The entrepreneurship programme was established to underscore the importance of instilling entrepreneurial values and culture within the Faculty of Pharmacy, aligning with the National Entrepreneurship Policy 2030 and the Entrepreneurship Action Plan (EAP) for Higher Education Institutions (HEIs) 2021-2025. The SWOT analysis of the programme is presented in Figure 3.9. Based on the SWOT analysis and the past achievements and targets for 2024 and 2025 (Table 3.14), FPH has formulated the strategic initiative "Pharmapreneurs" aimed at strengthening the entrepreneurship agenda (Table 3.15), particularly in preparing graduates with refined entrepreneurial skills for the workforce. This initiative seeks to educate and cultivate entrepreneurial elements among students and staff of the FPH. Furthermore, the PI mapping to the initiatives is shown in Table 3.16.

S	**W**	**O**	**T**
STRENGTH	**WEAKNESS**	**OPPORTUNITIES**	**THREATS**
• **Entrepreneurship training:** UiTM, through MASMED, provides regular and free training to the students and staff. • **Industry Connections:** Faculty of Pharmacy (PH) have established strong connections with pharmaceutical companies, and healthcare organizations. These connections can facilitate partnerships, mentorship opportunities, and access to resources for aspiring entrepreneurs.	• **Limited Business and Entrepreneurial Education:** While PH may excel in pharmaceutical sciences, it may lack comprehensive education, expertise and resources related to entrepreneurship and business management. • **Regulatory Challenges:** The pharmaceutical industry is highly regulated, and navigating the complex regulatory landscape can be a significant challenge for entrepreneurs in the PH.	• **Market Demand for Innovation:** The healthcare industry, including pharmaceuticals, is constantly evolves, creating opportunities for entrepreneurial ventures. There is a growing demand for innovative solutions, such as personalized medicine, drug delivery systems, and digital health technologies. • **Collaborative Partnerships:** PH can collaborate with other faculties within the university, such as business schools or engineering programs, to create interdisciplinary entrepreneurship programs.	• **Intense Competition:** The pharmaceutical industry is highly competitive, with well-established companies dominating the market. • **Funding Constraints:** Starting a pharmaceutical venture often requires significant financial resources for research and development, manufacturing, and marketing. Securing funding for entrepreneurial initiatives can be a challenge, particularly for early-stage ventures without a proven track record.

Figure 3.9: SWOT Analysis of Entrepreneurship Programme

Table 3.14: PI achievements for 2024 and PI targets for 2025, under the Lead
Director of Student Affairs Division

PI No.	PI Name	Weightage	Achievement 2024	Target 2025
PI021	Number of IPT student entrepreneurs conducting business on campus during their study period	2	149/55 (100%)	58
PI022	Number of companies, enterprises or business projects funded by start-up investors, venture investors, public funding entities, government agency grants and entrepreneurship-related pitching competition prizes	1	1/1 (100%)	N/A
PI023	Number of collaboration with agencies, industry, NGOs, IPT (local and international)	2.5	2/2 (100%)	2
PI024	Number of educators with entrepreneurial expertise	2.5	20/20 (100%)	25
PI026	The number of students involved in IPT's Innovation and Technology-based programmes	2	20/15 (100%)	15

Table 3.15: The objectives and strategies for the entrepreneurship programme

Project	PHARMAPRENEURS
Objectives:	1. To encourage students in conducting business on campus during their study period 2. To increase number of educators with entrepreneurial expertise 3. To enhance entrepreneurship collaborations and networking 4. To involve students in innovation and technology-based programs.
Strategies:	• Motivate part 5 students who are taking the ENT530 (Principles of Entrepreneurship) course to apply their knowledge by conducting business on campus. • Identify lecturers involved in teaching the Entrepreneurship in Pharmacy (PHC693) course • Collaborate with IMAP grants recipients • Associate the program with HEP's activities

Table 3.16: Mapping of PIs to the strategic initiatives for entrepreneurship programme

PERFORMANCE INDICATORS (PI)	PROJECT PHARMAPRENEURS
PI021: Number of student entrepreneurs during their study period.	●
PI023: Number of collaborations with agencies, industry, NGOs, and IPT.	●
PI024: Number of educators with entrepreneurial expertise.	●
PI026: Number of students involved in IPT's Innovation and Technology-based programmes.	●

3.7 Administrative, Professional Financial Management and Services Programme

The Professional Financial Management and Services Programme aims to empower the Faculty towards achieving financial self-sufficiency and excellence in service delivery, while fostering a dynamic and ethical academic environment. A SWOT analysis was carried out (Figure 3.10), following a review of past achievements and the set targets for 2024 and 2025 (Table 3.17). To support the attainment of these targets, two strategic initiatives have been formulated (Table 3.18) as outlined below:

1. PROFITBLOOM:
This initiative seeks to enhance the faculty's financial capacity by utilizing its current assets and expertise.

