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SEAMEO RIHED

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2010/2011



ANNUAL REPORT

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EXECUTIVE SUMMARY FOR SEAMEO RIHED ANNUAL REPORT 2010/2011



SEAMEO RIHED is the SEAMEO Centre specialising in regional cooperation of higher education development. Our key objective is to foster the efficiency, effectiveness, and harmonisation of higher education in Southeast Asian member countries through researches, capacity building activities, and development of mechanisms to facilitate knowledge sharing and collaboration in higher education. SEAMEO RIHED also serves as the regional centre promoting the exchange of information and research findings on higher education policy and management.

The fiscal year 2010/2011 was the fourth year of SEAMEO RIHED operation under the Third Five-Year Development Plan, following SEAMEO RIHED's strategy 'Partnership on Research-Driven Activities', which focused on strategic planning and university governance. The Centre has significantly progressed the process of harmonisation of higher education in Southeast Asia. The Centre's activities to support harmonisation process emerge from regional policy forums¹, which identify areas of future collaboration. The four priority areas are: 1) Student mobility, 2) Quality assurance, 3) Credit transfer system and 4) ASEAN Research Clusters.

In line with other SEAMEO Centres' activities, SEAMEO RIHED facilitates and organises training and workshops, researches, seminars and conferences and knowledge dissemination. All activities have a special focus on fostering efficiency and effectiveness of higher education policy and planning, management, and governance in SEAMEO Member Countries including regional harmonisation in Southeast Asia.



1) UNIVERSITY GOVERNANCE AND MANAGEMENT

The issue of university governance and management is a topic of great interest to university administrators and higher education institutions (HEIs) around the world. This is especially true in

¹The Meeting of Directors General/ Secretary General/ Commissioner of Higher Education in Southeast Asia has become the pre-eminent forum for identifying shared projects in higher education development. The Meeting is held annually and hosted on a rotating basis by ministries responsible for higher education in Southeast Asia.

Southeast Asia where many public and private HEIs are competing for a larger student body, seeking both more efficient management structures and improved standards of academic excellence. The Centre has conducted activities that strengthen the capacity of university board members and administrators in the areas of university governance, quality enhancement, and strategic planning. Capacity building activities include workshops, seminars and educational trips as listed below:

1.1) The 6th IIEP-SEAMEO RIHED Regional Workshop on Institutional Restructuring in Higher Education and Educational Trip to Indonesia



SEAMEO RIHED and UNESCO's International Institute for Educational Planning (IIEP), in co-operation with the Directorate General of Higher Education, Ministry of National Education, Indonesia, co-organised the 6th SEAMEO RIHED-IIEP Regional Workshop on Institutional Restructuring in Higher Education in Southeast Asia, held in Nusa Dua Denpasar, Bali,

Indonesia, 19 – 25 July 2010. The annual workshop introduced university administrators in Southeast Asia to the process of higher education restructuring, its effects and best practices used throughout the region.

1.2) The 4th SEAMEO RIHED-InTREC Programme: An Intensive Course on Managing Universities at the University of Cambridge

With active cooperation and support from UK's International Training Research and Education Consortium (InTREC), a study visit to the United Kingdom for Senior University Administrators was organised for the fourth consecutive year. The 4th SEAMEO RIHED-InTREC programme was held 24 - 30 October 2010, with the participation of 25 senior university administrators from both public and private institutions across Thailand.



The 2010 programme was undertaken in the form of an intensive course at the world's best university, the University of Cambridge. Lectures were specially designed for the delegation, in the area of Managing Universities in the 21st Century.

1.3) Open Seminar on Managing Universities in the 21st Century at University of Cambridge: Experienced from the 4th SEAMEO RIHED-InTREC Intensive Course on Managing Universities in the 21st Century at University of Cambridge



Following 'The 4th SEAMEO RIHED-InTREC Programme: An Intensive Course on Managing Universities at University of Cambridge, held 24-31 October 2010, SEAMEO RIHED organised a follow-up seminar 'Managing Universities in the 21st Century at University of Cambridge: Experiences from the 4th SEAMEO RIHED-InTREC Programme' on 25 February 2011 at Office of the Higher Education Commission, Bangkok, Thailand.

The seminar allowed participants who joined the trip to share experiences of the University Management Course at the University of Cambridge with other Thai senior university administrators. Eighty participants attended the event.

1.4) The 4th SEAMEO RIHED-AGB Programme: A Short Course on University Governance and Development on University Social Responsibility (USR) and Sustainability

The Programme was organised by SEAMEO RIHED in co-operation with the US' Association of Governing Boards of Universities and Colleges (AGB), held 1-10 April 2011. This course saw chairpersons, members of university councils, presidents and senior university administrators from Thailand visit higher education institutions in the US and attend the 2011 AGB National Conference on Trusteeship in Los Angeles, California, USA. The programme's key objective was to provide the opportunity for senior university administrators and members of university councils to participate in professional development activities. The course allowed participants to broaden their insight and knowledge of recent developments in US University Governance. The 2011 course followed three prior successful programmes developed by close cooperation between AGB and SEAMEO RIHED. The 1st, the 2nd and the 3rd educational programmes to the USA took participants from universities and higher education institutions across Thailand to visit the US higher education institutions and take part in the AGB's National Conference on Trusteeship in 2008, 2009 and 2010, in Boston, San Diego and Los Angeles, respectively.



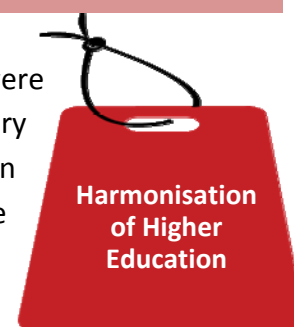
1.5) Report of the 4th SEAMEO RIHED- InTREC Programme: An Intensive Course on Managing Universities at the University of Cambridge



A Report, combining notes, presentations and transcribed lectures delivered by key speakers at the 4th SEAMEO RIHED- InTREC Programme: An Intensive Course on Managing Universities at University of Cambridge, was distributed by SEAMEO RIHED in February 2011. Lectures discuss emerging changes and challenges in university leadership, strategic planning, the management of teaching and research, university finances and quality assurance. Lectures were provided by prominent senior universities administrators and UK higher education policy makers from the University of Cambridge, Universities UK, British Council (London), and the British Department for Business, Innovation and Skills (BIS).

2) PROGRESS TOWARDS A COMMON SPACE OF HIGHER EDUCATION IN SOUTHEAST ASIA

Priority areas for the development of harmonisation process were identified during the 3rd meeting of Directors General/ Secretary General/ Commissioner of Higher Education in Southeast Asian Region held in Bangkok in January 2009. The priority areas to drive the process of regional integration and harmonisation forward in Southeast Asia are: 1) Student mobility, 2) Quality assurance, 3) Credit transfer system and 4) ASEAN Research Clusters.



2.1) The M-I-T (Malaysia-Indonesia-Thailand) Student Mobility Programme and iAward Project

In response to the higher demand of skilled human resource in the globalised world, active student mobility will help create qualified and mobile workforce in the region. Therefore, SEAMEO RIHED initiated the M-I-T (Malaysia-Indonesia-Thailand) Student Mobility Programme to promote student mobility in Member Countries.

This project has been successfully launched due to the active involvement of the Department of Higher Education, Ministry of Higher Education, Malaysia; Directorate General of Higher Education, Ministry of National Education, Indonesia; Office of the Higher Education Commission, Ministry of Education, Thailand; and SEAMEO RIHED. The 1st and 2nd M-I-T Student Mobility Programme meetings were held in Bangkok, Thailand in 2009 and the 3rd Meeting was held in Jakarta, Indonesia in the same year.

The M-I-T programme 2010/2011 follow-up activities are as follows:

2.1.1) The M-I-T Student Mobility Programme Review Meeting at Putrajaya, Malaysia.

The Meeting was held 27 and 28 September 2010 at Putrajaya International Convention Centre (PICC), Putrajaya, Malaysia, with the kind cooperation of Department of Higher Education, Ministry of Higher Education, Malaysia. The meeting allowed representatives from governments and participating Higher Education Institutions from the M-I-T countries to present progress reports in the name of countries and HEIs.



The meeting reflected three policy recommendations which are: 1) Unified grading system through regional credit transfer system (CTS); 2) Expansion to include more member countries; and 3) Development of regional quality assurance. The meeting agreed that the review meeting will be established every six months to follow up the progress of the programme.

2.1.2) The 1st M-I-T Student Mobility Programme Review Meeting at Bangkok, Thailand



The 1st review meeting was hosted by Office of the Higher Education Commission, Thailand, 31 January to 1 February 2011 at the Amari Watgate Hotel, Bangkok, Thailand. Heads of delegation from Malaysia, Indonesia and Thailand presented the current status and future direction of the three countries. SEAMEO RIHED also

presented the Internationalisation Award (iAward) Project to the meeting. The iAward aims to facilitate effective international mobility by recognising and disseminating examples of good practice by International Relations Officers.

2.1.3) The 1st iAward Assessment Committee Meeting at Jakarta, Indonesia

The 1st iAward Committee Meeting was held 24-26 April 2011, in Jakarta Indonesia. The Directorate General of Higher Education, Ministry of National Education, Indonesia, hosted the event. Government policy makers, Director of SEAMEO



RIHED and nominated committee members from Malaysia, Indonesia, Thailand and Australian Education International participated in the meeting. The purpose of the Meeting was to consider the iAward Assessment Instrument. After fine tuning the instrument, the Committee tested it at Jakarta State University (UNJ) and National University (UNAS), to ensure its soundness. The Meeting agreed to hold the 2nd iAward Assessment Committee Meeting back-to-back with the 2nd M-I-T Review Meeting in late 2011, to discuss the assessment process and timelines for the ongoing iAward Project.

SEAMEO RIHED plans to invite the other ASEAN countries as well as the 'Plus 3' countries (China, Japan and Korea) to join the programme. Currently, SEAMEO RIHED is in the process of proposing the Workshops leading to the Setting up of Japan-Malaysia-Indonesia-Thailand (JMIT) Mobility Programme to the Ministry of Education, Culture, Sciences and Technology, Japan.

2.2) Quality Assurance in Higher Education

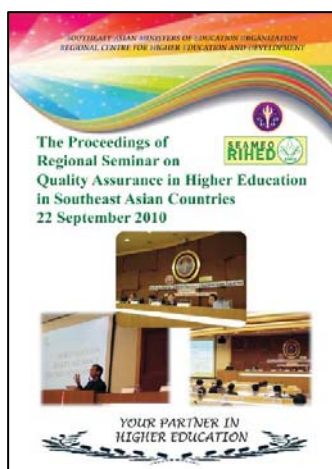
The issue of quality assurance has always been one of SEAMEO RIHED's major concerns, as it is a key mechanism for the promotion of the higher education harmonisation process.

