

Leadership in Administration and Management of Higher Education

Reported by Wan CHang Da

The National Higher Education Research Institute (IPPTN) in collaboration with Universiti Malaysia Kelantan (UMK) organised the third IPPTN Seminar Series entitled Leadership in Administration and Management of Higher Education on 21 May 2008. The seminar sought to discuss the following wide-ranging spectrum of issues about leadership in higher education: the ideal leadership underlined in the National Higher Education Strategic Plan, comparative leadership styles in Malaysia and overseas as well as current issues about policy implementation and leadership principles.

The one-day seminar was held at the Grand Riverview Hotel in Kota Bharu, Kelantan, where a total of six papers on leadership were presented. The seminar began with Professor Ambigapathy Pandian presenting a paper on "Framing Leadership in Higher Education in Malaysia", followed by a paper titled "The Concept of Succession Planning: Is It Applicable In Higher Education Leadership Strategies?" that was discussed by Professor Dr. Haji Ibrahim Che Omar. Dr. Munir Shuib then shared some observations about the management and administrative arrangement of the Division of Industry and Community Network in Universiti Sains Malaysia.

The seminar resumed by inviting Ms. Elizabeth Lee from Sunway University College to discuss leadership from the perspective of private higher education institutions. Professor Dato' Dr. Mohd. Nawawi then shared his observations about leadership and academic excellence in relation to the major happenings in Malaysian higher education that have shaped the higher education landscape. The final paper, "Rethinking Leadership Behaviour in Higher

Education", was presented by the Acting Director of IPPTN, Professor Muhamad Jantan, who deliberated on theories of leadership in Western businesses that might have difficulties being directly applied into Malaysian higher education, without considering the academic traditions, culture and norms that might seriously undermine the development of leaders in the Malaysian higher education sector.



Prof. Muhamad presenting a paper on "Rethinking Leadership Behaviour in Higher Education".

The seminar concluded with words of appreciation by the Acting Director of IPPTN to the participants for their active participation and interest in leadership in higher education of Malaysia. The Acting Director also thanked for Universiti Malaysia Kelantan and Professor Dr. Haji Ibrahim Che Omar for their kind hospitality in successfully organising the seminar.



Participants listening attentively during the one-day seminar held at the Grand Riverview Hotel, Kota Bharu, last May.

Pre-Conference Workshop on “Raising Awareness: Exploring the Ideas of Creating Higher Education Common Space in Southeast Asia”

Reported by Christopher Koh Boon Han and Noraini Mohamad Yusof

As part of the conference series initiated by SEAMEO-RIHED and Japan Foundation to raise the awareness among key stakeholders in the higher education sector in Southeast Asia on the importance of the regional harmonisation process, the National Higher Education Research Institute (IPPTN) in collaboration with SEAMEO-RIHED hosted a pre-conference seminar titled “Pre-Conference Workshop on Raising Awareness: Exploring the Ideas of Creating Higher Education Common Space in Southeast Asia”.



Participants getting ready for the half-day conference.

The half-day pre-conference was held on 21 August 2008 at the Equatorial Hotel, Bangi-Putrajaya, and was attended by 36 participants representing 11 public higher education institutions, five private higher education institutions, student associations from public and private higher

education institutions and the Department of Higher Education, Ministry of Higher Education. The programme began with an introduction to the harmonisation of higher education project by Professor Muhamad Jantan from Universiti Sains Malaysia as a country coordinator.

Conducted in three separate sessions, the workshop first discussed the Context and Common Features of Higher Education with issues related to the higher education scenarios. This was then followed by a session on ‘Harmonisation of Higher Education around the World’. The issues discussed included the definition of harmonisation, aspects and process of harmonisation, existing harmonisation practices in Malaysia and the expected outcomes of harmonisation and implication challenges. The third session of the conference focussed on how South East Asia (SEA) would respond to the various changes in moving towards the harmonisation of higher education.