2. TUNAS (Towards Uplifting and Nurturing Agile Staff):
This initiative aims to cultivate a high-performing and integrity-driven work culture.

Additionally, Table 3.19 lists the 11 Performance Indicators (PIs) that are mapped to the strategic initiatives accordingly.

S	**W**	**O**	**T**
STRENGTH	**WEAKNESS**	**OPPORTUNITIES**	**THREATS**
• A diverse and strong team of expert lecturers and support staff in their respective fields. • A strong, multi-skilled team capable of sharing their expertise through seminars, workshops, and training sessions. • Strong brand reputation through consignment products such as Olive House Resources and Duopharma. • Revenue generation from equipment and facility rentals/charges.	• Lack of commitment and cooperation from staff who do not participate in programs organized by the PTJ. • Lack of commitment and cooperation from staff who are not interested in joining professional bodies, associations, or NGOs. • Some staff encounter difficulties in using the latest systems, technologies, and ICT-related tasks due to limited ICT skills. • Limited manpower • Budget constraints • Secluded location for Pharmacy shop • Obsolete equipment • Outdated technologies and software	• The visibility of staff members at the national and international levels increases when they become members of professional bodies, associations, or NGOs. • Opportunities for career advancement and the acquisition of extensive knowledge related to the field. • Fostering positive attitudes, values, and a sense of belonging among all staff members. • Serving as a gatekeeper for industry-driven academic initiatives. • A variety of products offered that align with the evolving needs and landscape of the industry. • Marketing planning and promotion through social media. • Strategic partnerships, collaborations, and networking • High demand for niche-area workshops • Opportunities to support prerequisite research work	• Changes in government policies • Bureaucratic red tape that delays work process efficiency and speed. • Budget constraints • Lack of awareness and promotion of integrity issues in the workplace. • Competition from external institutions and other faculties. • Changing consumer preferences • Government policies on Dangerous Drugs (DD)

Figure 3.10: SWOT analysis of administrative, professional financial management and services programme

Table 3.17: PI achievements for 2024 and PI targets for 2025, under the Lead
          Director of Office of the Registrar

PI No.	PI Name	Weightage	Achievement 2024	Target 2025
PI085	Number of staff with 3 years industry experience	2.5	11/8 (100%)	10
PI086	Number of activity related to ESI-iDART	1	3/3 (100%)	3
PI087	Number of academic staff with PhD qualification	4	67/67 (100%)	69
PI088	Number of staff with professional qualifications	3.5	43/32 (100%)	31
PI089	Number of staff attached with top global 2000 companies or top 300 universities	2.5	1/1 (100%)	1
PI090	Number of staff as members in international and national academic/ professional bodies/ associations/ NGO	2.5	45/40 (100%)	40
PI091	Number of international academic staff	4	7/4 (100%)	4
PI096	Number of activity related to Happiness Index	1	4/2 (100%)	2
PI125	Number of staff registered for PhD studies	1	2/2 (100%)	2
PI129	Income generation from Kumpulan Wang Amanah	3.5	RM211.83K/ RM47K (100%)	RM49K
IG018	Percentage of self-income generated over operations expenditures (OPEX, including Emoluments)	4	NA	0.25

Table 3.18: The objectives and strategies under the Administrative, Professional,
Financial Management, and Services Programme

Project	PROFITBLOOM
Objectives:	1. To strengthen income generation capabilities through optimized utilization of faculty-based business units such as Kedai Farmasi, LAFAM, Tissue Culture, Imaging, Histology, GMP, and UiPAL. 2. To promote operational excellence and regulatory compliance for all income-generating entities to ensure long-term sustainability and quality assurance (e.g., NPRA, ISO certifications). 3. To support academic and industrial integration by providing hands-on learning platforms and enhancing staff and student engagement in entrepreneurial activities.
Strategies:	• Register and license faculty units like Kedai Farmasi with regulatory bodies (e.g., SSM and License A) to ensure legitimacy and expand market reach. • Pursue regulatory certification for facilities such as the GMP plant (NPRA approval) and Imaging Center (ISO certification) to elevate credibility and quality standards. • Develop structured internship programs at Kedai Farmasi and GMP plant to integrate teaching, training, and business operations. • Expand tissue culture services by introducing advanced applications such as 3D cell culture (by 2027) and primary cell culture (by 2030). • Transform LAFAM into a regional training hub for animal handling workshops by 2030 to tap into niche regional demand. • Foster integrity, innovation, and collaboration among project members across departments to ensure multidisciplinary contributions and shared accountability.