2.2.1) Regional Seminar on Quality Assurance in Higher Education in Southeast Asian Countries at Office of the Higher Education Commission, Bangkok, Thailand



In 2010, Office of the Higher Education Commission, Thailand co-hosted the back-to-back seminar of SEAMEO RIHED's Governing Board Meeting. This seminar has been held annually since 2004. The quality assurance seminar was held on 22 September 2010, in Bangkok, Thailand. The main objective of the seminar was to provide the opportunity for high-ranking officials to present updates on quality assurance aspects of higher education in their respective countries. It allowed 100 seminar participants to learn each countries achievements and challenges, and reflect upon the practices of their own institutions. The seminar gave higher education administrators the opportunity to consider common concerns in regional higher education development, with a focus on quality assurance.

2.2.2) The Proceedings of Regional Seminar on Quality Assurance in Higher Education in Southeast Asian Countries



The printed Proceeding of the Sixth Back to Back Regional Seminar on Quality Assurance in Southeast Asia provided the updated quality assurance information discussed and exchanged at the Regional Seminar on Quality Assurance in Higher Education in Southeast Asian Countries, held on 22 September 2010. It featured an overview of the current status and emerging challenges and issues of the development of quality assurance in ASEAN countries.

With kind contribution from SEAMEO RIHED Governing Board Members, all the presentations and papers in the seminar were delivered by either SEAMEO RIHED's respective Governing Board Members or their representatives. The Proceeding of the seminar is available at www.rihed.seameo.org.

2.2.3) Research Study on Southeast Asian Quality Assurance Models

The research study on Southeast Asian Quality Assurance Models was approved by The 17th SEAMEO RIHED Governing Board Meeting 2009, in Kuala Lumpur, Malaysia. The study will collect and update quality assurance information in the region. SEAMEO RIHED has launched the study by designing a set of questionnaires to assess and examine the existing characteristics of quality assurance models in Southeast Asia. The questionnaire identifies characteristics of quality assurance in each country, including: purpose, governance and management structure of QA agencies, financial resources, external quality assurance in practice, scope of activities, and the external QA process. Currently, the research is under expert reviews and will be disseminated to the public by October 2011.

2.3) Credit Transfer System

SEAMEO RIHED tabled the concept of a common Credit Transfer System to the 5th meeting of Directors General/ Secretary General/ Commissioner of Higher Education in Southeast Asian Region during 24-25 March 2011 in Nha Trang, Vietnam. A common system consists of the proposed Six Key Principles for the development of a Southeast Asian Credit Transfer System (SEA-CTS). The Six Recommended Key Principles are:

- 1) A SEA-CTS should be developed for credit transfer in higher education programme;

- 2) A SEA-CTS is to be used to transfer credits for single courses or groups of course in higher education programmes or equivalent;
- 3) For a Bachelor's degree course, only grade equal or above C, or 2.00 score level, or equivalent, can be transferred. For a Graduate's degree course, only grade equal or above B, or 3.00 score level, or equivalent, and grade S can be transferred;
- 4) The grade from a course can be transferred only when three of four equal parts of its course content is comparable to the course to which the grade is to be transferred;
- 5) For a Bachelor's degree, the number of transferred credits shall not exceed two equal parts of the total credits of the study programme; and
- 6) A transferred credit shall or shall not be included in the calculation of the cumulative grade point average.

The high ranking officials responsible for higher education in the region agreed to enact the Six Recommended Key Principles, and are committed to provide support to future collaboration in this area in order to achieve implementation of the SEA-CTS.

2.4) ASEAN Research Clusters and ASEAN Citation Index

The ASEAN Research Clusters (ARC) and ASEAN Citation Index (ACI) were initiated by Office of the Higher Education Commission, Ministry of Education, Thailand, co-organised by SEAMEO RIHED. The First Conference on Pioneering ASEAN Higher Education Research Clusters was held 26-27 November 2010 at Bangkok, Thailand. The event aimed to establish common research platforms by making use of the synergies of ASEAN research strength. Through active cooperation, ASEAN countries will be at the forefront of knowledge to serve the needs of the region. The crucial outcomes from the conference are: 1) Signing Joint Statement on the Promotion of ASEAN Higher Education Research Clusters; 2) Update on Southeast ASEAN Higher Education Research Policy and Management; 3) Exploring Strengths of Research Areas for Establishing ASEAN Higher Education Research Clusters the Possibility to Initiate ASEAN Citation Index; and 4) Providing discussion forum (Roundtable Meeting) to, firstly, identify areas of strength for establishing regional research clusters, and secondly, explore the possibility of ACI.



3) SOUTHEAST ASIAN HIGHER EDUCATION POLICY FORUM

The Southeast Asian Higher Education Policy Forum is a formal forum for those high-ranking officials responsible for higher education in the region. Officials obtain relevant information and are able to share their experiences of underlying higher education issues. This forum was first held in 2005 to address concerns around issues of university governance, capacity building and human resource development, research capabilities, quality assurance, mutual recognition and accreditation, student and staff mobility, higher education funding system and harmonisation in higher education. Forums were held in 2007, 2009, 2010, and 2011 in Malaysia, Thailand, Indonesia and Vietnam respectively.

The 5th Meeting of Directors General/ Secretary General/ Commissioner of Higher Education in Southeast Asia

The Ministry of Education and Training, Vietnam and SEAMEO RIHED co-hosted the meeting in Nha Trang, Vietnam on 24-25 March 2011. The meeting focused on regional future prospects for collaboration in the following four areas:

1) Student Mobility Enhancement-The M-I-T Student Mobility Project: Door to DECADE of ASEAN Student Mobility



The area of student mobility is an important issue, which SEAMEO RIHED is pushing forward in collaboration with Malaysia, Indonesia and Thailand, through the implementation of the M-I-T Project. The 5th meeting agreed that the project scope be increased to 2,500 students under the programme by 2015, and expanded to include 10 disciplines and 10 ASEAN countries. The Ministry of

Education and Training, Vietnam will negotiate with SEAMEO RIHED for participation in the student mobility programme.

2) Leadership Development Programme

Malaysia is being the lead country in developing the Executive Leadership Programme with kind support of Higher Education Leadership Academy (AKEPT). The leadership programme will be launched in the second half of 2011. All countries offered to actively promote the programmes within higher education institutions.

3) E-Learning and Mobile Learning Programme

Indonesia and SEAMOLEC reported on the role of the Global Development Learning Network in connecting a number of distant learning centres throughout Indonesia. The network acts as a backbone to conduct video conferences, and blended training courses. The report also focussed on the various forms of technology being developed and used in the region including SEA EduNet Infrastructure, mobile applications, mobile games based learning development, the schools partnership programme and SEAMLESS Education. The 5th Meeting requested that Indonesia and SEAMOLEC continue to be the leader in developing e-learning and mobile learning technologies, and suggested that countries approach them to develop their e-learning and mobile learning infrastructure, and consider whether there are some programmes being run with may have relevance to a wider audience.

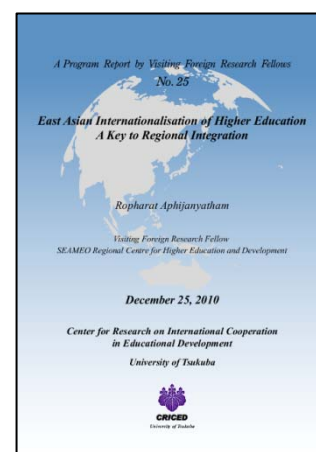
4) ASEAN Research Clusters and ASEAN Citation Index

Office of the Higher Education Commission, Thailand reported on the crucial outcomes from the First Conference on Pioneering ASEAN Higher Education Research Clusters meeting held in 26-27 November 2010 at Bangkok, Thailand. Besides the Signing Joint Statement on the Promotion of ASEAN Higher Education Research Clusters, Thailand initiated on 1) Updating on ASEAN Higher Education Research Policy and Management; 2) Exploring Strength of Research Areas for Establishing ASEAN Higher Education Research Clusters and ASEAN Citation Index; and 3) Providing discussion forum (Roundtable Meeting) to identify Areas of strength for establishing Research Clusters and to explore the possibility of ASEAN Citation Index (ACI).

4) Others

4.1) SEAMEO RIHED's Research Project on South-South Cooperation and the Development of Higher Education in Southeast Asia (hosted by University of Tsukuba)

The Research was carried out in collaboration between Centre for Research on International Cooperation in Educational Development (CRICED), University of Tsukuba and SEAMEO RIHED. Ms. Ropharat Aphijanyatham, SEAMEO RIHED Programme and Research Officer undertook the research project from November to December 2010 as a Visiting Foreign Research Fellow. The research featured on overview of internationalisation of higher education and the higher education trends in East Asia, Internationalisation of quality assurance in East Asia, enhancing student mobility through internationalisation of higher education, and challenges, opportunities and headaches. The research publication is available at www.rihed.seameo.org.



4.2) The Workshop on Analysis of Cross-Border Higher Education for Regional Integration and Labour Market in East Asia



The Workshop on Analysis of Cross-Border Higher Education for Regional Integration and Labour Market in East Asia (held 23-24 February 2011) was organised to report preliminary research findings and to receive feedback from experts in the region and collaborators. The workshop invited multilateral and bilateral agencies to provide a speech and

discuss the direction of higher education and the roles of cross-border higher education in the development of higher education systems in East Asia. The 61 participants in the workshop were high officials responsible for higher education, university administrators and representatives of regional bodies in Southeast Asia including representatives from JICA-RI and SEAMEO RIHED.

4.3) Policy Forum on Design and Management of Higher Education Systems: The Role of Steering Policies and Governance Reforms in the Management of Higher Education

The 2010 policy forum initiated by the IIEP in collaboration with RIHED, launched a research programme on Governance and Management of Higher Education with an objective to closely study governance reforms and their effects on managing higher education both at the national and institutional levels. Case studies were carried out in five countries: Cambodia, China, Indonesia, Japan and Vietnam. The case studies focused on the major theme of granting higher autonomy with the context of broader reforms. These included transforming higher education institutions into Public Administrative Institutions (PAI) in Cambodia, decentralisation of HEIs to provincial governments and autonomy in China, the move towards creating legal entities in Indonesia, the process of corporatisation in Japan, and, the higher education reform in Vietnam.



FUTURE DIRECTIONS

SEAMEO RIHED's main strategy under the 3rd FIVE-YEAR Development Plan (July 2007-June 2012) is "Partnership on research driven activities", and the Mission of the Centre is "To assist member countries in promoting efficiency and effectiveness in higher education policy planning and development". In addition to the focus on university governance and management, SEAMEO RIHED has planned to conduct a research study on "*The Preparedness of Higher Education in Southeast Asia: Towards ASEAN Community in 2015*". This research aims at collecting, updating, and comparing the transformation of policy initiatives as well as best practices at the national and institutional level on the path towards ASEAN Community in 2015.