The need for raising awareness among stakeholders and decision makers in SEA was highly acknowledged by all participants. It might well be impossible to achieve regional harmonisation if stakeholders, decision makers and political masters alike fail to identify the benefits of harmonising the regional community as a whole. To achieve a distinctive Southeast Asian identity, one that is comparable to that of the European nation, key stakeholders need to give their full cooperation in realising and enhancing existing capabilities in their institutions. Political masters may have to pave the way for academics and researchers and other lesser stakeholders to realise this distinctive objective.



Participants from various higher education institutions engaging in the discourse on harmonisation.

Discussion on National Higher Education Strategic Plan (PSPTN) Thrust 4: Strengthening Public Higher Education Institutions and Promoting Academic Excellence

Reported by Noraini Mohamad Yusof

On 27 August 2007, The Malaysian Prime Minister, YAB Datuk Seri Abdullah Badawi launched the “National Higher Education Strategic Plan” (PSPTN). To achieve its objective and main target for every strategy that has been identified, the Ministry of Higher Education (MoHE) has set up a total of 13 working teams. Each of the teams is handled by a chief leader, designated by MoHE, and each activity will be coordinated by the Programme Management Office (PMO). IPPTN has been selected as the Team Leader for Academia Project.

Subsequently on 23 October 2008, IPPTN in collaboration with the Department of Higher Education, the Ministry of Higher Education (MoHE) organised a half-day workshop on “National Higher Education Strategic Plan (PSPTN) Thrust 4: Strengthening Public Higher Education Institutions and Promoting Academic Excellence” at the Equatorial Hotel, Bangi-Putrajaya. The discussion was chaired by Professor Morshidi Sirat, the project leader for the Academia Team. The workshop focused on academic staff associations from all public higher education institutions in Malaysia. A total of 42 participants from Universiti Sains Malaysia, Universiti Malaysia Kelantan, Universiti Kebangsaan Malaysia, Universiti Putra Malaysia, Universiti Pertahanan Nasional Malaysia, Universiti Darul Iman Malaysia, Universiti Teknologi MARA, University of Malaya, Universiti Pendidikan Sultan Idris, Universiti Utara Malaysia,

Universiti Teknologi Malaysia, Universiti Malaysia Perlis, Universiti Sains Islam Malaysia, Universiti Teknikal Malaysia Melaka, Universiti Malaysia Pahang. All were representatives of academic staff associations in their respective universities. Also present were officers from the MoHE and Associate Research Fellows of IPPTN.

The main objective of this workshop was to obtain feedback



An academic staff giving his feedback and opinion.

from academic staff associations from all public universities in Malaysia on ways to strengthen the public higher education institutions and to promote excellence among the academic staff. Based on the feedback, several strategies and action plans to strengthen the public higher education institutions and to promote higher autonomy for public universities were identified. It is hoped that the implementation of the strategies and action plans will lead to greater academic excellence and creativity among the public universities.



An academic staff sharing his thoughts and opinion during the workshop.

Focus Group Interviews with President/Representatives of Academic Staff Associations for Local Universities: Changing Academic Profession (CAP)

Reported by Siti Asma' Mohd. Rosdi

After the morning discussion on the National Higher Education Strategic Plan, the Academic Staff Association representatives were invited to participate in focus group interviews for IPPTN's research project on the Changing Academic Profession (CAP). The project aims to examine the nature and extent of the changes experienced by the academic profession in recent years. It was to explore both the reasons for and the consequences of these changes as well as so to consider the implications of the changes for the attractiveness of the academic profession as a career and for the ability of the academic community to contribute to the further development of knowledge societies and the attainment of national goals.

