

SOUTHEAST ASIAN MINISTER OF EDUCATION ORGANIZATION  
REGIONAL CENTRE FOR HIGHER EDUCATION AND DEVELOPMENT

# SEAMEO RIHED Annual Report 2009/ 2010



YOUR PARTNER IN HIGHER EDUCATION





# **EXECUTIVE SUMMARY FOR SEAMEO RIHED ANNUAL REPORT 2009/2010**

SEAMEO RIHED is the SEAMEO Centre specialising in regional cooperation of higher education development. Our key objective is to foster efficiency and effectiveness of higher education in Southeast Asian member states through research and professional training. SEAMEO RIHED also serves as the regional centre promoting the exchange of information and research findings on higher education planning and management. The financial year 2009/2010 was the third year of SEAMEO RIHED operations under the Third Five-Year Development Plan, following SEAMEO RIHED's strategy 'Partnership on Research-Driven Activities' in the area of university governance and management.

## **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 around the world. This is especially true in Southeast Asia where many public and private HEIs are competing for a larger student body, are seeking more efficient management structures and improved standards of academic excellence. The Centre's special emphases are on issues of university governance and higher education management through such activities as training, research and seminars. 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, and knowledge. Capacity building activities include workshops, seminars and educational trips, listed as follows:



### **1.1) 5<sup>th</sup> SEAMEO RIHED-IIEP Regional Workshop on Institutional Restructuring in Higher Education in Southeast Asia**

SEAMEO RIHED and International Institute for Educational Planning (IIEP) in co-operation with the Department of Higher Education, Ministry of Higher Education,

Malaysia and Universiti Malaysia Sabah co-organised the 5th SEAMEO RIHED-IIEP Regional Workshop on Institutional Restructuring in Higher Education in Southeast Asia, in Kota Kinabalu, Sabah, Malaysia 28 July to 2 August 2009. 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) Experiences from the 2<sup>nd</sup> Educational Visit to the USA**

SEAMEO RIHED worked closely with distinguished participants of the 2<sup>nd</sup> SEAMEO RIHED-AGB Educational Trip to the USA to organise an open seminar on University Governance for Members of University Council and University Administrators in Thailand: Experiences from the 2<sup>nd</sup> Educational Visit to the USA. The seminar was held 20 November 2009 in Bangkok, Thailand. The event allowed 250 members of Thai University Councils and senior administrators of Thai Higher Education Institutions the opportunity to learn more about university governance from the viewpoint of senior members of university council and university administrators who had previously participated in the overseas educational trip in April 2009.



### **1.3) Report of the 2<sup>nd</sup> SEAMEO RIHED-AGB Educational Visit to the USA: University Governance for Members of University Council and University Administrators**

The Report was distributed by SEAMEO RIHED in November 2009, it summed up discussions which occurred during the five institutional visits. It featured an overview of different governance structures and discussed the important role that governing board members play in university governance. The report also included reflections from US University Governance specialists and a discussion on its applicability for Thai university system.

#### **1.4) The Third SEAMEO RIHED-AGB Programme: A Short Course on University Governance and Development**

The Programme was organised by SEAMEO RIHED in co-operation with the Association of Governing Boards of Universities and Colleges (AGB). This course saw chairmen, vice chairmen, members of university councils, presidents and senior university administrators from Thailand visit higher education institutions in the US and attend the 2010 AGB National Conference on Trusteeship in Orlando, Florida. The programme's key objective was to provide senior university administrators and members of university councils the opportunity to participate in professional development activities that could improve their insight and knowledge on current developments in US University Governance. Over 18 to 28 March 2010, thirty-five participants joined the programme, and visited six higher education institutions in Orlando and Chicago.

#### **1.5) The Book Translation Project: Phase I**

The translation of Prof. Michael Shattock's: 'Managing Successful Universities' will be completed by December 2010.