The Harmonisation on Higher Education in Southeast Asia is another crucial theme as Higher Education is a driver for promoting socio-economic development and fulfilling the vision of ASEAN Leaders. Policy Forum 'the 5th Meeting of Directors General/ Secretary General/ Commissioner of Higher Education in Southeast Asia' agreed to work together as a region for further collaboration towards the common space of higher education in Southeast Asia. Agreed mechanisms at the 2011 meeting were 1) Southeast Asian Quality Assurance Models, 2) Southeast Asian Credit Transfer Systems (SEA-CTS), 3) expansion of Student Mobility Programme, and 4) ASEAN Sustainable Development Platform.

Other themes guiding the future direction of the Centre's Higher Education Programme and Development are in the following areas:

- 1) Internationalisation of Higher Education in Southeast Asia
- 2) ASEAN Future Leaders Camp
- 3) ASEAN U-NetPortal (ASEAN University-NetPortal)
- 4) Research and Innovation in Southeast Asia

All SEAMEO RIHED programmes are carried out in close collaboration with partners at the local, regional and international level. Collaboration with private and not-for-profit organisations is also being sought. Each programme focuses on an area of key concern to the Southeast Asian region.

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SECTION A GENERAL INFORMATION

Background on SEAMEO RIHED

1 9 5 9

The Regional Institute of Higher Education and Development (RIHED) was conceived jointly by UNESCO and the International Association of Universities (IAU) in collaboration with the Ford Foundation.

1 9 7 0

RIHED was officially founded in Singapore in July with 7 Member States, namely Indonesia, Cambodia, Laos, Malaysia, Singapore, Thailand, and Vietnam.

1 9 8 5

RIHED became inactive due to some of the Member Countries being unable to participate fully in the Institute's activities. The decision was then reached by RIHED's Governing Board to reconstitute RIHED under the umbrella of the Southeast Asian Ministers of Education Organisation (SEAMEO) and to have its temporary office in Thailand.

1 9 9 2

Attempts since 1985 to obtain approval from the Thai Government to host RIHED under the umbrella of SEAMEO became a reality on March 17th.

1 9 9 3

RIHED was instituted as the newest SEAMEO Centre. It is now known as the Regional Centre for Higher Education and Development but retains its original acronym of RIHED.

1 9 9 4

SEAMEO RIHED began its first-year operation of the Interim Period (1994-1997) on 1 July 1994.

1 9 9 5

On August 28th, the Memorandum of Understanding (MOU) was signed by the Minister of Foreign Affairs, M.R. Kasem S. Kasemsri and Dr. Ashari bin Che Mat, Director of SEAMEO Secretariat. According to the MOU, the Thai government recognises the legal status of SEAMEO RIHED and agrees to provide the Centre seat at no cost to SEAMEO as well as underwrite the capital and operating costs of the Centre. SEAMEO, through SEAMEO Secretariat, undertakes the raising of Special Funds for the implementation of approved programmes and activities of the Centre.

1 9 9 6

FY 1996/1997 was the final year of RIHED's Interim Period. In turn, and with the legality of RIHED recognised, RIHED was prepared to embark on its first five-year plan beginning July 1997.

1 9 9 7

SEAMEO RIHED began its first-year operation of the regular five-year cycle of SEAMEO (1 July 1997-30 June 2002).

2 0 0 1

The Second Five-Year Development Plan was approved at the 9th SEAMEO RIHED Governing Board Meeting from 24-25 August 2001 in Vientiane, Lao PDR and will cover the period from July 2002 until June 2007.

2 0 0 7

The Third Five-Year Development Plan was approved at the 14th SEAMEO RIHED Governing Board Meeting from 28-29 September 2006 in Phnom Penh, Cambodia and was approved at the 42nd SEAMEO Council Conference from 13-15 March 2007 in Bali, Indonesia. The development plan will cover the period from July 2007 until June 2012.

Organisation

SEAMEO RIHED is hosted by the Thai government. The Centre is located on the fifth floor of the Commission on Higher Education Building, Ministry of Education in Bangkok, Thailand. The Centre is managed by a Director. The policy-making body is the Governing Board (GB), composed of one representative from each SEAMEO Member Country. The SEAMEO Secretariat Director and the SEAMEO RIHED Director serve as ex-officio members of the Board.

The Board is responsible for operation policies, strategic planning, annual evaluation, and review of the Centre's programmes and budget within the framework of its approved five-year development plan.

Objectives

- 1) To assist the Member States in fostering efficiency and effectiveness of higher education in their respective countries, with a focus on policy and planning processes, administrative and management systems through professional training and policy-oriented research, taking into consideration the special needs and pressing problems together with the cultural factors of individual Member States for integrated human resource development;
- 2) To serve as the regional centre and clearing-house for higher education information and documentation, promoting the exchange and dissemination of information and research findings on higher education planning and management, both within and outside the region;
- 3) To promote collaboration among Member States for establishing institutional linkages, and to assist them in strengthening institution building and development.

Its main activities, in line with other SEAMEO centres, will include training, research, and information dissemination with the special focus on fostering efficiency and effectiveness of higher education policy and planning, management, and administration in SEAMEO Member Countries.

Vision

A dynamic, self-reliant, strategic policy-research driven and internationally recognised regional centre for strengthening regional understanding and cooperation in higher education and development for a better quality of life.

Mission

SEAMEO RIHED's mission is to promote co-operation for the development of higher education in the region by assisting the Member Countries in fostering efficiency and effectiveness of higher education with a focus on policy and planning processes, administrative and management systems through policy-oriented research, and professional training, serving as the regional centre and clearing house for higher education information and documentation, and promoting collaboration among the Members for establishing institutional linkages. The Centre carries out its mission by undertaking research, professional training and information dissemination focusing on higher education policy planning and management, and administration in SEAMEO Member countries.

Strategy

Partnership on research-driven activities is our strategy. All SEAMEO RIHED programmes will be carried out by seeking collaboration with partners at the local/regional/international level. Collaboration with private and not-for-profit organisations will also be sought through. Each programme will have its focus on the areas that are the main concerns of Southeast Asian region.

SECTION B

KEY RESULT AREAS

INCREASED PROGRAMME QUALITY AND RELEVANCE

1) TRAINING AND DEVELOPMENT PROGRAMMES

- 1.1) The 6th SEAMEO RIHED-IIEP Regional Workshop on Institutional Restructuring in Higher Education in Asia and Educational Trip to Indonesia
- 1.2) The 4th SEAMEO RIHED-InTREC Programme: An Intensive Course on Managing Universities at the University of Cambridge
- 1.3) The 4th SEAMEO RIHED-AGB Programme: A Short Course on University Governance and Development on University Social Responsibility (USR) and Sustainability
- 1.4) The Workshop on Analysis of Cross-Border Higher Education for Regional Integration and Labour Market in East Asia

2) RESEARCH PROJECT

- 2.1) Research Study on Southeast Asian Quality Assurance Models
- 2.2) Research Project on South-South Cooperation and the Development of Higher Education in Southeast Asia

3) CLEARING HOUSE AND PUBLICATIONS

- 3.1) Report of the 4th SEAMEO RIHED-InTREC Programme: An Intensive Course on Managing Universities at the University of Cambridge
- 3.2) The Proceedings of Regional Seminar on Quality Assurance in Higher Education in Southeast Asian Countries
- 3.3) SEAMEO RIHED's Bulletin
- 3.4) SEAMEO RIHED's e-Library and Website

4) SEMINARS AND CONFERENCES

- 4.1) Open Seminar on Managing Universities in the 21st Century at University of Cambridge: Experienced from the 4th SEAMEO RIHED-InTREC Intensive Course on Managing Universities in the 21st Century at University of Cambridge
- 4.2) The M-I-T Student Mobility Programme Review Meeting at Putrajaya, Malaysia.
- 4.3) The 1st M-I-T Student Mobility Programme Review Meeting at Bangkok, Thailand
- 4.4) The 1st iAward Assessment Committee Meeting at Jakarta, Indonesia
- 4.5) Regional Seminar on Quality Assurance in Higher Education in Southeast Asian Countries at Office of the Higher Education Commission, Bangkok, Thailand
- 4.6) The First Conference on Pioneering ASEAN Higher Education Research Clusters
- 4.7) The 5th Meeting of Directors General/ Secretary General/ Commissioner of Higher Education in Southeast Asia
- 4.8) Policy Forum on Design and Management of Higher Education Systems: The Role of Steering Policies and Governance Reforms in the Management of Higher Education

1) TRAINING AND DEVELOPMENT PROGRAMMES

1.1) The 6th SEAMEO RIHED-IIEP Regional Workshop on Institutional Restructuring in Higher Education in Asia and Educational Trip to Indonesia

Date and Venue:

19-25 July 2010 at Nusa Dua Denpasar, Bali, Indonesia.

Organisers:

The Directorate General of Higher Education, Ministry of National Education, Indonesia; International Institute for Educational Planning (IIEP); UNESCO Bangkok; and SEAMEO RIHED



SEAMEO RIHED, in collaboration with the International Institute for Education Planning (IIEP-UNESCO, Paris) initiated a research programme to study the restructuring processes and its effects, both from a macro and an institutional point of view. These studies were carried out by national teams and focussed on the implementation of restructuring processes, difficulties encountered, and the effects on university management.



The 6th IIEP-SEAMEO RIHED Workshop is based on these and other studies carried out in the region. After completion of the studies, a policy forum to share the findings was organised at Hue University in 2004. As the follow-up to the Policy Forum, the workshops on the same theme were subsequently organised in Manila in 2005, Lao PDR in 2006, Cambodia in 2007, Myanmar in 2008 and Malaysia in 2009. These workshops oriented university administrators to the process of the restructuring experienced in the region. IIEP, SEAMEO RIHED and UNESCO Bangkok have played the facilitating role in all these activities.

The workshop focused its deliberations on the recent changes in university management in their efforts to increase relevance, improve efficiency in operation, and diversify sources of funding. More specifically, the workshop had the following objectives:

- i) To discuss the trends in changes in higher education in the context of globalisation, GATS and cross-border education;
- (ii) To highlight the institutional restructuring process initiated at many universities;
- (iii) To discuss changes in resource mobilisation strategies and staff management policies adopted by various institutions;
- (iv) To acquaint the participants with approaches and methods of financial and staff management in higher education;
- (v) To discuss issues related to the growth and expansion of private universities.

The Workshop was co-organised by the Directorate General of Higher Education, Ministry of National Education, Indonesia; the IIEP and SEAMEO RIHED. The Workshop was attended by 27 invited participants from Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Thailand and Vietnam. The other 9 participants from Thailand were on the fee-based invitations.

