The New Accountability Culture
Rationale, Measures & Challenges
for Higher Education in Malaysia

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TRADITIONAL ACCOUNTABILITY

• Annual audit & report on individual universities by Accountant General to Parliament
• Rationale: accountability to taxpayers who fund HE as a public good
• Government demands HEIs to provide data on their operations and the results (outcomes) achieved.
• Focus is on compliance with international accounting & finance procedures, adherence to rules & regulations
  – avoid extravagance, wastage & abuse
  – maintain transparency, participation, responsiveness, equity, efficiency and effectiveness, sustainability
Newer Accountability in HE in Malaysia

• Mid 1990s: liberalisation, democratisation & privatisation of HE necessitates accountability for the quality of educational programmes are maintained and continuously enhanced & efficiently delivered (Teaching & Learning)

• 2006: establishment of research universities, with considerable additional annual grants, to contribute to a competitive economy, social wellbeing and wealth creation through R&D, Innovation & commercialisation

• Good governance for greater autonomy and excellence (institutional autonomy, financial, human resource and academic governance)
<table>
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<tr>
<th>Accountability strategy</th>
<th>Measures</th>
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<tr>
<td><strong>Quality</strong>&lt;br&gt;Quality Assurance mechanisms:&lt;br&gt;(a) Accreditation&lt;br&gt;(b) Institutional audit (IA) -→ Self accreditation status</td>
<td>Demonstration of Good practices based on (a) Malaysian Qualifications Framework (b) Criteria, standards &amp; procedures for IA</td>
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<td><strong>Contribution to social well being &amp; wealth creation through R&amp;D, Innovation, commercialisation by research universities (RUs)</strong></td>
<td>RU audit every 3 years in 8 main areas; key performance indicators &amp; targets</td>
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<td><strong>Good governance with shift from state control → self regulation &amp; decentralised autonomy as basis for excellence</strong></td>
<td>Demonstration of good practices based on (a) code of good governance &amp; (b) University good governance index to measure readiness for autonomy</td>
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ISSUE 1

• SIGNIFICANT OVERLAP OF CRITERIA & INDICATORS.

• SUBMISSION OF SAME DATA TO DIFFERENT AGENCIES

• VERY OFTEN THERE IS DISAGREEMENT ABOUT THE INCLUSION & EXCLUSION OF DATA BECAUSE OF POOR DESIGN OF THE AUDIT & NO GLOSSARY & DEFINITION OF CRITERIA ARE PROVIDED
Areas of Evaluation in QA

