



UTM
UNIVERSITI TEKNOLOGI MALAYSIA

Perjumpaan Bulanan Naib Canselor

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Research Alliance, Annual Performance Appraisal, and UTM Convocation Ceremony

- **Dewan Sultan Iskandar, UTM Skudai**
- ***27th February 2009***
- ***3/2009***



- Bengkel Tujuh Tabiat Manusia Yang Paling Berkesan / *The 7 Habits of Highly Effective People Workshop*
- Perikatan Penyelidikan / *Research Alliance (RA)*
- Laporan Penilaian Prestasi Tahunan / *Annual Performance Appraisal*
- Konvokesyen / *Convocation*

- Program Mac / Program in March
 - Iskandar Malaysia UTM Research Centre 14 March
- Pelantikan baru / *New appointment*
- Mentaliti menang bersama / *Win-win mentality*



- New paradigm: Inside-out
- Back to basics
- Modern management classics
- Transformation initiative requires new paradigm, values, leadership
- VC believes and practices 7 Habits
- Practice 7 Habits?
 - Reading, attending and listening ≠ Practice
- Revisit is refreshing, realigning, refocusing, redoing ...
 - Sharpen the saw
 - Practice in UTM??
 - Teamwork??
 - Balanced development – personal, career, family, spiritual?

***The 7 Habits* is an excellent brand and packaging**



All I really need to know I have learned in kindergarten

Robert Fulghum

- Share everything
- Play fair
- Don't hit people
- Put things back where you found them
- Clean up your own mess
- Don't take things that aren't yours
- Say you're sorry when you hurt somebody
- Wash your hands before you eat
- Flush
- Warm cookies and cold milk are good for you



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- Flush
- Warm cookies and cold milk are good for you ...

BACK TO BASICS

**BASICS ARE
UNIVERSAL AND
ETERNAL**

**PEOPLE WILL
PASS AWAY, BUT
PRINCIPLES NEVER
WILL, THEY
ENDURE**



Items	Practice
Paper credentials	High
Ego	High
Personal pride	High
Knowledge specialization	High
Materialism	High
Knowledge personalization	High
Respect – scholars	Low
Respect – other contributions	Low
Knowing everything	High
Emotional Bank Account	Deficit

Items	Islamic
Knowledge credentials	High
Ego	Low
Personal Pride	Low
Knowledge horizon	High
Materialism	Low
Knowledge sharing	High
Respect – scholars	High
Respect – other contributions	High
Knowing everything	Low
Emotional Bank Account	High



TRANSFORMATION ROUTES

- House keeping
- Improve the existing initiatives (Out reach)
- Start new initiatives, networks (Beyond the parameters)



- Focus, priority (KPIs, SKT)
- Staffing (PhD, training, re-tooling, motivation, etc)
- Routine (teaching, research, services)
- Restructuring
- Financial management
- Branding
- Promotion, assignment, appointment etc
- Teamwork, harmony, synergy
- Decision making, decision implementation



- Collective responsibility
- Focus on the critical success factors
 - Indexed-publication (ISI & Scopus)
 - Book and chapter publications
 - PhD qualification
 - Academic programs at MSc level – towards Mix-mode
 - Proper documentation – leverage on ICT
- Cascading the direction, vision, KPIs
- Reduce unnecessary problems, issues (win-lose, lose-lose)
- Execute all plans, professionally
- Team work
- Exemplary, effective leadership



Synergy

Types of interaction	Math formula	Outcome
Synergy	$1 + 1 = 3, 10, 100$	Transformation
Compromise	$1 + 1 = 1\frac{1}{2}$	Transaction
Defensiveness	$1 + 1 = \frac{1}{2}$	Contention
Hostility	$1 + 1 = -1, -10, -100$	

If two people have the same opinion, one is unnecessary.

