

# SUCCESSION PLANNING IN HIGHER LEARNING INSTITUTIONS IN MALAYSIA



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# WHITEPAPER ON TALENT MANAGEMENT AND SUCCESSION PLANNING IN HIGHER LEARNING INSTITUTIONS IN MALAYSIA

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# **Whitepaper on Talent Management and Succession Planning in Higher Learning Institutions in Malaysia**

**First Print, 2025  
IIUM-AKEPT**

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**Perpustakaan Negara Malaysia    Cataloguing-in-Publication Data**

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ISBN 978-629-95469-1-7



**Published in Malaysia by**

IIUM Leadership Centre

International Islamic University Malaysia

P.O Box 10, 50728 Kuala Lumpur, Malaysia

Tel: 03-64216800

Email: [ilc@iium.edu.my](mailto:ilc@iium.edu.my)

**Printed in Malaysia by**

Achik Sdn. Bhd. (842035-W)

218, 219 & 220, Jalan Negara 2, Taman Melawati

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In the Name of Allah  
The Most Gracious – The Most Merciful



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Recognising the urgency of structured leadership transitions, this whitepaper highlights key challenges, including political influence, governance gaps, and the absence of a systematic leadership pipeline. Drawing upon scholarly research and contributions from AKEPT, it underscores the necessity of a robust, merit-based selection process and competency-driven leadership development framework to future-proof Malaysian HEPs. Strengthening governance through transparent selection criteria, data-driven leadership evaluations, and a structured talent pipeline will ensure a sustainable leadership transition model.



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INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA  
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