SEAMEO RIHED started a pilot project in 2007 to translate leading literature on university governance and other important issues in higher education from English to Thai. SEAMEO RIHED also encourages SEAMEO member countries to translate high quality literature from any language to their own native languages, in order to widen the knowledge of university administrators in the region.



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

After SEAMEO RIHED proposed the Structured Framework for Regional Integration in Higher Education in Southeast Asia: the Road towards a Common Space in 2007, several activities were commenced which raised awareness among key policy makers and stakeholders in both academic and non-academic venues. The Centre has also tried to incorporate the process of harmonisation into the existing Centre's activities, including ongoing activities from the last fiscal year.

During the 3<sup>rd</sup> meeting of Director General/ Secretary General/ Commissioner of Higher Education in Southeast Asia Region held in Bangkok in January 2009, priority areas for development of the harmonisation process were identified. The three priority areas are 1.1) Student mobility, 1.2) Quality assurance and 1.3) Credit transfer system. These three areas are the mechanisms that will drive the process of regional integration and harmonisation forward in Southeast Asia.

### ***1.1) The M-I-T (Malaysia-Indonesia-Thailand) Student Mobility Programme***

In response to human resource challenges under the conditions of globalisation, active student mobility will help to create a qualified and mobile workforce in the region. Therefore, SEAMEO RIHED initiated the M-I-T Student Mobility Programme- Pilot Project, to promote student mobility in Malaysia, Indonesia and Thailand.

This project has been successfully initiated 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; the Office of Higher Education Commission, Thailand, and SEAMEO RIHED. The 1<sup>st</sup> and 2<sup>nd</sup> M-I-T Mobility meetings were held in Bangkok, Thailand in 2009 and the 3<sup>rd</sup> Meeting was held in Jakarta, Indonesia in the same year.

The 1<sup>st</sup> M-I-T Mobility Meeting saw the three countries select five disciplines for student exchange; agriculture; language and culture; hospitality and tourism; international business; and food science and technology. The Meeting also agreed in principle on the use of UCTS as a stepping-stone to a future regional credit transfer system. Furthermore, the Meeting settled on matters such as budget allocation, language used in the program, numbers of participating universities and targeted numbers of students.



The 2<sup>nd</sup> M-I-T Mobility Meeting identified and compared course syllabus among participating universities. In most of the selected five disciplines, participating universities came to a preliminary agreement on the number of outgoing and incoming students and duration of the programme.

The 3<sup>rd</sup> M-I-T Mobility Meeting (International Relations Officer Meeting) allowed the three governments and participating HEIs to reaffirm their commitment to launching the MIT project in the 2010 academic year, confirming the number of participating students, preferred subjects in each area and sharing best practice among International Relations Officers from each country. The meeting also called for the future alignment of academic calendars.

The M-I-T programme has ongoing activities, a Review Meeting is to be convened 27 to 28 September 2010 in Putrajaya, Malaysia. Key persons from M-I-T countries will share updated experiences and obstacles that they, and their students, are facing. The meeting will be used as a platform to search for the appropriate solutions together. Additionally, it also provides a good opportunity to discuss the preparation for the upcoming 4<sup>th</sup> M-I-T Mobility Program Meeting.

The 4<sup>th</sup> M-I-T Mobility Program Meeting is scheduled for early 2011, to review the progress of the M-I-T pilot program. The event will also consider the expansion of the scope, range, and the number of participating students, programs, and countries. It also aims to monitor the practical processes of sending and receiving exchange students among universities in M-I-T countries, and to note lessons learned from participating universities and students in actual practice.