Stephen R. Covey



- Be proactive
- Begin with the end in mind
- Put first things first

DEPENDENCE

- Think win-win
- Seek first to understand then to be understood
- Synergize

INDEPENDENCE

- Sharpen the saw

INTERDEPENDENCE

**The
8th
Habits**

HELP OTHERS TO ACHIEVE SUCCESS AND BEING EFFECTIVE



Covey's Quadrant of Time

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	Urgent	Not Urgent
Important	I 20 – 25% <i>(25-30%)</i>	II 65 – 80% <i>(15%)</i>
Not Important	III 15% <i>(50 – 60%)</i>	IV <1% <i>(2 – 3%)</i>

Bold for high performers. *Italic* for mediocre



Goal setting, KPIs

Strategy development

Detailed road map,
implementation

Strategic planning
November – December 2008

Leadership

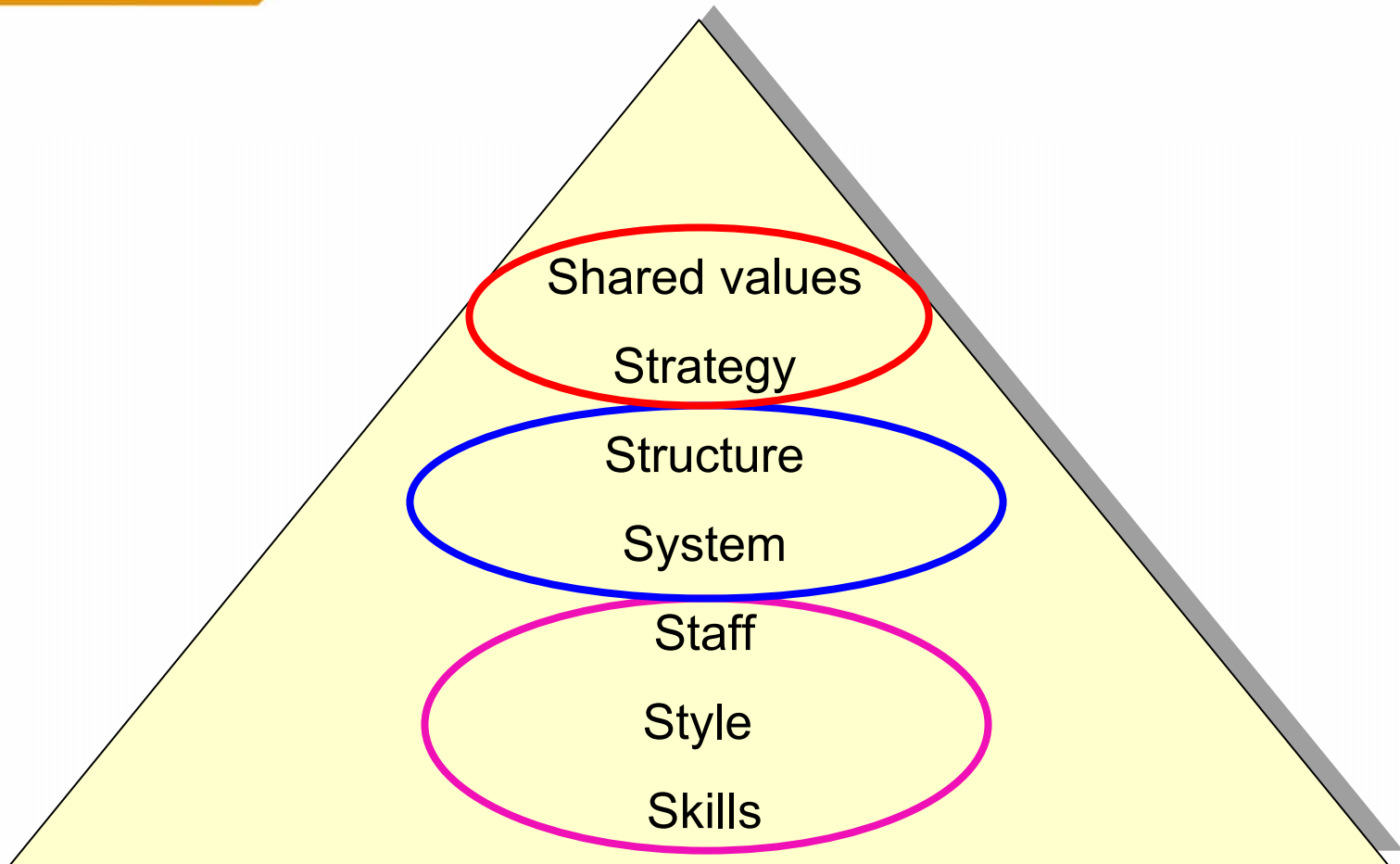
Change

Strategy execution
January 2009 - 2013

Measurement

Improvement


Strategy review / improvement
Every 6 months



The two academic career paths

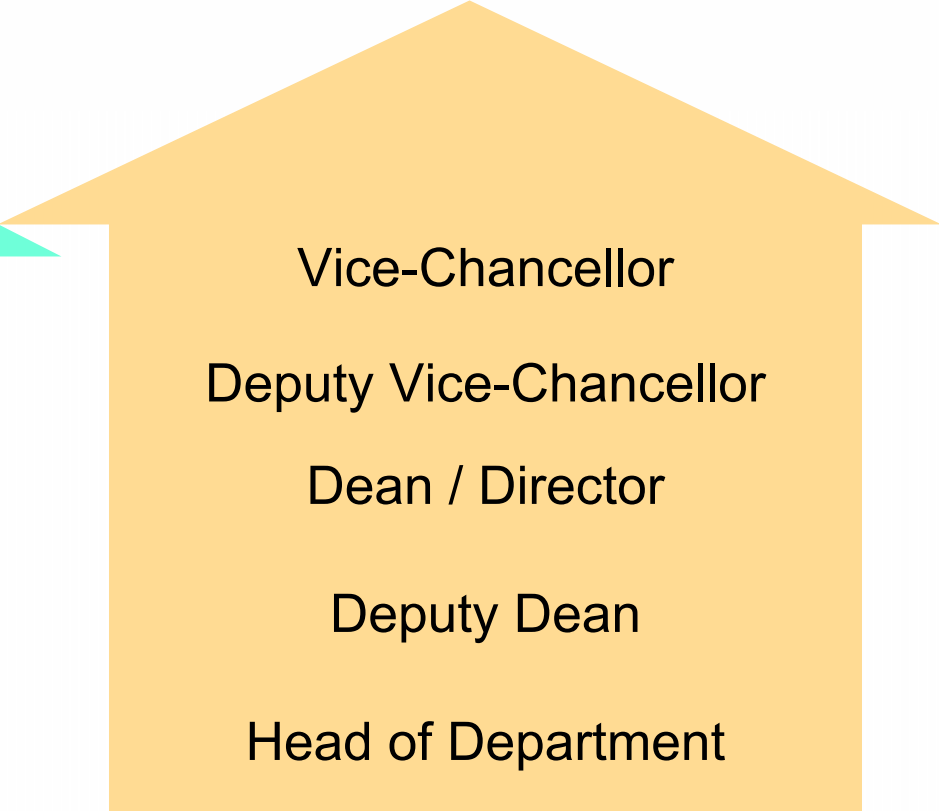