For the purpose of the focus group interviews, the Academic Staff Association representatives were divided into two groups. One group comprising 12 representatives were interviewed on issues pertaining to general work situation. The second group comprising 15 representatives were interviewed on issues pertaining to teaching and research. The first group was led by Associate Professor Dr. Aida Suraya Md. Yunus while Professor Ibrahim Che Omar and Associate Professor Dr. Koo Yew Lie acted as



Some of the academic staff association representatives participating in the focus group interview.

moderators. The second group was led by Associate Professor Dr. Ahmad Nurulazam Md. Zain with Dr. Munir Shuib, Associate Professor Dr. Norzaini Azman and Associate Professor Dr. Sarjit Kaur as moderators.

All in all, the interviews were able to yield valuable input for the CAP project which greatly helped the moderators in fine-tuning their research reports.



One of the focus groups being interviewed by the project moderators.

Strategic Dialogue on Higher Education and Developing Human Capital between Malaysia and CLMV Countries

Reported by Noraini Mohamad Yusof

From December 1-2, 2008, the Ministry of Higher Education (MoHE) and the National Higher Education Research Institute (IPPTN) with the collaboration of the department/agencies higher education sectors in Cambodia, Lao PDR, Myanmar and Vietnam, organised "The Strategic Dialogue on Higher Education and Developing Human Capital between Malaysia and CLMV Countries (The Kuala Lumpur - CLMV Dialogue)". This dialogue was held at the Boulevard Hotel, Mid Valley, Kuala Lumpur.

The dialogue focused on the sharing of knowledge, experiences and information in higher education policy issues. It was targeted to convey key elements and opportunities for strengthening relationship between Malaysia and CLMV partners, to create a forum for strategic and policy dialogue, to increase mutual understanding of priorities and possible cooperation areas, to identify common agenda and to develop mutually understanding collaborative projects.

This dialogue was attended by the Director-General of Higher Education, the Deputy Director-General and a Vice-Chancellor/President of universities from the CLMV Countries. 22 participants from Malaysia were present, including officers from the MoHE and Associate Research Fellows of IPPTN. Cambodia was represented by HE Dr. Touch Visalsok (University of Battambang), Mr. You Virak (Department of Higher Education) and Mr. Chunhieng Thavarith (Institute of Technology of Cambodia); Myanmar was represented by Dr. Tin Htun Myint (Hinthada University) and Dr. Khine Mye (Sit-twe University); and Vietnam was represented by Dr. Nguyen Van Duong, Dr. Nguyen Van Huu (Higher Education Department) and Dr. Do Van Xe (Can Tho University). Delegates from Lao PDR were unable to attend this dialogue due to unforeseen circumstances.



Prof. Morshidi welcoming the Secretary General and Director-General of MoHE during the dialogue held in Boulevard Hotel, Mid Valley, Kuala Lumpur.

On the first day, the Secretary General of MoHE, Y. Bhg. Datuk Dr. Zulkifli A. Hassan, gave his welcoming remarks and this was followed by two presentations. Y. Bhg. Professor Dato' Ir. Dr. Radin Umar Radin Suhadi, Director-General, MoHE did the first presentation on the National Higher Education Strategic Plan: What and How? This was followed by Y. Bhg. Tan Sri Dato' Dzulkifli Abdul Razak, the Vice Chancellor, Universiti Sains Malaysia (USM) sharing his views on USM's experiences about APEX University. Subsequently, the participants had a dialogue session on strategic policy planning and formulation, chaired by Professor Dr. Rugayah Mohamed from Universiti Teknologi Malaysia.

On the second day Professor Asma Ismail, the Deputy Vice Chancellor (Research and Innovation) of USM, spoke on Malaysian Achievements on Research and Development. After this presentation, Y. Bhg. Dato' Professor Dr. Ahmad Haji Zainuddin, Director of Higher Education Academy of Leadership enlightened the participants about AKEPT.

The dialogue ended with several resolutions. To implement these resolutions, Malaysia will draft a road map of sustained engagement with the CLMV Countries. As an immediate action, in 2009, a series of workshops will be held with a view to identify specific collaborative projects with partners in CLMV Countries. MoHE will work on the details and funding mechanisms on this project together with other agencies/departments within the ministry. IPPTN will document all the activities for reference, starting with a book publication on the Kuala Lumpur Dialogue.