1. Area 1: Vision, Mission, Educational Goals and Learning Outcomes
2. Area 2: Curriculum Design and Delivery
3. Area 3: Assessment of Students
4. Area 4: Student Selection and Support Services
5. Area 5: Academic Staff
6. Area 6: Educational Resources
7. Area 7: Programme Monitoring and Review
8. Area 8: Leadership, Governance and Administration
9. Area 9: Continual Quality Improvement
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<tr>
<th>RU audit Criteria</th>
<th>Examples of indicators</th>
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<tr>
<td>Quantity &amp; quality of researchers</td>
<td>Principal investigators with international &amp; national grants, PhD, research experience, awards</td>
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<tr>
<td>Quantity &amp; quality of research</td>
<td>Publication in citation- &amp; non citation indexed journals, cumulative citations &amp; impact factor, books, high impact reports, research grants, post doctorals</td>
<td>30</td>
</tr>
<tr>
<td>Quantity of postgraduates</td>
<td>Enrolment, ratio to faculty, ratio to undergrad, international students, graduation per faculty, % graduates in S&amp;T</td>
<td>10</td>
</tr>
<tr>
<td>Quality of postgraduates</td>
<td>entry CGPA, fellowships awarded</td>
<td>5</td>
</tr>
<tr>
<td>Innovation</td>
<td>Patents pending &amp; granted, products &amp; technology know-how licensed, IPRs other than patents,</td>
<td>10</td>
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<tr>
<td>Professional services &amp; gifts</td>
<td>Monetary value</td>
<td>7</td>
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<tr>
<td>Networking &amp; linkages</td>
<td>MOUs for &amp; staff involved in collaborative research, staff &amp; student exchange &amp; training, membership &amp; leadership of international networks, projects</td>
<td>8</td>
</tr>
<tr>
<td>Support facilities</td>
<td>Accredited laboratories, library capacity</td>
<td>5</td>
</tr>
<tr>
<td>AREAS OF AUTONOMY</td>
<td>CODE OF GOOD GOVERNANCE</td>
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<td>INSTITUTIONAL AUTONOMY</td>
<td>BOD has the composition, structure, roles &amp; responsibilities, operations &amp; interactions, check &amp; balance procedures, performance approach &amp; risk management to exercise full autonomy &amp; take actions on decisions to achieve the university’s goals, strategies &amp; targets</td>
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<td>FINANCIAL &amp; REVENUE GENERATION</td>
<td>BOD has transparent policies, rules, regulations &amp; procedures for financial policy, planning, control, audit, reporting &amp; monitoring to decide and take actions on revenue streams, investment, fee structure, procurement &amp; disbursement</td>
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<td>HUMAN RESOURCE</td>
<td>BOD has autonomy to determine HR planning, performance management, remuneration and incentives, leadership &amp; succession plan, talent enhancement to attract, develop and retain the best talents in a high performance culture</td>
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<td>ACADEMIC</td>
<td>Senate has the structure &amp; composition, QA &amp; audit mechanisms to establish &amp; offer educational programs, select students, decide on research policy &amp; areas</td>
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<tr>
<th>3 MARKS</th>
<th>FULL ADHERENCE TO GOOD PRACTICES</th>
<th>2 MARKS</th>
<th>PARTIAL ADHERENCE TO GOOD PRACTICES</th>
<th>1 MARK</th>
<th>LOW ADHERENCE TO GOOD PRACTICES</th>
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NEWER ACCOUNTABILITY COVERED IN PERFORMANCE INDICATORS OF UKM

We never use ranking as an absolute measure of quality

Benchmarked with international good practice
ISSUE 2

• The university will be subject to numerous audit visits and will have to prepare extensive documentation

• A dedicated office or offices, with trained staff and budget for these activities are essential
UKM's KNOWLEDGE ECOSYSTEM

the transformation Plan

Balanced & Focused

National Identity, Nation State, Cultural Diversity & Globalisation

Medical & Health Technology

Climate Change

Sustainable Regional Development

Renewable Energy

Content Base Informatics

Biodiversity For Biotechnology Development

Nanotechnology & Advanced Material

Biodiversity For Biotechnology Development

Climate Change

Sustainable Regional Development

Renewable Energy

Project 1: Innovation Centre (Niche CoE)

Project 2: National Identity KAMPA

Project 2.1: Project 2.2 HADNAI

Project 3: Malay Language

Project 4: Project 2.3 UNITY

Project 5: International Outreach

Project 6: Challenging Leaping

Project 7: Global Benchmarking

Project 8: Global Language

Transformation Machinery & Empowerment

Efficient Delivery System

Research Education Service
Key messages

• The newer accountability culture should support the university’s overall strategic plan for transformation
• Ensure activities & performance indicators are designed to achieve the university’s vision & mission
• Do not be derailed or distracted by common performance indicators set by central agencies or ranking bodies
• Insist on collaboration & consultation in developing national audit or evaluation criteria, performance measures & targets
• Benchmark with international good practices, work on mutual recognition of evaluation, quality assurance or audit systems
Key messages

• At the institutional level:
  – Provide LEADERSHIP to inspire others and to drive buy-in
  – Conduct multilevel awareness workshops & training activities for staff
  – Introduce organisational changes to support accountability culture, example dedicated office to:
    • manage quality assurance & RU audit
    • Collaborate with stakeholders on innovation for technology development, transfer & commercialisation
    • partner & engage with industry & community
  – Allocate sufficient budget
  – Provide incentives & rewards for time & energy invested by faculty & staff
DIVIDENDS

• PRIDE IN ACHIEVEMENT
• INTERNATIONAL RECOGNITION & ACCREDITATION
• AUTONOMY
• STAKEHOLDER CONFIDENCE
• BRANDING & ELEVATE REPUTATION
THANK YOU
고마워 (gomawo)