Academic and administrative structures

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A light blue arrow-shaped graphic pointing upwards, containing a list of academic career levels.

Professor (global, A)
Professor (regional, B)
Professor (local, C)
Associate Professor
Lecturer/Senior Lecturer
Research fellow / Tutor

Academic hierarchy

A light orange arrow-shaped graphic pointing upwards, containing a list of administrative roles.

Vice-Chancellor
Deputy Vice-Chancellor
Dean / Director
Deputy Dean
Head of Department

Administrative hierarchy



**EXECUTIVE DIRECTOR
(Management of Alliance)**



COUNCIL

Made up of Exec Director,
COE Directors, Heads of
RGs and CEOs of Spin-
Offs

COE 1

COE 3

COE 2

Officially
Recognized RG
– Headed by a
Prof of A.P.
Or

Research
Group 1

Research
Group 2

Research
Group n

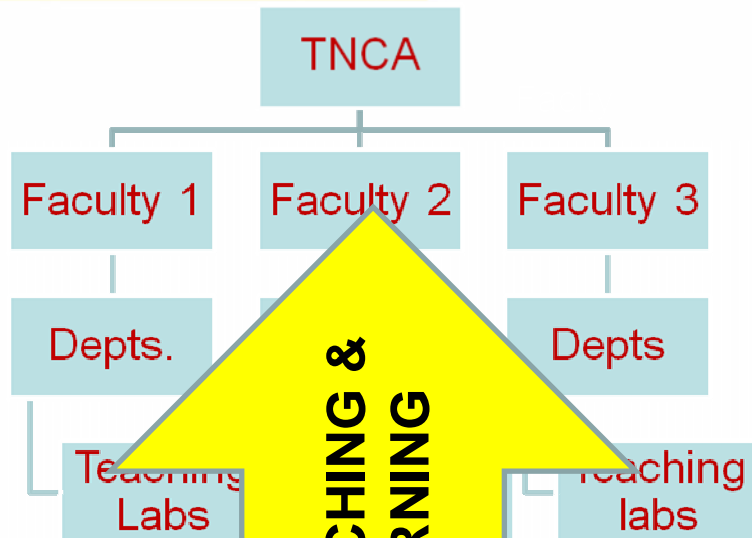
All Academic
Staff must
join either
COE or RG
for
membership
in RA