In addition to the main workshop, Thai senior university administrators attended an educational trip to Udayana University and Indonesia Arts Institute (ISI), to study Indonesian university management and cultivate personal and institutional cooperation with Indonesian higher education institutes. The 7th workshop was held in July 2011 in Thailand and hosted by Phetchaburi Rajabhat University, Thailand.



1.2) The 4th SEAMEO RIHED-InTREC Programme: An Intensive Course on Managing Universities at the University of Cambridge

Date and Venue: 24-31 October 2010 at University of Cambridge, the United Kingdom



Organisers:

The International Training Research and Education Consortium (InTREC); and SEAMEO RIHED



With the constantly active cooperation and support from the International Training Research and Education Consortium (InTREC), a study visit to the United Kingdom for Senior University Administrators was organised for the fourth consecutive year. The 4th SEAMEO RIHED-InTREC programme was held 24 to 30 October 2010, with the participation of 25 senior university administrators from both public and private institutions across Thailand.

The 2010 programme was undertaken in the form of an intensive course at the world best university, the University of Cambridge. Lectures were specially designed for the Thai delegation, in the area of **Managing Universities in the 21st Century**. All participants of this study visit benefited from the mixture of lectures, from prominent senior universities administrators, and also policy makers responsible for UK higher education from Universities UK, British Council (London), and the British Department for Business, Innovation and Skills (BIS).

The lectures and briefings of the 4th SEAMEO RIHED-InTREC Programme included information on the changing role of UK higher education in the 21st Century, the current development of policy, practices of university management, and their applicability in relation to higher education institutions in Thailand. In addition, the programme focussed on how to overcome the change and challenges in the areas of university leadership, strategic planning, the management of teaching and research, university finances and quality assurance.



SEAMEO RIHED combined notes and presentations and also transcribed lectures delivered by key speakers during each visit. The Report of the 4th SEAMEO RIHED-InTREC Intensive Course on Managing Universities in the 21st Century at University of Cambridge was distributed to the public and is now available at www.rihed.seameo.org.

1.3) The 4th SEAMEO RIHED-AGB Programme: A Short Course on University Governance and Development on University Social Responsibility (USR) and Sustainability

Date and Venue:

1-10 April 2011 in Los Angeles and Long Beach, California, USA



Organisers:

The Association of Governing Boards of Universities and Colleges (AGB); and SEAMEO RIHED

SEAMEO RIHED and the Association of Governing Boards of Universities and Colleges (AGB) have launched the SEAMEO RIHED-AGB Programme with the aim to provide the opportunity for senior university administrators and members of university councils to participate in professional development activities, (The AGB's 2011 National Conference on Trusteeship) which improved their insights and knowledge of recent development in US University Governance. This short course is useful for the participants to broaden their insights and knowledge of recent development in US University Governance.

In close consultation with AGB, SEAMEO RIHED organised the 1st, the 2nd and the 3rd educational programme to the USA and took participants from universities and higher education institutions across Thailand to visit the US higher education institutions and take part in the AGB's National Conference on Trusteeship in 2008, 2009 and 2010, in Boston, San Diego and Los Angeles, respectively.

In 2011, SEAMEO RIHED-AGB organised a short course on University Governance and Management on University Social Responsibility and Sustainability (USR&S) during 1-10 April 2011 in Los Angeles and Long Beach, California, USA. Participants also attended the 2011 AGB's National Conference on Trusteeship, the annual meeting of American board members, presidents, chancellors, board professional staff, and other institutional leaders. The event allowed participants to discuss issues around trusteeship and implications for campus leaders and board members.



12 Thai participants from 8 Thai universities joined the programme. They also undertook institutional visit in Los Angeles and Long Beach at the 7 leading higher education institutions of U.S.A., in the topic of university governance and management on university social responsibility and sustainability included 1) University of California Los Angeles (UCLA), 2) California Institute of Technology (Caltech), 3) California State University Long Beach (CSULB), 4) Cerritos College, 5) Loyola Marymount University, (LMU), 6) Chapman University and 7) Los Angeles Community Colleges District Headquarter.

The main output of the event is the report of the 4th SEAMEO RIHED-AGB Programme: A Short Course on University Governance and Management will be completed by late 2011. The report will be share the valuable knowledge about US University Governance and Management on University Responsibility and Sustainability with the public.



1.4) The Workshop on Analysis of Cross-Border Higher Education for Regional Integration and Labour Market in East Asia

Date and Venue: 23-24 February 2011 Bangkok, Thailand

Organisers: JICA Research Institute (JICA-RI) and SEAMEO RIHED



As in the field of the international economy, de facto integration and interdependence exist with respect to the internationalisation of the higher education system in East Asia. Higher education in East Asia has been developed significantly in terms of quantity with the surge of demand for tertiary education and of increasing regional collaboration and activities. For East Asian universities, cross-border activities include not only student and staff exchanges, but also degree programmes such as twinning, double or joint degree programmes.



JICA Research Institute (JICA-RI) has conducted a research project named Analysis of Cross-Border Higher Education for Regional Integration and Labour Market in East and Southeast Asia since April 2009. The objective of this research is to examine the function of higher education sector in integrating labour markets in Asia. The research consists of two parts. Part One examines the trends of cross-border higher education in the region and Part Two is about the case of cross-border higher education programmes between Malaysia and Japan, which are financed by Japanese ODA loans. Four other papers are under the development and each paper analyses the data of new surveys conducted in 2009 and 2010.

The Workshop on Analysis of Cross-Border Higher Education for Regional Integration and Labour Market in East Asia 2011 was organised to report the preliminary research findings and to receive feedbacks from experts in the region and other contributors. The multilateral and bi-lateral agencies were invited to provide thoughts and insights on the direction and the roles of cross-border higher education in the development of higher education systems in East Asia.

Sixty-one (61) participants in the workshop were high officials responsible for higher education, university administrators and representatives of regional bodies in Southeast Asia, including representatives from JICA-RI and SEAMEO RIHED.

2.1) A Research Study on Southeast Asian Quality Assurance Models

Date and Venue: June 2010 to July 2011

Organisers: SEAMEO RIHED with the financial support from Office of the Higher Education Commission, Thailand.



The research study on Southeast Asian Quality Assurance Models was approved by The 17th SEAMEO RIHED Governing Board Meeting 2009, in Kuala Lumpur, Malaysia. The study collects and updates quality assurance information in the region. SEAMEO RIHED has launched the study by designing a set of questionnaires to assess and examine the existing characteristics of quality assurance models in Southeast Asia.

The study on Quality Assurance Model in Southeast Asian Higher Education is designed in a form of questionnaire for the selected QA experts from SEA countries to identifies characteristics of quality assurance in each country, including:

- a) An overview on the current status of Quality Assurance Agency in the country
- b) Purpose and the Policy/form of legislation that support the establishment of the Agency
- c) Governance/Management Structure of Quality Assurance Agency such as organisation, the Council, Board Executives and members, staffs and the team of QA professionals.
- d) Financial Resource and Funding of the Agency
- e) External Quality Assurance in practice, such as the focus, method and instruments, scope of activities, scope of HEIs, approach level, assessment participation, and conducting the process of external quality assurance (before/during/after the visit and final result).
- f) Other relevant questions on EQA in the country

With the kind cooperation of all representatives, are from National Accreditation Council, Office of Quality Management, **Brunei Darussalam**; Accreditation Committee of **Cambodia** (ACC); the National Accreditation Agency for Higher Educationn (BAN-PT), **Indonesia**; Malaysia Qualification Agency (MQA), **Malaysia**; Department of Higher Education, Ministry of Education, **Lao PDR**; Office of Quality Management, Commission on Higher Education, **the Philippines**; Quality Assurance, Higher Education Division, Ministry of Education, **Singapore**; Office of National Education Standard and Quality Assessment, **Thailand**; and SEAMEO Regional Training Centre (RETRAC), **Vietnam**; current progress of research is under review process from all experts. It is planned to publish by October 2011.

2.3) SEAMEO RIHED's Research Project on South-South Cooperation and the Development of Higher Education in Southeast Asia

Date and Venue: 1 November-30 December 2010

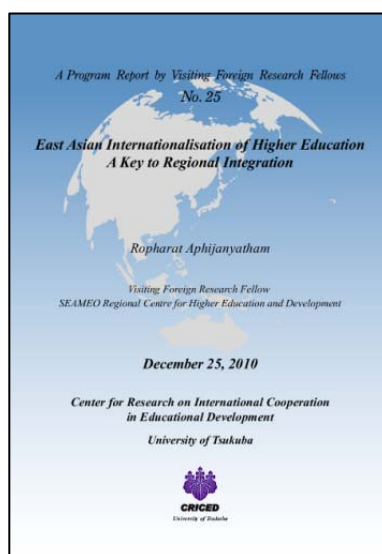


Organisers: University of Tsukuba and SEAMEO RIHED

The Research was carried out under the collaboration between Centre for Research on International Cooperation in Educational Development (CRICED), University of Tsukuba and SEAMEO RIHED. University of Tsukuba became an affiliate member of SEAMEO since 2009 and contributed to SEAMEO by support SEAMEO Centres staff as Visiting Foreign Research Fellows.

University of Tsukuba emphasised on promoting development research looking into the contents and methods for education, such as system and management of education, development of teaching materials for mathematics, science and informatics, and special needs education.

Ms. Ropharat Aphijanyatham, SEAMEO RIHED Programme and Research Officer undertook the research project named "South-South Cooperation and the Development of Higher Education in Southeast Asia", from November to December 2010 as a Visiting Foreign Research Fellow. The research featured on overview of internationalisation of higher education and the higher education trends in East Asia, Internationalisation of quality assurance in East Asia, enhancing student mobility through internationalisation of higher education, and challenges, opportunities and headaches. The research publication is available at www.rihed.seameo.org.



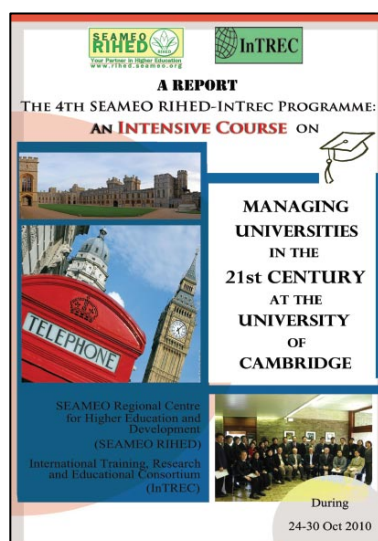
3) CLEARING HOUSE AND PUBLICATIONS

3.1) Report of the 4th SEAMEO RIHED- InTREC Programme: An Intensive Course on Managing Universities at the University of Cambridge

The report is the result of the 4th SEAMEO RIHED- InTREC Programme: An Intensive Course on Managing Universities at University of Cambridge during 24-31 October 2010. SEAMEO RIHED has combined notes, presentations and transcribed lectures delivered by key speakers during the programme.