Delegates from Cambodia. From left Mr. Chunhieng Thavarith, HE Dr. Touch Visalsok and Mr. You Virak.

Announcements

VICE-CHANCELLORS' FORUM

17th Conference of Commonwealth Education Ministers

15-19 June

Kuala Lumpur International Convention Centre, Kuala Lumpur, Malaysia

“How far are universities changing and shaping our world?”

FORUM RATIONALE

The 17th Conference of Commonwealth Education Ministers (17CCEM) is a triennial event at which Commonwealth Education Ministers and senior officials meet to discuss areas of critical importance in strengthening education policies in the Commonwealth.

For the first time, a Vice-Chancellors' Forum (VCF 2009) will be held as an integral part of the Conference, alongside the Stakeholders' Forum (for civil society, international agencies, academia and the private sector), the Teachers' Forum and the Youth Forum.

The VCF 2009 will offer a platform for university leaders and senior managers to discuss their common concerns in order to develop insights and forge solutions to the issues and challenges facing Commonwealth universities.

These deliberations will allow university leaders to map the development of their universities while taking account of the aspirations of their respective nations and the goals and targets for education determined by the Commonwealth fraternity.

VCF 2009 also presents a unique opportunity for university leaders to formulate and present a statement to Education Ministers, highlighting their key policy concerns.

The social programme will allow participants to interact with Ministers and government officials from Commonwealth countries. There will also be opportunities to meet delegates from the other forums.

The VCF 2009 is organised by the Ministry of Higher Education Malaysia, in collaboration with the Ministry of Education Malaysia, the Association of Commonwealth Universities (ACU) and the Commonwealth Secretariat. It is supported by the National Higher Education Research Institute (IPPTN), University of Malaya and Universiti Putra Malaysia.

DELEGATES

The VCF 2009 is intended for Executive Heads of universities including Vice-Chancellors/Rectors, Presidents and also Deputy Vice-Chancellors and other senior managers of universities in the Commonwealth.

FORMAT

The VCF 2009 will offer a varied programme of keynote addresses, plenary sessions, panel discussions, discussion groups and a statement to Ministers.

THEMES

The programme aims to explore a range of current issues to Vice-Chancellors, with a focus on areas such as:

- The need for a coherent education policy across all sectors in the context of increasing demands for higher education; the importance of higher education to social and economic development; and the contribution of higher education to the development of all levels of education.
- Issues of quality and accreditation: Their affect on both traditional delivery and open and distance provision in the context of increasing demands and the rapid emergence of new providers.
- Issues of accountability: How are universities accountable to government in the context of the shifting balance between public and private funding and the introduction of student fees? This will also include a discussion with Youth Delegates and representatives of the business community whose needs universities should be meeting.
- The importance of universities and their research capacities in understanding the major issues of sustainability such as climate change and food security, and in contributing to solutions to these problems.

Malaysia-Cambodia Workshop on Higher Education and Developing Human Capital: Towards Strategic Partnerships and Alliances

25 and 26 February 2009, Sunway Hotel Phnom Penh, Cambodia

The Malaysia-Cambodia Workshop (MCW) is organised by the Ministry of Higher Education Malaysia with the co-operation of the Cambodian Directorate General of Higher Education, Ministry Education, Youth and Sport and other departments/agencies overseeing higher education sector in Cambodia, while the National Higher Education Research Institute (IPPTN), Universiti Sains Malaysia, Penang, provides intellectual and technical support.

The primary aim of MCW is to translate ideas and commitments made at the Kuala Lumpur-CLMV Dialogue in December 2008 into practical and feasible projects to be undertaken jointly by Malaysian and Cambodian higher education institutions.

Several presentations will be made by Malaysian delegation and counterparts from Cambodian Directorate General of Higher Education, Ministry Education, Youth and Sport and Cambodian universities. During the break-out session the deliberations will be more focussed and action oriented aimed at identifying feasible projects to be undertaken by partnering institutions.