**SPIN-
OFF 1**

**SPIN-
OFF 2**



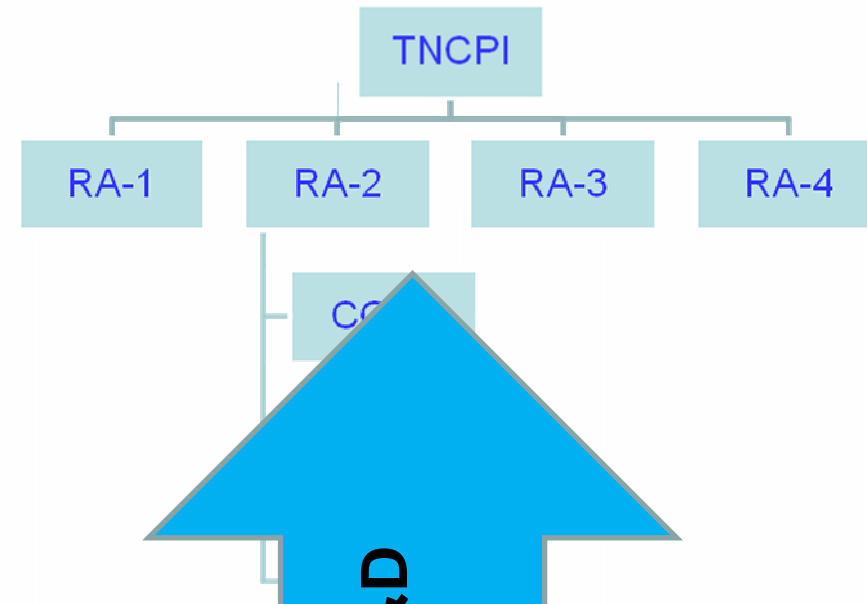
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TEACHING & LEARNING

KPIs:

- Teaching & Learning
- Workshops on Best Practices
- Teaching Labs
- Improving Program Quality
- Tools/Techniques for Effective Learning
- Tutorials
- Support students in Learning
- Accreditations
- Industry Linkage and Students Employment



R&D

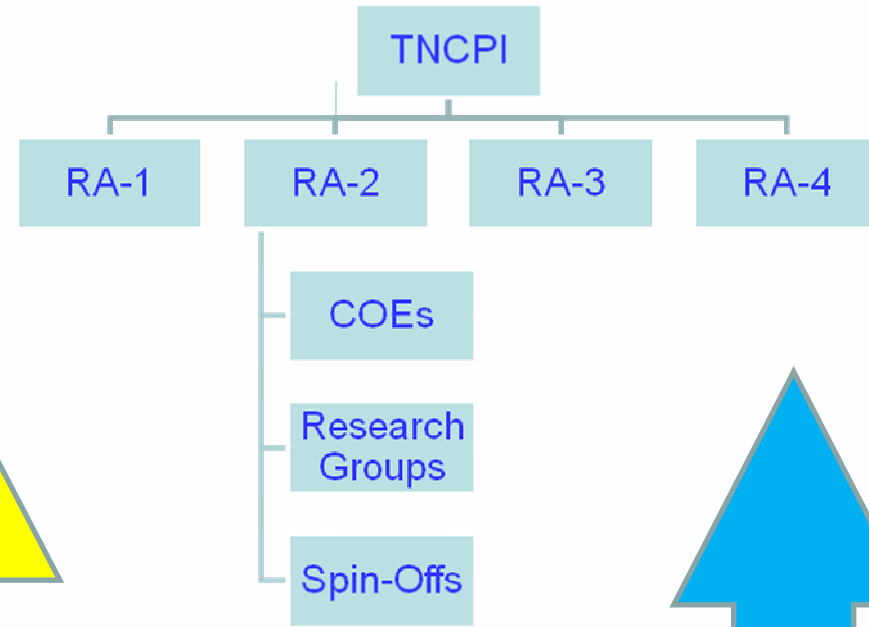
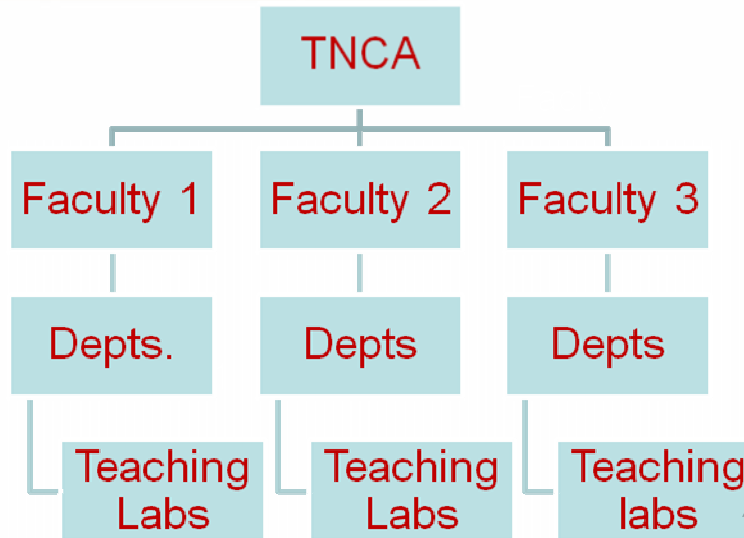
KPIs:

- World Class & Market Research
- Grants/Funds
- Publications
- Intellectual Property Rights, etc
- Consultancies
- Income Generation
- Citations
- Awards
- Industry Linkage
- Commercialization



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Roles and Tasks



- Teaching & Learning
- Workshops on Best Practice
- Teaching Labs
- Improving Programs/New Programs
- Tools/Techniques: E-learning/Pedagogy/Problem-based learning
- Tutorials
- Support students learning activity
- Accreditations
- Industry Linkage on Internship and Students Employment

KPIs: TEACHING & LEARNING

- World Class & Multidisciplinary Research
- Grants/Funds
- Publications
- Intellectual Properties / Patents/ Copyrights, etc
- Consultancies
- Income Generation
- Citations
- Awards
- Industry Linkage on R&D
- Commercialization/Spin-offs

KPIs: R&D



	Research Alliance	Executive Director	Secretariat
1.	Water	Prof Zulkifli Yusof	IPASA
2.	Bio-Tech	Prof Ramlan Aziz	CEPP
3.	Construction	Prof Muhd Zaimi Majid	CTMC
4.	Frontier science	Prof Halimatun Hamdan	IBNU SINA
5.	Materials & Manufacturing	Prof Fauzi Ismail	RMC
6.	K-Economy	Prof Dato' Ir. Dr. Zaini Ujang	RMC
7.	Energy	Prof Hamdani Saidi	RMC
8.	Sustainability	Prof Rahmalan Ahmad	RMC
9.	Cybernetics	Prof Salman Leong	BATC
10.	Transportation	Datuk Prof Alias Md Nor	ADC
11.	Infocomm	Prof Abu Bakar Mohamed	PTC



- Human capital
- Knowledge infrastructure
- ICT
- Economics and finance
- Values, culture and ethics
- Islamic financial system
- E-government
- E-learning
- Modern languages
- Higher education policy and administration
- UTM Survey Research Group

A book is a combination pages
An orchestra is an alliance of musicians
A university is an community of intellectuals



Laporan Penilaian Prestasi Tahunan (LPPT)

- 29 borang
- 16 staf akademik
- 12 staf bukan akademik
- 1 Timbalan Naib Canselor



Kategori Penilaian: PENGAJARAN

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(i) KUANTITI PENGAJARAN (Maksimum 20 markah)

	Fakulti	Research	Markah	Markah maksima
Komponen 1				
1. Pengajaran				
a. Pensyarah	12 kredit/sesi	6 kredit/sesi	15	15
b. Ketua Panel/ Program/Makmal	9 kredit/sesi	5 kredit/sesi	15	15
c. Dekan/TD/KJ	6 kredit/sesi	3 kredit/sesi	20	20
Komponen 2				
2. Praktikum	4 pelajar/sesi	4 pelajar/sesi	5	5
3. Latihan Industri	10 pelajar/sesi	10 pelajar/sesi	5	
4. PSM/Projek	3 pelajar/sem	3 pelajar/sem	5	
5. Teaching Equivalent	4 kredit/sesi	4 kredit/sesi	5	