SEAMEO RIHED will invite the other ASEAN countries as well as the plus 3 countries (China, Japan and Korea) to join the program. Currently, SEAMEO RIHED is proposing the Workshops leading to the Setting up of Japan-Malaysia-Indonesia-Thailand (JMIT) Mobility Program to the Ministry of Education, Culture, Sciences and Technology, Japan. It is expected that the JMIT Mobility Program will be initiated in 2011 through the 1<sup>st</sup> JMIT Workshop for policy makers, the 2<sup>nd</sup> JMIT Workshop for participating HEIs and the 3<sup>rd</sup> JMIT Workshop IROs Meeting. The JMIT Mobility Program will be launched from 2012 onwards. SEAMEO RIHED will table the enclosed proposal to the 46<sup>th</sup> SEAMEO Council Meeting and further requests the kind assistance of the SEAMEO Secretariat to submit the proposal to the 6<sup>th</sup> ASEAN Education Ministers Meeting in early 2011.

To support ongoing mobility programs, SEAMEO RIHED will conduct an Evaluation of the Progress of the M-I-T Student Mobility Program from when first initiated to the current stage, by consolidating the knowledge-based of experience on the programme. The result of this evaluation will be an excellent learning tool to improve performance and maximise benefits to all related stakeholders of the M-I-T Student Mobility Program.

## **1.2    *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. SEAMEO RIHED has noted the importance of the establishment of a sub-regional grouping of QA agencies in Southeast Asia, including several national, regional and international forums in higher education. This addresses the former lack of a sub-regional QA network, especially to foster sharing and developing experiences among national EQA agencies in relation to both internal and external quality assurance.

Sharing this vision with national and regional authorities, SEAMEO RIHED, in close co-operation with the Malaysian Qualifications Agency (MQA), successfully co-organised the

1<sup>st</sup> ASEAN Quality Roundtable Meeting in Kuala Lumpur, Malaysia, on 6 to 8 July 2008. The Meeting resulted in the Kuala Lumpur Declaration. The Declaration both recognises the crucial role of quality assurance in promoting harmonisation in higher education and encourages active movement towards quality assurance collaboration. The ASEAN Quality Assurance Network (AQAN) has been very active since its establishment in 2009. There has been continuous progress towards a quality assurance framework under the AQAN, through the following events and activities:

- a) The AQAN Roundtable Annual Meeting
- b) AQAN Executive Committee Meeting
- c) External Quality Assessment Systems Seminar
- d) AQAN Senior Assessors Workshop
- e) AQAN Young Officials Roundtable Meeting