Project	TUNAS
Objectives:	1. To develop competent and future-ready administrative and professional staff through targeted leadership and professional development programmes. 2. To enhance the global exposure and academic qualifications of staff by encouraging industrial attachments and PhD enrolments. 3. To cultivate a positive and productive workplace culture through initiatives aligned with the Happiness Index and institutional values (e.g., ESI–iDART).
Strategies:	• Implement in-house leadership training programmes to nurture potential leaders within the institution. • Strengthen industrial and academic attachment opportunities by collaborating with top global companies and universities. • Promote and support PhD enrolments among staff to increase the number of highly qualified personnel. • Introduce and monitor workplace well-being initiatives under the Happiness Index to foster a supportive work environment. • Enhance institutional values integration through targeted activities under ESI–iDART. • Align staff development with performance indicators (PIs) for strategic impact and accountability.

Table 3.19: Mapping of PIs to the strategic action plan for administrative, professional financial management and services programme

PERFORMANCE INDICATOR (PI)	PROJECT	
	PROFITBLOOM	TUNAS
PI085: Number of staffs with 3 years industry experience.		●
PI086: Number of activities related to ESI - iDART		●
PI087: Number of academic staffs with PhD qualification		●
PI088: Number of staffs with professional qualifications		●
PI089: Number of staffs attached with top global 2000 companies or top 300 universities		●
PI090: Number of staff as members in international and national academic/ professional bodies/ associations/ NGO		●
PI091: Number of international academic staff		●
PI096: Number of activities related to Happiness Index		●
PI125: Number of staffs registered for PhD studies		●
PI129: Income generation from Kumpulan Wang Amanah	●	
IG018 Percentage of self-income generated over operations expenditures (OPEX, including Emoluments)	●	

3.8 Quality Management Programme

The Quality Management System (QMS) of the Faculty of Pharmacy has planned, coordinated, and monitored activities and quality infrastructure in alignment with the Institute of Quality and Knowledge Advancement (InQKA) to meet UiTM's goals. Quality activities encompass Operational Excellence (OE), The Innovative & Creative Group (KIK), and Anugerah Kualiti Naib Canselor (AKNC), as well as the Conducive Public Sector Ecosystem (EKSA), audits, and other QMS implementation and maintenance programs. A SWOT analysis is conducted to assess internal strengths and weaknesses, as well as external opportunities and threats (Figure 3.11) after reviewing the past achievements and targets for 2025 (Table 3.10).

To promote the culture of quality, support the faculty's QMS, and assist InQKA in improving UiTM's quality management system, a strategic initiative called Quality Initiative Project Pharmacy (QIP) has been established (Table 3.11).

The objectives of the QIP initiative are as follows:
1. To highlight the performance of the faculty in quality management.
2. To improve the quality of our operation to meet our stakeholders' satisfaction.
3. To enhance our service by promoting creativity and innovation among our staff.

Strategies for the QIP initiative to achieve the above objectives:
1. The activities and achievements of the faculty is reported in the i-AKNC system, emphasizing the performance in the quality management.
2. The improvement of our operation at the faculty level is registered in the Online Process Improvement Registration (OPIR) system.
3. The faculty participates in the KIK competition as a means to creatively improve the quality of our service.

Three (3) Performance Indicators (PIs) under this programme are mapped to the strategic initiatives as shown in Table 3.12.

	S	W	O	T

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
• UiTM, through InQKA, provides regular and free Quality Management System (QMS) training for the staff in carrying out QMS activities, including internal audits, external audits, OE, KIK, AKNC etc. • A few PH staff are highly competent in QMS with a positive attitude and work culture that encourages continuous learning and expertise development to strengthen QMS at PH. Further, PH has four external review panels expert appointed by InQKA, which can contribute to guiding PH compliance to MS ISO 9001: 2015, COPIA, COPPA, and LFM standards. • PH was recognised by UiTM as the winner of a few award categories in AKNC 2022, signifying PH's success in fostering an excellent QMS.	• Lack of awareness regarding QMS amongst staff at PH. • Lack of participation in QMS amongst staff at PH.	• Cultivating QMS and innovation will • enhance staff participation in OE and KIK at the campus level, UiTM, and international innovation competitions. Thus provide staff with additional experience in fostering a more excellent QMS at PH, ultimately improving staff competency. • Networking opportunities can be enhanced, which can lead to exchanging impactful ideas, besides providing an opportunity to become a reference in fostering QMS practices for other UiTM campuses or external organisations, eventually enhancing PH visibility. • The outcomes of staff innovation can benefit UiTM by streamlining work processes, reducing operational and maintenance costs, saving energy, saving time, and enhancing safety levels.	• Time-consuming • Insufficient credits and weightage for QMS-related activities and projects may discourage staff involvement.