Markah Penuh : 40
(Untuk semua gred jawatan)
Sama ada untuk **Fakulti** atau
Penyelidikan

a. **Kuantiti : 20** (Komponen 1
+ Komponen 2)

b. **Kualiti : 15**

c. **Laporan Penilaian Kursus : 5**

(Unit Kualiti)
___ x (wajaran kategori) =
40

• *Untuk Kursus Pasca Ijazah =
1.5 x Beban kredit kursus
bahagian pengajaran (1)*

• *Bagi pensyarah yang di
tawarkan TA = 0.8 x Beban
kredit kursus bahagian
pengajaran (1)*

Kategori Penilaian: PENGAJARAN

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(ii) KUALITI PENGAJARAN (maksimum 15 markah)

Beban Pengajaran Kelas Besar

Class Size	Weighting Factor
60 or less	1.0
61 - 70	1.1
71 - 80	1.2
81 - 90	1.3
91 - 100	1.4
101 - 110	1.5
111 - 120	1.6
121 - 130	1.7
131 - 140	1.8
141 - 150	1.9
> 150	2.0

Inovasi	Markah
Kursus Online (e-Learning) (survey)	5
Student-Centered Learning (PBL, Pembelajaran Aktif, Kooperatif) (survey)	5
Penggunaan Multimedia (survey)	5
Penerapan KI dalam P&P (survey)	5
Mentor Mentee (KJ)	5
Peer Review (KJ)	5
Task Force P&P (CTL, Kualiti, Pra-Siswazah, Fakulti) (KJ)	5

(iii) LAPORAN PENILAIAN KURSUS (maksimum 5 markah)

Komponen	Markah
* Lengkap	5
Tidak Lengkap	0

* Lengkap untuk semua kursus yang diajar pada sesi tersebut.

- *Weighting Factor x beban kredit kursus bahagian pengajaran (1)*
- *Bagi pensyarah yang mengulang kursus yang sama dalam semester yang sama = 0.8 x beban kredit kursus bahagian pengajaran*



Kategori Penilaian: PENYELIAAN

(1) KUANTITI PENYELIAAN

1.1) Penyelia Utama Tesis & Disertasi (Max 10 markah)

Samb./..

Markah Penuh : 20

a. Kuantiti : 10

- i. Penyelia Utama (max 10)
- ii. Penyelia Bersama (max 5)
- iii. Penyeliaan Sarjana Tanpa Tesis (max 3)

b. Kualiti : 10

- i. PPP equivalent (max 6)
- ii. Bilangan pelajar bergraduasi (max 10)

___ x (wajaran kategori) = □

20

Fakulti	Markah			
Bil Pelajar	DS45	DS51/ 52	DS53/ 54	VK
1	8	5	5	3
2	10	8	8	6
3	-	10	10	8
4	-	-	-	10

Research	Markah			
Bil Pelajar	DS45	DS51/ 52	DS53/ 54	VK
1	8	3	3	1
2	9	6	6	2
3	10	8	8	4
4	-	10	10	6
5	-	-	-	8
6	-	-	-	10

* Hanya untuk *graduate-Faculty*

1.2) Penyelia Bersama Tesis & Disertasi (Max 5 markah)

Fakulti	Markah			
Bil Pelajar	DS45	DS51/52	DS53/54	VK
1	4	3	3	2
2	5	4	4	3
3	5	5	5	4
4	5	5	5	5

Research	Markah			
Bil Pelajar	DS45	DS51/52	DS53/54	VK
1	3	1	1	1
2	4	2	2	1
3	5	3	3	2
4	5	4	4	3
5	5	5	5	4
6	5	5	5	5

(1) KUANTITI PENYELIAAN

1.3) Penyeliaan Projek Sarjana (Max 3 markah)

Fakulti dan Research	Markah			
Bil Pelajar	DS45	DS51/52	DS53/54	VK
1 - 2	1	1	1	0.5
3 - 4	2	2	2	1
5 - 6	3	3	3	2
> 6	3	3	3	3