- **The Development of Quality Assurance and Qualification Framework**

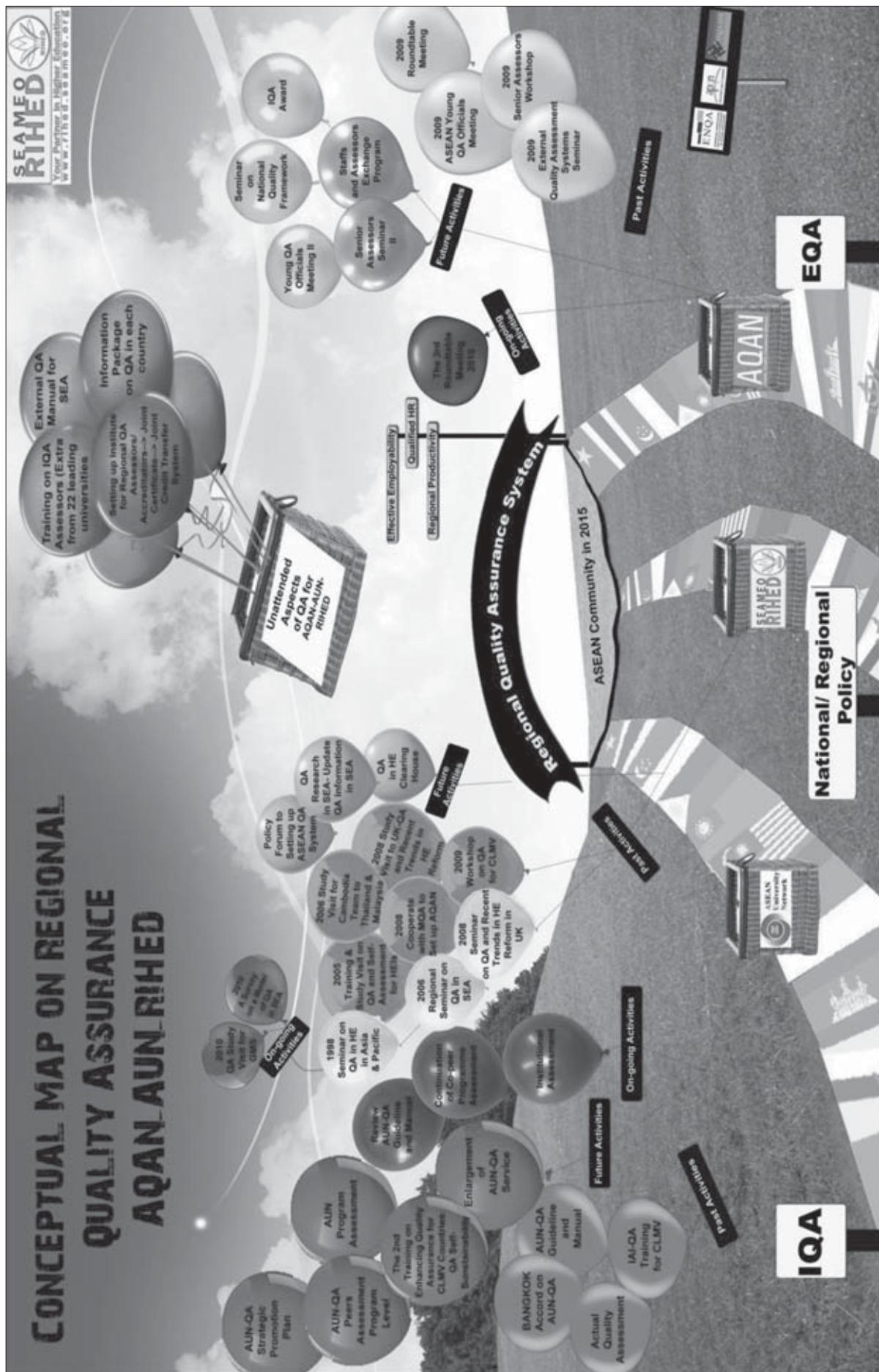
The Development of Quality Assurance and Qualification Framework is one of the proposed four collaboration areas that emerged from the 3<sup>rd</sup> Meeting of Director General/ Secretary General/ Commissioner of Higher Education in Southeast Asian Region (2009). The Meeting agreed that SEAMEO RIHED should coordinate with the ASEAN Quality Assurance Network (AQAN) to plan the development of an ASEAN Quality Assurance Framework and the Regional Qualification Framework. The issue will be discussed further at the 5<sup>th</sup> Meeting of Director General/ Secretary General/ Commissioner of Higher Education in Southeast Asian Region in 2011.

- **AQAN-AUN-RIHED: Tripartite QA Synergistic Relationship**

SEAMEO RIHED, AUN and AQAN, with the kind cooperation from the Office of Higher Education Commission, Thailand, held the workshop AQAN-AUN-RIHED: Three Tripartite QA Synergistic Relationship on 15 June 2010. This Synergistic Relationship workshop will promote cross-organisational collaboration in Southeast Asian higher education quality assurance. The workshop will promote the co-operation between three agencies and will provide a session for all agencies to present their QA activities work plan and discuss on the next step to fulfill the as yet unattended aspects of QA.