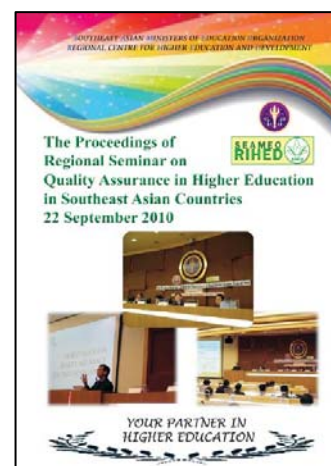
The report was prepared with the belief that it will be beneficial to university administrators interested in the issue of managing universities. Lecture notes include: 1) Comparison and Contrast of UK Universities and Thai Universities, 2) Teaching and Learning at University of Cambridge, 3) Leadership and Entrepreneurialism in Universities, 4) Managing University Finance, 5) Developing Strategy in a University Context, 6) Managing the Core Business: Managing Teaching and Learning, 7) Leadership: Governance, Organisational Culture Entrepreneurialism in Universities, 8) The Quality Assurance Process at Cambridge University, 9) Commercialising University Science: A Cambridge Perspective, 10) The Role of Universities UK, and 11) Briefing on the Department for Business, Innovation and Skills and UK Higher Education from British Council.

Lectures were provided by prominent senior universities administrators and UK higher education policy makers from the University of Cambridge, Universities UK, British Council (London), and the British Department for Business, Innovation and Skills (BIS). The report was firstly distributed in Open Seminar on Managing Universities in the 21st Century at University of Cambridge: Experienced from the 4th SEAMEO RIHED-InTREC Intensive Course on Managing Universities in the 21st Century at University of Cambridge which was held on February 2011 and currently is available at www.rihed.seameo.org.



3.2) The Proceedings of Regional Seminar on Quality Assurance in Higher Education in Southeast Asian Countries

The printed Proceeding of the Sixth Back to Back Regional Seminar on Quality Assurance in Southeast Asia provided the updated quality assurance information discussed and exchanged at the Regional Seminar on Quality Assurance in Higher Education in Southeast Asian Countries, held on 22 September 2010. It featured background information of higher education system, current status of quality assurance system, problems and concerns of quality assurance, and future directions and the development of quality assurance in ASEAN countries.



With kind contribution from SEAMEO RIHED Governing Board Members, all the presentations and papers in the seminar were delivered by either SEAMEO RIHED's respective Governing Board Members or their representatives. The Proceeding of the seminar was received the funding support from Office of the Higher Education Commission, Thailand, and is available at www.rihed.seameo.org.

3.3) SEAMEO RIHED's Bulletin

The Bulletin is published tri-annually, ready for distribution in January, May and September. It aims at promoting SEAMEO RIHED and its activities, and to provide scholars and administrators with current information on higher education in the region.

3.4) SEAMEO RIHED's e-Library and Website

The RIHED's Website provides information and activities of the centre and the information regarding the centre's publications, such as studies, reports and conference/ seminar/ workshop proceedings in e-format. The list of higher education institutions in Southeast Asian Region, and the Electronic Library Services specialising in higher education can also be accessed through the website. The SEAMEO RIHED website is accessible via the following link: www.rihed.seameo.org.

4) SEMINARS AND CONFERENCES

4.1) Open Seminar on Managing Universities in the 21st Century at University of Cambridge: Experienced from the 4th SEAMEO RIHED-InTREC Intensive Course on Managing Universities in the 21st Century at University of Cambridge

Date and Venue: 25 February 2011, Office of the Higher Education Commission Building, Bangkok, Thailand

Organiser: SEAMEO RIHED

Following “The 4th SEAMEO RIHED-InTREC Programme: An Intensive Course on Managing Universities at University of Cambridge” during 24-31 October 2010, SEAMEO RIHED had the opportunity to bring 25 senior university administrators from both public and private higher institutions across Thailand to attend an intensive course at the world best university, University of Cambridge. All



participants of this study visit benefited from the mixture of lectures, from prominent senior universities administrators, and also policy makers responsible for UK higher education from Universities UK, British Council (London), and the Department for Business, Innovation and Skills (BIS).

SEAMEO RIHED also co-organised the follow-up closed seminar on “The Managing Universities in the 21st Century at University of Cambridge: Experienced from the 4th SEAMEO RIHED-InTREC Programme: An Intensive Course on Managing Universities at University of Cambridge” on 25 February 2011 at Office of the Higher Education Commission, Bangkok, Thailand. The objective of the seminar was to share experiences among the participants of the study visit with the Thai senior university administrators on the University Management at University of Cambridge comprising sub- topics, namely 1) Leadership in Universities, 2) Strategic Planning, 3) Management of Teaching and Research, 4) University Finances, 5) Quality Assurance and 6) Commercialising University Science.

Eighty participants, who are senior administrators of Thai HEIs, attended the event. In the seminar, SEAMEO RIHED disseminated to the participants The Report of the 4th SEAMEO RIHED-InTREC Programme: an Intensive Course on Managing Universities in the 21st Century at the University of Cambridge.

4.2) The M-I-T Student Mobility Programme Review Meeting

Date and Venue: 27-28 September 2010 at PICC, Putrajaya, Malaysia

Organisers: The Ministry of Higher Education, Malaysia; and SEAMEO RIHED.

SEAMEO RIHED has promoted mobility of students, academics and administrative staff across Southeast Asia as part of the SEAMEO RIHED Roadmap towards the Process of Harmonisation in Higher Education.

As a result, in 2009, the governments of three countries, Malaysia, Indonesia and Thailand, agreed to collaborate on student mobility in the region, through the M-I-T (Malaysia-Indonesia-Thailand) Student Mobility Programme. SEAMEO RIHED facilitated the launching in 2010 of a successful pilot M-I-T project. To advance the development of ASEAN Community 2015, the M-I-T Student Mobility Programme is, thus, an important instrument in developing a skilled ASEAN workforce which in the end can lead to the effective circulation of human resources in the region, where qualified graduates, regardless of their nationality, can serve the regional higher demand of free flow of labour and trade.



With the kind cooperation of Department of Higher Education, Ministry of Higher Education, Malaysia, the M-I-T Student Mobility Programme Review Meeting was held during 27-28 September 2010 at Putrajaya International Convention Centre (PICC), Putrajaya, Malaysia. The

Meeting was attended by 41 delegates from Ministry of Higher Education, Malaysia, Directorate General of Higher Education, Indonesia, Office of the Higher Education Commission, Thailand, as well as representatives from participating Higher Education Institutions from the M-I-T countries, SEAMEO RIHED Director and Staff.

There was a Policy Dialogue in which three countries presented their Country Report on the status and challenges of the mobility programme. The key persons from three countries were **Assoc. Prof. Dr. Zarida Hambali**, Director of Academic Division, Department of Higher Education, Ministry of Higher Education, Malaysia; **Dr. Wayah Surya Wirotto**,



from Binus University, Indonesia and **Assoc. Prof. Dr. Piniti Ratananukul**, Deputy Secretary General, The Office of Higher Education Commission, Thailand.

The meeting reflected 3 policy recommendations as follows:



1. Unified Grading System - CTS

A consistent framework of Credit Transfer System (CTS) will help both university administrators and students. This issue will be tabled into the 5th Director General/ Secretary General/ Commissioners of Higher Education Meeting.

2. Expansion to include more countries

The forum should invite other countries to take part in the mobility programme, including China, Japan and Korea. The United States of America is also interested in joining the project. Other potential participants will be invited at the 5th Director General/ Secretary General/ Commissioners of Higher Education Meeting.

3. Quality Assurance

The importance of quality assurance needs to be further discussed at the policy level.



4.3) The 1st M-I-T Student Mobility Programme Review Meeting

Date and Venue: 31 January - 1 February 2011, Jakarta, Indonesia

Organisers: Office of the Higher Education Commission (OHEC), Thailand;
and SEAMEO RIHED.

With the kind cooperation of Office of the Higher Education Commission, Thailand, SEAMEO RIHED convened the Malaysia, Indonesia, Thailand (M-I-T) Student Mobility Programme Review Meeting during 31 January to 1 February 2011 at the Amari Watergate Hotel, Bangkok, Thailand.

The Meeting was attended by approximately 50 participants, including Dr. Illah Sailah, Director of Learning and Student Affairs, Directorate General of Higher Education, Ministry of National Education, Republic of Indonesia; Assoc. Prof. Zarida BT Hambali, Director of Academic Development Division, Department of Higher Education, Ministry of Higher Education, Malaysia; Assoc. Prof. Dr. Piniti Ratananukul, Deputy Secretary-General, Office of the Higher Education Commission, Ministry of Education, Thailand; Prof. Dr. Ir. H. Didik Sulistyanto, Education Attaché, Embassy of Indonesia, Bangkok, Thailand; and Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Acting Director. University staff from higher education institutions from Indonesia, Malaysia and Thailand also attended, along with senior officers of the Ministry of National Education, Republic of Indonesia; the Ministry of Higher Education, Malaysia; and Office of the Higher Education Commission (OHEC), Thailand; along with staff of SEAMEO RIHED.

SEAMEO RIHED Acting Director presented an initiative project, namely “the Internationalisation Award (iAward) Project” to the meeting. The objective of the iAward is to facilitate effective international mobility by recognising and disseminating examples of good practices of university administrators and university staff responsible for promoting internationalisation of higher education and the M-I-T project. The First Meeting of the iAward Assessment Committee and the Second Review Meeting of the M-I-T Student Mobility Programme will be hosted by the Ministry of National Education, Indonesia, in September 2011.



4.4) The 1st iAward Assessment Committee Meeting

Date and Venue: 24-26 April 2011, Jakarta, Indonesia

Organisers: The Ministry of National Education, Republic of Indonesia; and SEAMEO RIHED.

University administrators and university staff responsible for promoting internationalisation of higher education at Higher Education Institutions (HEI) are crucial actors in terms of facilitating individual students, academics and administrative staff to be mobile in a systematic and well-designed way. In order to ensure and enhance their competency and efficiency, iAward has been developed as a supporting tool to foster international climate and respond to the demand of international students and university staff.

As a result, the 1st iAward Committee Meeting was held 24-26 April 2011, in Jakarta Indonesia. The Directorate General of Higher Education, Ministry of National Education, Indonesia graciously hosted the event. Government policy makers, director of SEAMEO RIHED and nominated committee members from Malaysia, Indonesia, Thailand and Australian Education International participated in the meeting.

The purpose of the Meeting was to consider and finalise the iAward Assessment Instrument. After finalising the instrument, the Committee tested it at two universities to ensure its soundness, at Jakarta State University (UNJ) and National University (UNAS). The Meeting also agreed to hold the 2nd iAward Assessment Committee Meeting back-to-back with the 2nd M-I-T Review Meeting in September 2011, to discuss the assessment process and timelines for the ongoing iAward Project.