* Hanya untuk *graduate-Faculty*



(2) KUALITI PENYELIAAN

2.1 PPP Equivalent (Max 6 markah) PPP-Equivalent Survey (Disediakan oleh SPS)

Minimum	Markah
≤ 3.0	2
3.1 – 4.5	4
≥ 4.6	6

2.2 Bilangan Pelajar Bergraduat (Max 10)

Fakulti		Markah			
Pelajar Msc	Pelajar PhD	DS45	DS51/52	DS53/54	VK
1		10	10	10	8
≥ 2	1	10	10	10	10

Research		Markah			
Pelajar Msc	Pelajar PhD	DS45	DS51/52	DS53/54	VK
1		8	8	8	4
2	1	9	9	9	8
3	2	10	10	10	9
≥ 4	2	10	10	10	10



FAKULTI

Nilai Projek Penyelidikan / Tahun		Ketua	Co-Res
51/52	53/54		
< 5K	> 10K	7	3.5
6K – 10K	11K – 20K	8	4
11K – 15K	21K – 30K	9	4.5
> 15K	> 30K	10	5

Nilai Sumbangan Yuran Perundingan / Tahun		Markah
51/52	53/54	
< 2K	< 4K	7
2K – 4K	4K – 7K	8
4K – 5K	7K – 10K	9
> 5K	> 10K	10

RA

Nilai Projek Penyelidikan / Tahun		Markah	Co-Res
51/52	53/54		
	< RM50K	6	3
< RM50K	RM50K-RM60K	7	3.5
RM50K-RM60K	RM60K-RM70K	8	4
RM60K-RM70K	> RM70K	9	4.5
> RM70K	> RM80K	10	5

Nilai Sumbangan Yuran Perundingan/ Tahun		Markah
51/52	53/54	
	< RM15K	6
< RM15K	RM15K-RM20K	7
RM15K-RM20K	RM20K-RM25K	8
RM20K-RM25K	RM25K-RM30K	9
> RM25K	> R30MK	10



FAKULTI

Nilai Projek Penyelidikan / Tahun		Ketua	Co-Res
51/52	53/54		
>RM5K – RM9K	>RM5K – RM9K	2	1
RM10K – RM14K	RM10K – RM15K	4	2
RM 15K – RM19K	RM16K – RM19K	6	3
RM 20K – RM30K	RM20K – RM49K	8	4
RM 31K dan lebih	RM50K>	10	5

Nilai Sumbangan Yuran Perundingan / Tahun		Markah
51/52	53/54	
< RM2K	< RM4K	4
RM2K – RM4K	RM4K – RM7K	6
RM4K – RM5K	RM7K – RM10K	8
> RM5K	> RM10K	10

RA

Nilai Projek Penyelidikan / Tahun		Ketua	Co-Res
51/52	53/54		
>RM10K – RM19K	>RM10K – RM19K	2	1
RM 20K – RM 29K	RM 20K – RM 30K	4	2
RM 30K – RM39K	RM 31K – RM39K	6	3
RM 40K – RM60K	RM 40K – RM99K	8	4
RM 61K dan lebih	RM 100K>	10	5

Nilai Sumbangan Yuran Perundingan/ Tahun		Markah
51/52	53/54	
< RM15K	< RM15K	2
< RM15K	RM15K-RM20K	4
RM15K-RM20K	RM20K-RM25K	6
RM20K-RM25K	RM25K-RM30K	8
> RM25K	> R30MK	10



Kategori Penilaian : PENYELIDIKAN PENERBITAN – OUTPUT

Contoh:- (GRED DS53/54 – PENYELIDIK)

(1) Kuantiti Penerbitan (10 markah)

Berdasarkan 4 jurnal berwasit ATAU
Sebuah buku dalam bidang bertaraf pendidikan tinggi ATAU 4 bab buku ATAU
12 penulisan popular sebagai kolumnis jemputan dalam media arus perdana ATAU
6 penerbitan dalam makalah Akademik dan Profesional Paten dalam tempoh 2 tahun

Skor	Markah
2	7
3	8
6	9
8	10

Paten:

Markah	Inventor	Co-inventor
Paten diperolehi	10	5
Paten didaftar	6	3
Inovasi Utiliti diperolehi	10	5
Inovasi Utiliti didaftar	6	3
Hakcipta (perian) didaftarkan	4	2
Trade Secret	5	2.5