Figure 3.11: SWOT analysis of Quality Management Program

Table 3.10: PI achievements for 2024 and PI targets for 2025, under the Lead Director of Institute of Quality and Knowledge Advancement (InQKA)

PI No.	PI Name	Weightage	Achievement 2024	Target 2025
PI094	Number of OE Project	1	1/1 (100%)	1
PI095	Number of KIK Project	1	1/1 (100%)	1
PI126	Number of AKNC Project	1	1/1 (100%)	1

Table 3.11: The objectives and strategies under the Quality Management Programme

Project	KIK-PharmSmart
Objectives:	To solve issues of lack of knowledge and awareness among undergraduate students about the pharmacy profession.
Strategies	1. Gather information that needs to be included in the app (5-6 months) 2. Develop the app (2-3 months) 3. Testing the app to final year students using the tool PEMAT/SAM (3 months) 4. Launch the app to every student (1st – 4th-year students)

Project	i-AKNC
Objectives:	To highlight the Faculty of Pharmacy's top accomplishment for year 2023 in supporting the selected BT 2024 (Penyelidikan & Penerbitan dan Pengkomersilan)
Strategies:	1. To have a Gantt chart for each stage involved in the preparation of the AKNC 2023 report beginning March 2023 and compliance with the Gantt Chart will be periodically monitored by the appointed Penyelaras AKNC. 2. To form a committee that comprises two teams which are the team of writers and the evidence provider, that will synergize to come up with a comprehensive AKNC report. 3. To identify FPH staff who have made remarkable achievements in research, publication and commercialisation, especially those who have performed at the international level in 2023. They are required to lead the "Hasil" chapter of the AKNC report.

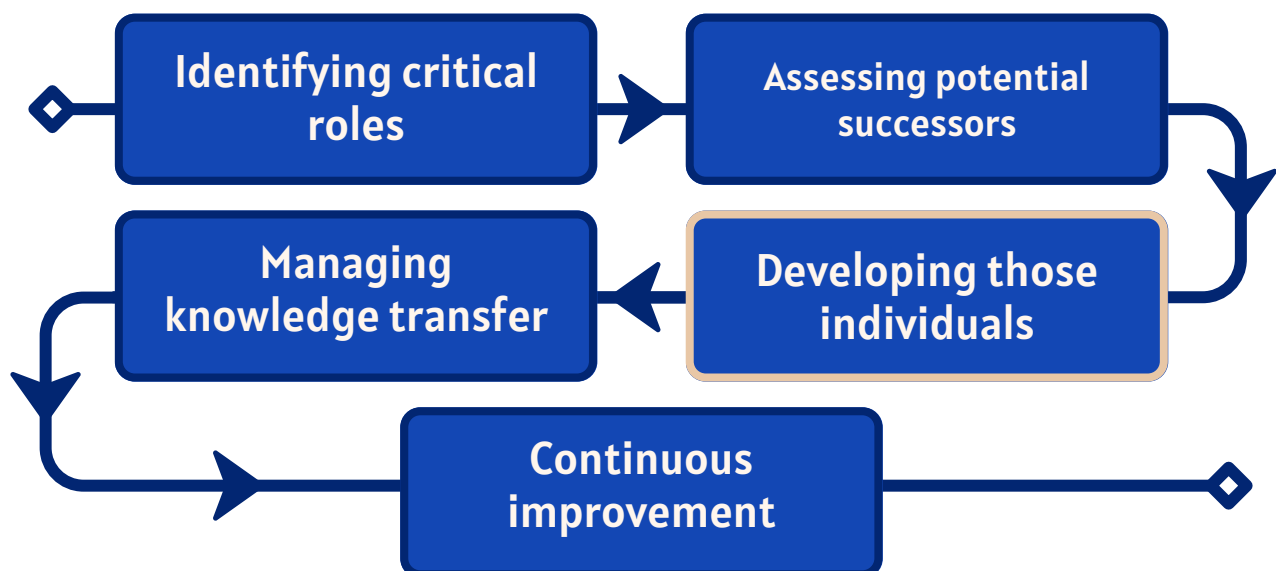Table 3.12: Mapping of PIs to the strategic action plan for quality management programme