4.5) Regional Seminar on Quality Assurance in Higher Education in Southeast Asian Countries

Date and Venue: 22 September 2010, the Office of Higher Education Commission, Bangkok, Thailand

Organisers: The Office of Higher Education Commission, Thailand; and SEAMEO RIHED.



The back-to-back seminar of SEAMEO RIHED's Governing Board Meeting has been held annually for six years so far. The past five seminars were focused on the issues of general overview of regional higher education systems (2005 in Thailand), quality assurance (2006 in Cambodia), ICT in university teaching and learning (2007 in Indonesia), university governance (2008 in Lao PDR) and student mobility (2009 in Malaysia). In 2010, Office of the Higher Education Commission, Thailand proposed to co-host the Back-to-Back Regional Seminar in Bangkok, Thailand.

The main objective of the Seminars was to provide the opportunity for high-ranking officials to present updates on aspects of higher education in their respective countries. It allowed seminar participants to learn each countries achievements and challenges, and reflect upon the practices of their own institutions. The seminar gave higher education administrators the opportunity to consider common concerns in regional higher education development, with a focus on quality assurance.

With the kind contribution from SEAMEO RIHED Governing Board Members, all the presentations in the seminar were delivered by either SEAMEO RIHED's respective Governing Board Members or their representatives. One hundred (100) participants consisting of staff of Thai government bodies, members of educational networks and administrators and staff from Thai Higher Education Institutions attended the seminar.

4.7) The First Asia-Pacific Ministerial Forum on ICT in Education

Date and Venue: 25-26 November 2010, Bangkok, Thailand

Organisers: UNESCO Asia-Pacific Regional Bureau for Education, Intel, Ministry of Education, Thailand and SEAMEO RIHED.



UNESCO Asia-Pacific Regional Bureau for Education, Intel, Ministry of Education, Thailand, and SEAMEO RIHED convened the first-ever Asia-Pacific Ministerial Forum on ICT in Education or AMFIE 2010. Ministers of Education, Vice-Ministers and other high-ranking officials from 16 countries in the Asia-Pacific region participated in the high-level meeting for two days.

This is to become an annual event to provide countries a regular platform to share experience between and among policymakers. In this year's AMFIE, policymakers discussed common issues and challenges Ministries of Education face when integrating ICT in various aspects of education.

AMFIE covered a lot of ground in updating participants with presentations on the latest trends and best practices in ICT in education. Presenters coming from all over the globe and the presentations were organised according to the five keynote sessions. These included: 1) ICT for Better Education Policies; 2) ICT for Better Teachers; 3) ICT for Better MOE; 4) ICT for Better Learning; and 5) ICT for Better Access to Education.

Another highlight of the event was the Ministerial Dialogue, an entire afternoon reserved for policymakers to voice out their opinions, requests and visions for developing ICT in education in their respective countries. These are significant inputs for UNESCO and Intel to implement appropriate programmes and provide relevant support to these countries. They also served as indicators as future agenda items.



4.8) The First Conference on Pioneering ASEAN Higher Education Research Clusters

Date and Venue: 26 – 27 November 2010, Bangkok, Thailand

Organisers: The Office of Higher Education Commission, Thailand; ASEAN University Network and SEAMEO RIHED.



The First Conference on Pioneering ASEAN Higher Education Research Clusters was held from 26-27 November 2010 in Bangkok, Thailand, at the Amari Watgate Hotel. The Conference was attended by approximately 180 participants, including the Deputy Director General of Higher Education

Cambodia, Director General of Higher Education Indonesia, Director General of Higher Education Laos PDR, Deputy Director General of Higher Education the Republic of Myanmar(Lower Myanmar), Commissioner of Higher Education the Philippines, Secretary General of Higher Education Thailand, and Deputy Director General of Higher Education Vietnam, as well as country representatives from Brunei Darussalam, Malaysia, and Singapore.

Thailand's Prime Minister, Minister of Education and Deputy Minister of Education also attended. The Conference was also attended by the Deputy Director of the Southeast Asian Ministers of Education Organizations (SEAMEO) Secretariat, the Director of SEAMEO Regional Institute for Higher Education and Development (SEAMEO RIHED), the Executive Director of the ASEAN University Network (AUN), the Secretary General of the Association of Southeast Institutions of Higher Learning. Senior officers of the Office of the Higher Education Commission (OHEC), Thailand, AUN and SEAMEO RIHED also participated. Other guests included senior academic and administration officers from Higher Education Institutions.

The Heads of Delegation from ASEAN member countries signed the Joint Statement on Promoting ASEAN Higher Education Research Clusters, with Honorary Witnesses H.E. Mr. Abhisit Vejjajiva, Prime Minister of Thailand, H.E. Mr. Chinnaworn Boonyakiat, Minister of Education, H.E. Mr. Chaiyos Jarmentakorn, Deputy Minister of Education and H.E.



Brunei Darussalam's Ambassador to Thailand, H.E. Cambodia's Ambassador to Thailand and H.E. Indonesia's Attache (Education) to Thailand.

The meeting agreed to a model for establishing research clusters which included; establish targeted research areas; establish virtual clusters; involve universities using collaborative research projects. The four research clusters proposed were: 1) Health and Medicine, 2) Agriculture and Food, 3) Environment and Biodiversity, and 4) Social Science.



The meeting discussed the concept of Research Clusters in order to develop a common understanding of the terms meaning. The meeting provided a definition as 'a collection of researchers who have a common area of interest', detailing that the notion of clusters is governed by the fundamental principles of sharing information, learning together, and ultimately, working together.

The meeting had an intensive discussion on areas of common interest for establishing ASEAN Research Clusters. The meeting reached common agreement to ask policy makers to identify the first research issue to tackle together. The meeting agreed that once the first research cluster was identified, the ASEAN University Network would be the key implementer of the designated Research Cluster. It was agreed that AUN will involve non-AUN member Universities in the implementation of the research cluster.



The Progress Development and Roadmap of ASEAN Research Clusters (ARC) and ASEAN Citation Index (ACI)

Summary Table: The Progress Development and Roadmap of ASEAN Research Clusters (ARC) and ASEAN Citation Index (ACI)

ARC Output	ACI Output
<p>1st Conference on Pioneering ASEAN Higher Education Research Clusters, November 2010</p> <ul style="list-style-type: none"> - Four areas of research strength in ASEAN proposed for the establishment of ARC: 1) Health & Medicine, 2) Environment & Biodiversity, 3) Agriculture & Food, 4) Social Science - Management system for the established targeted research clusters (virtual) <ul style="list-style-type: none"> - Using 2-3 core countries and core universities-based model for each cluster - Selecting universities with research excellence in the selected topics as the cores 	<p>Roundtable Meeting Session at the 1st Conference on Pioneering ASEAN Higher Education Research Clusters, November 2010</p> <p>Meeting on Establishing ASEAN Citation Index (ACI) participated by Malaysia, Indonesia, Philippines and Thailand, 28 June 2011-08-30</p> <ul style="list-style-type: none"> - Proposed Action Plan- 4 phases of implementation <ul style="list-style-type: none"> ✓ Phase I- Set up of ACI Coordinating Centre & National Citation Index (NCI) ✓ Phase II- Preparation for Establishing ACI ✓ Phase III- Official Launching of ACI ✓ Phase IV- Linkages of ACI & Other Databases - Propose idea of establishing ACI Steering Committee - TCI be a ACI Coordinating Centre
<p style="text-align: center;">Future Goals</p> <p style="text-align: center;">Establishment of Research Clusters (Choosing areas of research excellence)</p> <ul style="list-style-type: none"> - Proposed model & management systems for ARC - Establishment of ACI 	

4.9) The 5th Meeting of Directors General/ Secretary General/ Commissioner of Higher Education in Southeast Asia

Date and Venue: 24-25 March 2011, Nha Trang, Vietnam

Organisers: Ministry of Education and Training, Vietnam; the Office of Higher Education Commission, Thailand; and SEAMEO RIHED.



The 5th Meeting of Directors General, Secretary General, Commissioner of Higher Education in Southeast Asian Region was co-hosted by the Ministry of Education and Training, Vietnam, held during 24-25 March 2011, in Nha Trang, Vietnam.

The Meeting was attended by the Deputy Minister of Education, Secretary General, Director General and Deputy Directors General of Higher Education, as well as country representatives from Brunei Darussalam, Indonesia, Lao PDR, Malaysia, Singapore, Thailand and Vietnam. Directors of AKEPT, SEAMEO RIHED, SEAMEO RETRAC and SEAMOLEC also attended, along with senior representatives from Vietnamese universities, senior officers of the Ministry of Education and Training, Vietnam, and SEAMEO RIHED staff.

In the meeting, SEAMEO RIHED presented a Report on the Progress of the Harmonisation of Higher Education in Southeast Asia, focusing on Student Mobility Enhancement – The M-I-T Student Mobility Project: Door to DECADE of ASEAN Student Mobility, Southeast Asian Quality Assurance Models, and Southeast Asian Credit Transfer Systems (SEA-CTS).

Respective countries presented their progress on higher education collaborations. Malaysia by Dr. Sainal Abidin Sanusi, Deputy Director, Centre for Global Sustainability Studies, University of Sains Malaysia presented on ***Higher Education and Sustainable Development in ASEAN*** and Assoc Prof



Dr. Mohd Majid Konting, Deputy Director Higher Education Leadership Academy (AKEPT) presented on ***the Executive Leadership Development Programme***. Thailand by Dr. Sumate Yamnoon gave a presentation on ***ASEAN Research Clusters and the ASEAN Citation Index***. Indonesia by Dr. Gatot Hari Priowirjanto, Director SEAMEO SEAMOLEC presented on ***E-Learning and Mobile Learning***.

The meeting also discussed on the Future Mechanisms for Collaboration towards the Common Space of Higher Education in Southeast Asia. More information can be accessed at <http://www.rihed.seameo.org>.

4.10) Policy Forum on Design and Management of Higher Education Systems: The Role of Steering Policies and Governance Reforms in the Management of Higher Education

Date and Venue: 23-24 May 2011, Jakarta, Indonesia

Organisers: The Directorate General of Higher Education, Ministry of National Education, Indonesia; International Institute for Educational Planning (IIEP); UNESCO Bangkok; and SEAMEO RIHED



The 2010 policy forum initiated by the IIEP in collaboration with RIHED, launched a research programme on Governance and Management of Higher Education with an objective to closely study governance reforms and their effects on managing higher education both at the national and institutional levels. Case studies were carried out in five countries: Cambodia, China, Indonesia, Japan and Vietnam. The case studies focused on the major theme of granting higher autonomy with the context of broader reforms. These included transforming higher education institutions into Public Administrative Institutions (PAI) in Cambodia, decentralisation of HEIs to provincial governments and autonomy in China, the move towards creating legal entities in Indonesia, the process of corporatisation in Japan, and, the higher education reform in Vietnam.