Jadual kesetaraan Penerbitan kepada Jurnal Berwasit:

Jenis Penerbitan	=	Jurnal Berwasit
1 Buku	=	3
1 Monograf	=	1.5
1 Bab buku	=	1
1 Skor muzik	=	1
1 Skrip	=	1.5
1 Drama	=	1.5
1 Konsert	=	1.5
1 Penulisan Popular	=	0.25
1 Penerbitan dalam Makalah akademik dan profesional	=	0.5
1 <i>Classified report</i>	=	1
1 Polisi	=	1
1 Kertas Konferen (mak.6)	=	0.33

(2) Kualiti Penerbitan (10 markah) a) Penerbitan

Penerbitan	Markah/Unit
<i>Citation index (paper/journal)</i>	10 markah/artikel
Berwasit	3 markah/artikel/skor muzik
Cetakan semula/edisi baru	5 markah/buku
Sebagai buku teks pengajian tinggi	3 markah/buku
Sebagai rujukan	5 markah/buku
Polisi baru	10 markah
Harta Intelek	5 markah
<i>Classified Report</i>	5 markah

b) Pengkomersialan/Prapengkomersialan Pengkomersialan

Syarikat 'Spin-off' (Diluluskan oleh LPU)	Markah
Berasaskan produk	10
Berasaskan servis	10

Prapengkomersialan

	Markah
Kolaborasi penyelidik dengan syarikat (eg. CRDF-MTDC)	5 (<i>percollaboration</i>)



Staff category	30% or 70%	Teach	PG. Supervision	Research Input	Research output	Prof service	Personal Quality	Leadership	Activities outside official duties
Lecturer DS45	Faculty	60%	-	5%	10%	10%	5%	5%	5%
	Research	30%	-	15%	30%	10%	5%	5%	5%
Senior Lecturer DS51/52	Faculty	45%	10%	5%	15%	10%	5%	5%	5%
	Research	15%	10%	10%	40%	10%	5%	5%	5%
Assoc. Prof DS53/54	Faculty	45%	10%	5%	15%	10%	5%	5%	5%
	Research	15%	10%	10%	40%	10%	5%	5%	5%
Prof VK07/06,05	Faculty	45%	10%	5%	15%	10%	5%	5%	5%
	Research	15%	10%	10%	40%	10%	5%	5%	5%



Wajaran : PENTADBIR AKADEMIK

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Gred \ Kategori Penilaian	Pengajaran	Penyelidikan	Khidmat Profesional	Kualiti Peribadi	Kegiatan & Sumbangan Luar Tugas Rasmi	Kepimpinan	KPI Jawatan
DEKAN FAKULTI/PENGARAH UNIT/COE/RA/TIMB. DEKAN/ TIMB. PENG. UNIT/COE/KJ/PIT/ PENGURUS MAKMAL/ PENGETUA	15%	15%	5%	5%	5%	5%	50%

Gred \ Kategori Penilaian	Pengajaran	Penyelidikan	Khidmat Profesional	Kualiti Peribadi	Kegiatan & Sumbangan Luar Tugas Rasmi	Kepimpinan	KPI Jawatan
TNC	-	-	2.5%	10%	15%	2.5%	70%



- Apabila banyak berkata-kata; Di situlah jalan masuk dusta.
- Apabila banyak berlebih-lebihan suka; Itulah tanda hampirkan duka.
- Apabila kita kurang siasat; Itulah tanda pekerjaan hendak sesat.
- Apabila anak tidak dilatih; Jika besar bapanya letih.
- Apabila banyak mencela orang; Itulah tanda dirinya kurang.
- Apabila orang yang banyak tidur; Sia-sia sahajalah umur.
- Apabila mendengar akan khabar; Menerimanya itu hendaklah sabar.
- Apabila mendengar akan aduan; Membicarakannya itu hendaklah cemburuan.
- Apabila perkataan yang lemah lembut; Lekaslah segala orang yang mengikut.
- Apabila perkataan yang amat kasar; Lekaslah orang sekalian gusar.
- Apabila pekerjaan yang amat benar; Tidak boleh orang berbuat honar.



Physical

Sports, games, food, sex, stress control

Mental

IQ, Read, think,
write, plan, visualize



MAN

Social/ Emotional

EQ, service, contribute,
Sympathy, empathy

Spiritual

Dzikir, solah, amal soleh, tafakkur