Cambodia will send a delegation comprising the Director-General of Directorate General of Higher Education, the Deputy-Director General of Higher Education, Ministry Education, Youth and Sport and 25 Vice-Chancellors/senior university management/senior researchers and academics. Malaysian delegation will be led by the Ministry of Higher Education with speakers from both public and private higher education sector.

GLOBAL HIGHER EDUCATION FORUM (GHEF) MALAYSIA 2009

13-16 December 2009, Park Royal, Penang, Malaysia

“Global Higher Education: Current Trends, Future Perspectives”

SUB-THEMES OF THE FORUM

- Current Global Higher Education: One Model Fit for All?
- Higher Education Regionalisation and Harmonisation - Global Convergence or Divergence?
- Higher Education in Times of Global Financial and Economic Turbulence (case studies)
- Scenarios for Higher Education Futures

APPROACH

The GHEF2009 will deliberate on all of the above sub-themes from both global and regional perspectives. Thus we may organise plenary sessions and/or panel discussions based on (1) a global perspective, (2) a single region and (3) a comparative perspective of several regions.

FORMAT

The GHEFF 2009 will offer a varied programme of keynote addresses, plenary sessions and panel discussions with ample time for Q&A.

There will be presentations by invited keynote and plenary speakers with a small number of presenters selected from “Call for Papers”.

ORGANISERS, CO-SPONSOR AND SUPPORTER

The GHEF2009 is jointly organised by the Ministry of Higher Education Malaysia (MoHE) and Universiti Sains Malaysia (USM) with the Centre for Higher Education Research and Study (CHERS), Ministry of Higher Education, Saudi Arabia as co-sponsor. The Association of African Universities (AAU) will provide intellectual support.

PARTICIPATION

The Higher Education Forum (GHEF) brings together scholars, policy makers, researchers, academics and administrators to reflect, analyse, discuss and debate on variety of issues pertaining to global higher education. In particular GHEF2009 will focus on the theme of Global Higher Education, seeking to ponder and reflect on the benefits and challenges and at the same time, envision the way forward for emerging and expanding, rather than for matured higher education systems.



THE SIXTH INTERNATIONAL LITERACY CONFERENCE (LITCON 2009)

LITERACY: Forging Pathways to Unity

Date:
7, 8 & 9 October 2009

Venue:
BERJAYA GEORGETOWN HOTEL
ONE STOP MIDLANDS PARK
PENANG, MALAYSIA

CALL FOR PAPER PRESENTATIONS

Please include the following information in your proposal:

1. Full name, contact and address details of presenter(s) institutional affiliations (If applicable)
2. Title of proposal
3. 150 Word abstract of paper/presentation (Before 1st May 2009)

Presentation format:

- Paper - 30 minutes
- Workshop - 60 minutes
- Poster Session

Presentations shall be in English or Bahasa Malaysia

Themes of the Conference

- Theme 1: Teachers and Literacy Practices
- Theme 2: Citizenship and Unity
- Theme 3: Conflict Resolution
- Theme 4: Sustainable Education
- Theme 5: General

Conference Registration

- EARLY BIRD (Payments received before 30 April 2009) RM 270.00
- FROM May to June 2009 RM 300.00
- July to October 2009 RM 350.00
- DAY REGISTRATION (Not for presenters) RM 200.00
per day

Package Registration

(3 Nights accommodation inclusive of 3 breakfasts, 3 lunches, 3 morning teas and 3 afternoon teas plus conference dinner)

- Early Bird (before 30 April 2009) RM700.00
- Registration (after 1st May 2009) RM 800.00

For more information, please contact

Professor Ambigapthy Pandian
Chairperson
School of Languages, Literacies and Translation
Universiti Sains Malaysia
11800 Penang, Malaysia
Tel: 604-653 3145 / Mobile: 019-777 1292
Fax: 604-656 9122
Email: ambiga@usm.my / litcon2009@gmail.com