This study project was launched by a research methodology workshop, was organised in Bangkok, followed by the organisation of a validation workshop in Hanoi to share the initial results. The Policy Forum was held again in Jakarta, Indonesia on 23-24 May 2011, with the kind cooperation of the Directorate General of Higher Education, Ministry of National Education, Indonesia.

The meeting provided a forum for national and institutional policy-makers, professionals and researchers to exchange views and create a common understanding of the nature and effect of governance reforms in specific countries.

ENHANCED QUALITY AND EFFICIENCY OF THE CENTRE'S MANAGEMENT

Since the inception of the Centre, the number full-time staff at the Centre is relatively small. At present, the Centre employs only one professional who is the centre's director, 1 senior advisor, 1 consultant and 11 local staff. Although SEAMEO RIHED continues to be a small and flat organisation, it has always put the efforts to promote professional development of its staff, as it will help increase the quality and efficiency of the Centre's management. The Centre's staff development programmes in FY 2010/2011 are as follows:

Event	ADB: Symposium on Regional and Cross Border Collaboration in Higher Education
Venue	Manila, the Philippines
Date	5-6 July 2010
Organiser	Asian Development Bank (ADB)
Objective	Participating as a presenter in the session of "Regional efforts toward harmonisation in higher education. Where is it headed?"
Participant	Prof Dr Supachai Yavaprabhas, SEAMEO RIHED Former Director
Event	The 3 rd ASEAN Quality Assurance Network Roundtable Meeting
Venue	Jakarta, Indonesia
Date	27-31 July 2010
Organiser	ASEAN Quality Assurance Network (AQAN)
Objective	Participating as representatives of SEAMEO RIHED
Participants	Prof Dr Supachai Yavaprabhas, SEAMEO RIHED Former Director
	Ms. Phunyanuch Pattanotai, SEAMEO RIHED Programme and Research Officer
	Ms. Ropharat Aphijanyatham, SEAMEO RIHED Programme and Research Officer
Event	Higher Education Summit: Internationalising Higher Education through Strategic Partnerships, New Markets and Sustainable Branding
Venue	Singapore
Date	27-30 July 2010
Organiser	IBC- ASIA, PTE LTD
Objective	Participating as a panelist in the session of "Regional Harmonisation on Internationalisation? Which is likely to take root in Asia? Where is higher Education in Asia Headed?"
Participant	Prof Dr Supachai Yavaprabhas, SEAMEO RIHED Former Director

Event	Regional Workshop on Educational Cooperation in East Asia Summit Countries for Regional Competitiveness and Community Building
Venue	Phuket, Thailand
Date	27-28 September 2010
Organiser	ASEAN Secretariat
Objective	Participating as a representative of SEAMEO RIHED
Participant	Dr. Chantavit Sujatanond, SEAMEO RIHED Senior Advisor
Event	Asia-Pacific Economic Cooperation (APEC) Workshop on Higher Education Diploma Supplement (HEDs)
Venue	Canberra, Australia
Date	16-20 October 2010
Organisers	Asia-Pacific Economic Cooperation (APEC) and Australian Government
Objective	Participating as a presenter for the session of “What specific issues face member economies in terms of their capacities to implement diploma supplement?”
Participant	Prof Dr Supachai Yavaprabhas, SEAMEO RIHED Former Director
Event	The Conference on Governance and Financing in Higher Education in Asia
Venue	Phuket, Thailand
Date	18-20 October 2010
Organisers	OHEC, Thailand; UNESCO and the World Bank
Objective	Participating as a representative of SEAMEO RIHED
Participant	Dr. Chantavit Sujatanond, SEAMEO RIHED Senior Advisor
Event	The 2 nd ASEM Rectors’ Conference: Asia-Europe University Cooperation: Contributing to the Global Knowledge Society
Venue	Seoul, Korea
Date	26-27 October 2010
Organisers	Asia-Europe Foundation, ASEAN University Network (AUN), and Korea University
Objective	Participating as a rapporteur to the Panel Discussion on “The Contribution of Asian and European Universities to the Global; Knowledge Society”
Participant	Prof Dr Supachai Yavaprabhas, SEAMEO RIHED Former Director
Event	The 4 th SEAMEO RIHED-InTREC Educational Programme: Managing Universities in the 21st Century to University of Cambridge
Venue	University of Cambridge, The United Kingdom.
Date	24-31 October 2010
Organisers	InTREC and SEAMEO RIHED
Objective	Participating as co-organiser and attending an intensive course at the world best university, the University of Cambridge.
Participants	Dr. Chantavit Sujatanond, SEAMEO RIHED Senior Advisor
	Ms. Phunyanuch Pattanotai, SEAMEO RIHED Programme and Research Officer
	Mrs. Wacheeporn Nilratt, SEAMEO RIHED Programme Officer

Event	SEAMEO RIHED's Research Project on South-South Cooperation and the Development of Higher Education in Southeast Asia
Venue	University of Tsukuba, Ibaraki, Japan
Date	1 November – 31 December 2010
Organisers	Centre for Research on International Cooperation in Educational Development(CRICED), University of Tsukuba and SEAMEO RIHED
Objective	Participating as a Visiting Foreign Research Fellow. This research aimed to identify and address the various challenges that lie ahead for East Asia, challenges which are also faced in other parts of the world. The research also provided insights into the policy drivers associated with success in the establishment of Southeast Asian Higher Education Area-HEA.
Participation	Ms. Ropharat Aphijanyatham, SEAMEO RIHED Programme and Research Officer
Event	DAAD-SEAMEO RIHED-AUN-AQAN: Developing a Training Course in QA for ASEAN Countries
Venue	Kuala Lumpur, Malaysia
Date	2-4 November 2010
Organisers	DAAD-SEAMEO RIHED-AUN-AQAN
Objective	Participating as representatives of SEAMEO RIHED
Participants	Prof Dr Supachai Yavaprabhas, SEAMEO RIHED Former Director
	Ms. Phunyanuch Pattanotai, SEAMEO RIHED Programme and Research Officer
Event	DAAD-IIEP Seminar on Governance Reforms in Higher Education
Venue	Hanoi, Vietnam
Date	9 November 2010
Organisers	DAAD-IIEP
Objective	Participating as an expert and presenter of "Governance Reforms in Thailand-The State Perspective.
Participants	Dr. Chantavit Sujatanond, SEAMEO RIHED Senior Advisor
	Ms. Thanthakorn Phuangsawat, SEAMEO RIHED Programme Officer
Event	The Conference of SEA Change: Stretching the Organisational Possibilities of SEAMEO Regional Centres
Venue	SEAMEO INNOTECH, Quezon City, Philippines
Date	1-3 December 2010
Organisers	SEAMEO Secretariat and SEAMEO INNOTECH
Objective	Participating as a representative of SEAMEO RIHED
Participant	Dr. Chantavit Sujatanond, SEAMEO RIHED Senior Advisor

Event	The 1 st Workshop on A Comparative Study of Selected Higher Education Systems in Asia
Venue	Penang, Malaysia
Date	4-7 December 2010
Organisers	IPPTN
Objective	Participating as a representative of SEAMEO RIHED
Participant	Dr. Chantavit Sujatanond, SEAMEO RIHED Senior Advisor
Event	ASEAM Conference-Quality Assurance and Recognition in Higher Education: Challenges and Prospects
Venue	Limassol, Cyprus
Date	6-7 December 2010
Organisers	Ministry of Education and Culture, Cyprus and Asia-Europe Meeting
Objective	Participating as a chair of “Recognition in Higher Education in South-East Asia”
Participant	Prof Dr Supachai Yavaprabhas, SEAMEO RIHED Former Director
Event	Workshop on Quality Assurance in Distance Education in Asia
Venue	Seoul, Korea
Date	27-28 December 2010
Organisers	International Christian University and Korea Education Research Information and Service (KERIS)
Objective	Participating as a presenter to present “A Case Study Report on SEAMEO’s Effort to Assure the Quality of Higher Education and Distance Education/E-Learning”
Participant	Dr. Chantavit Sujatanond, SEAMEO RIHED Senior Advisor
Event	The CAP International Conference 2011
Venue	Hiroshima, Japan
Date	4-6 February 2010
Organiser	Research Institute of Higher Education (RIHE)
Objective	Participating as a speaker
Participant	Prof Dr Supachai Yavaprabhas, SEAMEO RIHED Former Director
Event	The 4 th SEAMEO RIHED-AGB Educational Programme: A Short Course on University Governance and Management for University’s Social Responsibility and Sustainability
Venue	Los Angeles and Long Beach, California, the United States of America
Date	1-10 April 2011
Organisers	SEAMEO RIHED and Association of Governing Board of Universities and Colleges
Objective	Participating as co-organiser and attending the AGB’s 2011 National Conference on Trusteeship and attending the lecture sessions in US HEIs Visits in Los Angeles and Long Beach, California.
Participants	Assoc. Prof. Dr. Sauwakon Ratanawijitrasin, SEAMEO RIHED Director
	Ms. Phunyanuch Pattanotai, SEAMEO RIHED Programme and Research Officer

Event	Final SAEMEO Strategic Planning Workshop
Venue	Bangkok, Thailand
Date	27 – 29 April 2011
Organiser	SEAMEO Secretariat
Objective	Participating as a representative of SEAMEO RIHED
Participation	Ms Fuchsia Hepworth, SEAMEO RIHED Policy Officer (Australian Youth Ambassadors for Development)

INCREASED FINANCIAL VIABILITY THROUGH INCREASED REVENUES AND COST CONTROL

Originally, the main funding source for the Centre's programmes and activities was the interest paid from the SEAMEO RIHED's Endowment Fund. In recent years, the interest rates have had a dramatic decrease, resulting in diminishing operating funds. The Royal Thai Government, who have always supported the Centre by providing the Centre's seat at no cost to SEAMEO and underwritten the capital and operating costs of the Centre, has realised the Centre's recent financial hardship and allotted additional budget to help alleviate some of the Centre's financial constraints. In addition, SEAMEO Secretariat has allocated some special funds to support the Centre's operations. SEAMEO RIHED gratefully acknowledges the support of the Royal Thai Government and SEAMEO Secretariat.

For its part, SEAMEO RIHED has tried to alleviate financial constraints by increasing the number of partnerships and co-operative efforts, so that it can maintain the scope and effectiveness of its programmes and activities. During FY 2010/2011, SEAMEO RIHED has co-operated with several institutions and regional bodies, including **a university** in Japan, namely University of Tsukuba; **6 international, private and governmental agencies**, namely, 1) International Institute for Educational Planning (IIEP), 2) UNESCO Bangkok 3) Association of Governing Boards of Universities and Colleges (AGB), 4) The International Training Research and Education Consortium (InTREC), 5) ASEAN University Network (AUN) and 6) JICA Research Institute (JICA-RI); and **4 national government agencies**, namely, 1) Directorate General of Higher Education, Ministry of National Education, Indonesia; 2) The Department of Higher Education, Ministry of Higher Education, Malaysia; 3) The Ministry of Education and Training, Vietnam; and 4) Office of Higher Education Commission (Thailand).