PETUNJUK PRESTASI (PI)	PROJECT
	QIP
PI094: Number of OE Project	●
PI095: Number of KIK Project	●
PI126: Number of AKNC Project	●

3.9 Succession Planning

As the Pharmacy Faculty UiTM enters its 25th year of establishment, succession planning has become more important than ever. The Faculty is formulating an effective and efficient transfer of responsibility from the incumbent to the successor. This entails identifying critical roles, assessing potential successors, developing those individuals, and managing knowledge transfer to ensure a smooth transition as and when required. The succession plan does not only involve top academic positions at the faculty level, like the Dean, Deputy Dean, Head of Department, Coordinator, Facilitator (Penyelaras), Resource Person, Writer, Committee Member, Liaison Officer etc.

THE PLAN OF SUCCESSION PLANNING CONSISTS OF THESE STEPS:

Identifying critical roles → Assessing potential successors → Developing those individuals → Managing knowledge transfer → Continuous improvement

ACKNOWLEDGEMENTS

Strategic Planning Workshop 2025

Date: 26 - 27 November 2024 (Tuesday - Wednesday)
Venue: Gallery, Level 5, FF1, Faculty of Pharmacy, UiTM Selangor, Campus Puncak Alam

Participants

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Prof. Dr. Wong Tin Wui
Assoc. Prof. Dr. Fazlin Bte Mohd Fauzi
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Assoc. Prof. Dr. Hasseri Halim
Assoc. Prof. Dr. Lim Siong Meng
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Mdm. Nik Ateerah Rasheeda Mohd Rocky
Mdm. Nurul Ashikin Binti Jamludin
Mdm. Norhayati Binti Mohd Zain
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Mr. Fairos Bin Abdul Hamid
Mdm. Azlinda Binti Hj Mohamad Nor
Mdm. Syahida Fathiah Binti Ahmad Kamal
Mr. Ahmad Fahim Bin Mohd Dani
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Ms. Norazua Binti Ahmad
Mdm. Nurul Izzati Binti Ismail

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Mdm. Nur Diyana Kamaruzaman

APPENDIX

Research Blueprint 2026-2030

Research ecosystem Acculturation

Niche research area

Core business	Staff	Visibility & Networking	Facilities & Infrastructure
Publication – EXCEL, PROLIFIC, EDCORP	Recruitment	Ranking (top 100) and Webpage (google site)	LAFAM
Grants	Admin support for research (Publicity)	Publicity	Equipment
Commercialization	Development	Networking	Emergency response plan
Supervision	Staff venturing into health related AI	Conference	Space allocation

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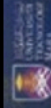
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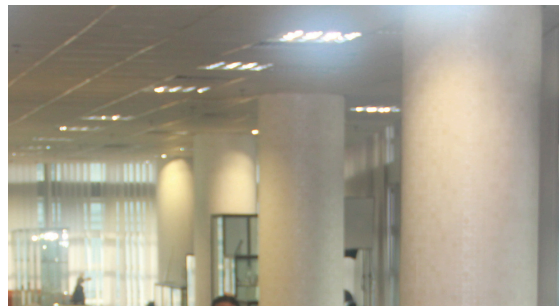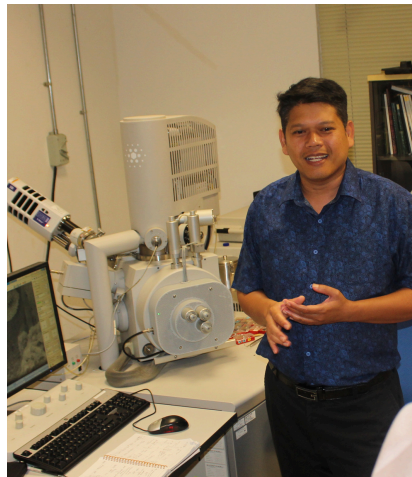UiTM Global, Universiti Teknologi MARA (UiTM)

at

Dewan Agung Tuanku Canselor (DATC), UiTM Shah Alam

on

24th December 2024

Professor Datuk Ts. Dr. Shahrin bin Sahib @ Sahibuddin, FASc
Vice-Chancellor
Universiti Teknologi MARA(UiTM)

9 786299 699521