Calling for Articles and News Briefs

Guidelines on Submission of Manuscripts

1. Manuscripts should be written in English, typed using Times New Roman 12 point font, and double spaced on only one side of A4 size paper with ample left and right margins on Microsoft Word.
2. The length of the manuscripts should not exceed 1,500 words. An abstract of about 150 words should be included.
3. Authors are responsible for obtaining permission to use any published material. The publisher shall not be held responsible for the use of such material.
4. Citations in the text should include the author's last name and date of publication, e.g. (Ashton, 2001). If quotations are used, page numbers should be indicated, eg. (Ashton, 2001: 30).
5. Endnotes may be used.
6. Include tables and figures within the text. Number tables and figures consecutively.
7. The reference list should be arranged in alphabetical order and should include only works cited in the text.

Examples:

Altbach, P. G. (2004). *The costs and benefits of world-class universities*. Retrieved 23 October 2005 from <http://www.aaup.org/publications/Academe/2004/04jf/04jfaltb.htm>

Mahadhir, M., Ting, S. H. and Carol, D. (2006). *Learning materials and human factors: Looking at the chemistry in the genre-based approach classroom*. Proceedings of 2nd Science and Art of Language in Teaching International Conference, 'Change: Bridging Theory and Practice', 20 - 22 November, Universiti Teknologi MARA, Pulau Pinang.

Watkins, D. (1998). A cross-cultural look at perceptions of good teaching: Asia and the West. In J. J. F. Forest (Ed.), *University teaching: International perspectives*. New York: Garland.

Wolfe, R. N. and Johnson, S. D. (1995). Personality as a predictor of college performance. *Educational and Psychological Measurement*, Vol. 2, 177-185.

Yule, G. (1996). *Pragmatics*. Oxford: Oxford University Press.

8. All submissions should include a cover page containing the title, name of author(s), designation, affiliation, mailing/e-mail address and telephone/fax number. A brief biographical note of the author(s) should also be included.
9. Manuscripts submitted must not be those already published or those which have been offered for publication elsewhere.
10. Manuscripts received will be acknowledged but not returned.
11. Submission of a manuscript will mean that the author agrees to transfer copyright of his/her article to the publisher if and when the article is published. Authors who wish to send their articles to be published elsewhere should seek the written agreement of the publisher.
12. Manuscripts may be sent via e-mail attachment (ipptn@yahoo.com or munir@usm.my) or via post together with the diskette or compact disk.

The *Bulletin of Higher Education Research* welcomes short articles, opinions, comments and information about people and events related to higher education in public and private institutions in Malaysia and abroad.

Please address your correspondence to:

The Editor-in-Chief
Bulletin of Higher Education Research
National Higher Education Research Institute
Suite 109, Level 1
EUREKA Complex
Universiti Sains Malaysia
11800 Penang
MALAYSIA

Tel: 604-659 0534 / 604- 653 3888 ext. 4090

Fax: 604-659 0532

Web: <http://www.usm.my/ipptn>

E-mail: ipptn@yahoo.com

Editorial Board

Advisor:

Professor Morshidi Sirat

Editor-in-Chief:

Dr. Munir Shuib

Editors:

Professor Ambigapathy Pandian

Associate Professor Ahmad Nurulazam Md. Zain

Associate Professor Sarjit Kaur

Dr. Aniswal Abd. Ghani

Dr. Muhammad Kamarul Kabilan Abdullah

Assistant Editors:

Ms. Nor Azreen Zainul

Ms. Noraini Mohamad Yusof

Mr. Christopher Koh Bon Han

Ms. Siti Asma' Mohd. Rosdi

Graphics and Layout:

Ms. Noraini Mohamad Yusof



Materials in this bulletin may be reproduced. Please cite the original source of publication. Opinions expressed here may not necessarily reflect the views of IPPTN.