Apart from co-hosting, co-organising or sponsoring activities with these organisations, SEAMEO RIHED has also created income-generating programmes through study visit activities, research projects and publication. These programmes help support the running costs of the Centre.

INCREASED MARKET ACCESS TO SEAMEO RIHED'S PROGRAMMES WITHIN AND OUTSIDE THE SOUTHEAST ASIA

SEAMEO RIHED continues to increase market access to its programmes by using a wide variety of media (poster, rollup board, display exhibition, newspaper, radio and so on) along with its website and mailing lists. The target groups include the Centre's partner agencies, higher education institutions, and the public.

The SEAMEO RIHED Bulletin, published three times a year and can be accessed through the Centre's website, summarises activities and programmes every four months and updates current status of higher education institutions in the region.

The Centre's publications include research studies and conference, seminar and workshop reports. The proceedings are on sale at Chulalongkorn University Bookstore in Bangkok. They can be ordered via mail order and through the internet. At present, the Centre's publication can be viewed in the e-book format before ordering at <http://www.rihed.seameo.org/publication.htm> or <http://elib.rihed.seameo.org/>.

The RIHED's website provides information and activities of the centre and offers e-library services specialising in higher education. The list of higher education institutions in the Southeast Asian Region is also provided on the website. Our next step is to provide a database of higher education expertise in Southeast Asian region.

STRENGTHENING AND EXPANDING LINKAGES AND COOPERATION WITH NATIONAL, REGIONAL, AND INTERNATIONAL ORGANISATIONS

In the last fiscal year, SEAMEO RIHED collaborated with various agencies, universities, and Ministries of Education in SEAMEO Member Countries to create strong partnership and networks which facilitate higher education programmes across the region. The agencies collaborated with on these specific programmes are listed below.

AGENCIES	PROGRAMMES
The Directorate General of Higher Education, Ministry of National Education, Indonesia; International Institute for Educational Planning (IIEP); and UNESCO Bangkok	The 6 th Regional Workshop on Institutional Restructuring in Higher Education in Asia
The International Training Research and Education Consortium (InTREC)	The 4 th SEAMEO RIHED-InTREC Programme: An Intensive Course on Managing Universities at the University of Cambridge
The Association of Governing Boards of Universities and Colleges (AGB)	The 4 th SEAMEO RIHED-AGB Programme: A Short Course on University Governance and Development on University Social Responsibility (USR) and Sustainability
JICA Research Institute (JICA-RI)	The Workshop on Analysis of Cross-Border Higher Education for Regional Integration and Labour Market in East Asia
Office of the Higher Education Commission, Thailand	A Research Study on Southeast Asian Quality Assurance Models
University of Tsukuba	SEAMEO RIHED's Research Project on South-South Cooperation and the Development of Higher Education in Southeast Asia

AGENCIES	PROGRAMMES
Directorate General of Higher Education, Ministry of National Education, Republic of Indonesia; Department of Higher Education, Ministry of Higher Education, Malaysia; Office of the Higher Education Commission, Ministry of Education, Thailand	The M-I-T Student Mobility Programme and iAward Project
Office of the Higher Education Commission, Ministry of Education, Thailand	Regional Seminar on Quality Assurance in Higher Education in Southeast Asian Countries
Office of Higher Education Commission, Thailand; and ASEAN University Network	The First Conference on Pioneering ASEAN Higher Education Research Clusters
UNESCO Asia-Pacific Regional Bureau for Education, Intel, and Ministry of Education, Thailand	The First Asia-Pacific Ministerial Forum on ICT in Education
Ministry of Education and Training, Vietnam; and Office of Higher Education Commission, Thailand	The 5 th Meeting of Directors General, Secretary General, Commissioner of Higher Education in Southeast Asian Region
The Directorate General of Higher Education, Ministry of National Education, Indonesia; International Institute for Educational Planning (IIEP); and UNESCO Bangkok	Policy Forum on Design and Management of Higher Education Systems: The Role of Steering Policies and Governance Reforms in the Management of Higher Education

SEAMEO RIHED Governing Board Members

BRUNEI DARUSSALAM

Dr. Hajah Anita Binurul Zahrinabinti POKLWDSS Haji Awang Abdul Aziz

Assistant Vice Chancellor (Education and Internationalisation)

University Brunei Darussalam

JalanTungku Link Gadong, BE 1410

Brunei Darussalam

CAMBODIA

Mr. Mak Ngoy

Deputy Director General

Department of Higher Education,

Ministry of Education, Youth and Sport,

80 PreahNorodom Boulevard, Phnom Penh, Cambodia

INDONESIA

Dr. Illah Sailah

Director of Learning and Student Affairs

Directorate General of Higher Education

Ministry of National Education

7th floor Gedung D, Jalan Raya JenderalSudirman

Pintu I, Senayan, TromolPos 190

Jakarta 10002, Indonesia

LAO PDR

Dr. Phonephet Boupha

Director General

Department of Higher Education, Ministry of Education

P.O Box # 67, Lane-Xang Avenue, Vientiane, Lao PDR

M A L A Y S I A

Prof. Dr. Rujhan bin Mustafa

Director General

Department of Higher Education Ministry of Higher Education

Level 1-3, Block E9, Parcel E, Persint 1,

Federal Government Administrative Centre 62505

Putrajaya, Malaysia

M Y A N M A R

Prof Dr Khin Swe Myint

Acting Rector

Mandalay University

Mandalay, Myanmar

T h e P H I L I P P I N E S

Prof. Dr. Patricia B. Licuanan

Secretary/Chairperson

Commission on Higher Education

4th Floor, Higher Education Development Centre

C.P. Garcia Avenue, UP Diliman

Quezon City 1101, Philippines

S I N G A P O R E

Prof. Tan Oon Seng

Dean of Teacher Education

National Institute of Education

Nanyang Technological University

No. 1 Nanyang Walk, Singapore 637616

Republic of Singapore

T H A I L A N D

Dr. Sumate Yamnoon

Secretary-General, Office of Higher Education Commission

Chairperson of SEAMEO RIHED Governing Board

328 Sri Ayutthaya Road, Bangkok 10400 , Thailand

V I E T N A M

H.E. Prof. Dr. Sc Bui Van Ga

Vice Minister of Education and Training
Ministry of Education and Training
49 Dai Co Viet Street
Hanoi, Vietnam

EX - OFFICIO MEMBERS

S E A M E O S E C R E T A R I A T

Dr. Witaya Jeradechakul

Director
SEAMEO Secretariat
4th Floor, Mom Luang Pin Malakul Centenary Building
920 Sukhumvit Road, Bangkok 10110, Thailand

S E A M E O R I H E D

Assoc. Prof. Dr. Sauwakon Ratanawijitrasin

Director
SEAMEO RIHED
Office of the Higher Education Commission Building
328 Sri Ayutthaya Road, Rajthwee, Bangkok 10400 , Thailand

I N T E R N A T I O N A L R E P R E S E N T A T I V E S

A S A I H L

Assoc. Prof. Dr. Ninnat Olanvoravuth

Secretary-General
Association of Southeast Asian Institutions of Higher Learning (ASAIHL)
Jamjuree 1 Building, Chulalongkorn University,
Phaya Tai Road, Bangkok 10330 Thailand

U N E S C O B a n g k o k

Prof. Dr. Molly N. N. Lee

APEID Coordinator
UNESCO Bangkok Asia-Pacific Regional Bureau for Education
Mom Luang Pin Malakul Centenary Building,
920 Sukhumvit Road, Bangkok 10110, Thailand

SEAMEO RIHED Organisation Staff



Assoc. Prof. Dr. Sauwakon Ratanawijitrasin
SEAMEO RIHED Director



Dr. Chantavit Sujatanond
Senior Advisor

PROGRAMME AND DEVELOPMENT STAFF



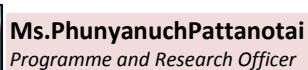
Mrs. Wachareeporn Nilratt
Programme Officer



Ms. Thanthakorn Phuangsawat
Programme Officer



Ms. Ropharat Aphijanyatham
Programme and Research Officer



Ms. Phunyanuch Pattanotai
Programme and Research Officer

Ms. Fuchsia Hepworth

*Policy Officer
(Australian Youth Ambassadors for Development)
2010-2011*



ADMINISTRATIVE STAFF



Mrs. Anchalee Sriwanya
Finance Officer



Mrs. Chompunoot Sawangdee
Administrative Manager



Mr. Nopporn Kongtharat
ICT Officer

Mrs. Pichaya Pansawat
Administrative Officer

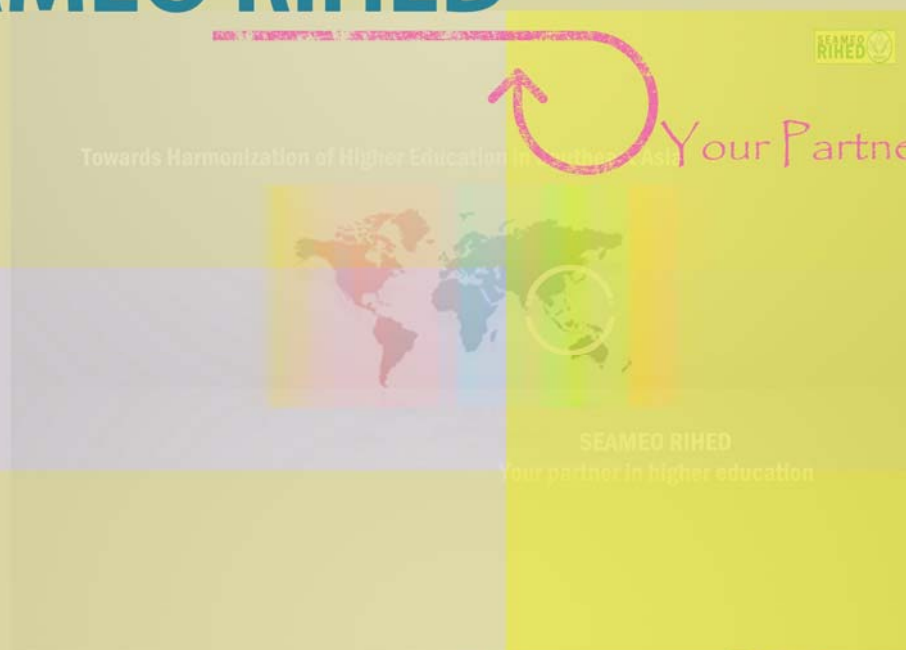


Mr. Preecha Angthong
Logistic Officer



Mrs. Prateep Prakongsai
Housekeeper

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