# CONCEPTUAL MAP ON REGIONAL QUALITY ASSURANCE AQAN-AUN-RIHED



- **Workshop on Quality Assurance for the University Administrators in the Greater Mekong Sub-region**

SEAMEO RIHED also conducted a Workshop on Quality Assurance for the University Administrators in the Greater Mekong Sub-region (GMS). This workshop provided university administrators, lecturers and officials of the GMS with knowledge and skills to further develop the QA system of their respective higher education institutions and encouraged greater use of resource persons from SEAMEO member countries to assist with development of QA systems in the GMS. The first workshop was held at University of Mandalay, Myanmar from 16 to 18 November 2009. Twenty-five university administrators and officials responsible for quality assurance in Myanmar attended the three-day workshop. After the workshop, SEAMEO RIHED will organise a further program, An Educational Visit Programme for Myanmar High Officials Delegation to Thailand on Quality Assurance on Higher education, for the Ministry of Education of Myanmar.



### **1.3) Credit Transfer System**

As one of the key mechanisms to promote a long-term mobility programme in Southeast Asia, the development of a credit transfer system has always been on top of the harmonisation agenda. The success of student mobility can be assured by the compatibility of study programmes, which is usually determined in terms of content, structure and the alignment of credit weightings.

- **The Development of the Regional Credit Transfer System**

The development of the credit transfer system for Southeast Asian countries will make it simpler to compare the different study programmes, qualifications and higher education systems from the region. It was agreed at the 3<sup>rd</sup> Meeting of Director General/Secretary General and Commissioners responsible for Higher Education, held on 29 January 2009, that Thailand and SEAMEO RIHED would take up the key role of developing a Southeast Asian Credit Transfer System template, based on the existing UMAP Credit

Transfer System. The new proposed Southeast Asian Credit Transfer System will act as the main mechanism to promote and facilitate mobility programmes across the sub-region.

SEAMEO RIHED conducting the South-East Asian Policy Forum: Regional Credit Transfer System: Lessons Learnt from UCTS, during the UCTS International Conference. The 2010 UCTS conference, New Dynamics of Student Mobility and UMAP Credit Transfer Scheme: Connecting the Asia-Pacific Higher Education, was held in Bangkok, Thailand 28 to 30 June 2010. The Office of Higher Education Commission (Thailand), UMAP, ASEAN University Network (AUN) and SEAMEO RIHED jointly hosted the conference. The Southeast Asian Policy Forum proposed the Six Recommended Key Principles for Credit Transfer in Proposing SEA-CTS. The characteristics of the key principles are summarised below:

- 1) To use for credit transfer in higher education program
- 2) To transfer credits for courses or groups of courses in higher education programs or equivalent
- 3) A grade shall not be lower than C or 2.00 score level or equivalent for Bachelor degree, and not be lower than B or 3.00 score level or equivalent or the S score level for graduate degree
- 4) Contents shall cover less than three quarters of individual courses or groups of courses to be equated with
- 5) In bachelor degree, transferred credits shall not be more than one third of the total credits of the study programs into which to transfer
- 6) A transferred credit will not be included in the calculation for the cumulative grade point average (Optional).

The Six Recommended Key Principles for Credit Transfer in Proposing SEA-CTS will be tabled for discussion at the 5<sup>th</sup> Meeting of Director General/Secretary General/Commissioner of Higher Education in Southeast Asia to be held in early 2011 in Nha Trang, Vietnam.



### **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 meeting was first held in 2005 and addresses 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. The following three events were held in 2007, 2009 and 2010 in Malaysia, Thailand and Indonesia respectively.



#### **The 4th Meeting of Director General/ Secretary General/ Commissioner of Higher Education in Southeast Asia**

The Ministry of National Education, Indonesia and SEAMEO RIHED conducted the meeting in Jakarta, Indonesia on 11 March 2010. The meeting focused on regional future collaboration in the following four areas:

**1) Student Mobility:** The area of student mobility is an important issue which SEAMEO RIHED in collaboration with Malaysia, Indonesia and Thailand, agreed to push forward through the implementation of the M-I-T Project. SEAMEO RIHED planned to review the progress of this project in early 2011 with a view to expanding the scope of the programme. SEAMEO RIHED has drafted a proposal to explore the feasibility of inviting the ASEAN+3 countries to join the M-I-T Project.

**2) Executive Development:** Malaysia agreed to be the lead country in implementing an Executive Leadership Programme, by launching one or two pilot Executive Development courses in 2010. The Meeting agreed that the pilot courses should target members of university boards and be customised to specific needs. Participants will be recruited and selected from interested countries. AKEPT (Higher Education Leadership Academy of Malaysia) will act as the focal point in putting this plan into action.

**3) E-Learning and Mobile Learning Programme:** Indonesia and SEAMOLEC are the leaders in implementing e-learning and mobile learning programme. The project focuses on collecting digital contents of the five study areas that are the focus of the M-I-T Student Mobility Project (agriculture, language and culture, hospitality and tourism, international business and food science and technology). This will enhance the long-term interaction of quality assurance, student mobility and e-learning.

**4) Research Clusters:** Thailand proposed a Three-Year roadmap for promoting research clusters in the Southeast Asian region. The Roadmap will focus on building up key platforms, namely research assessment exercise, research publications, academic research clusters and the possibility of establishing an ASEAN Citation Index. Thailand will take the lead by organising the Research Cluster Exploration Conference in Bangkok in November 2010. This Conference will share and exchange information on national research management systems, build up the research culture among ASEAN member countries and encourage increased research clusters collaboration between Thai universities and ASEAN member countries. A roundtable meeting will be held in addition to the Conference, aiming to initiate the ASEAN Citation Index, to identify areas of common interest for future collaboration, and to determine the next step for future collaboration.

#### **The 5th Meeting of Director General/Secretary General/Commissioner of Higher Education in Southeast Asian Region**

The Fifth Meeting will be held in 2011. In addition, SEAMEO RIHED will consider the possibility of inviting the ASEAN+3 countries to join the Fifth Meeting.

## **Evolution of the Meeting of Director Generals / Secretary General/ Commissioner of Higher Education in Southeast**

<b>The First Meeting in 2005</b>	<b>The Second Meeting in 2007</b>	<b>The Third Meeting in 2009</b>
<ul style="list-style-type: none"><li>• <b>Discussion on Future Collaboration</b><ul style="list-style-type: none"><li>• University Governance</li><li>• Capability Building</li><li>• Research Collaboration</li><li>• Quality Assurance</li><li>• Staff and Students Exchange</li><li>• Financing of Higher Education</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Discussion on Future Collaboration</b><ul style="list-style-type: none"><li>• The Observation on the Bologna Process</li><li>• ASEAN Quality Framework and Curriculum Development</li><li>• Student Mobility Enhancement</li><li>• Leadership Development Programme</li><li>• E-Learning and Mobile Learning Programme</li><li>• ASEAN Research Clusters in Science and Technology</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>The establishment of a harmonization process</b></li><li>• Credit Transfer System</li><li>• Quality Assurance Framework and Qualification Framework</li><li>• Diploma Supplement</li><li>• Research Cluster</li><li>• Leadership Development Program</li><li>• E-Learning and Mobile Learning Program</li></ul>
<b>The Fourth Meeting in 2010</b>		
<ul style="list-style-type: none"><li>• <b>Agreement on Future Collaboration</b><ul style="list-style-type: none"><li>• Student Mobility</li><li>• Executive Development</li><li>• E-Learning and Mobile Learning</li><li>• Research Cluster</li></ul></li></ul>		

## **FUTURE DIRECTIONS**

SEAMEO RIHEDs main strategy, Partnership on Research Driven Activities, sets the future direction of the Centre's Higher Education Research Programme around the following areas:

- 1) Harmonisation of Higher Education in Southeast Asia
- 2) University Management and Governance
- 3) Quality Assurance of Higher Education, and
- 4) Leadership Development Programme.

Higher Education Training and Development Programmes are also one of the main functions of the centre. The training activities will be organised based on the knowledge gained from SEAMEO RIHED research activities. The training activities themselves will also serve as learning instruments. Collected data and information will be used further in the Centre's research projects.

Higher Education Seminars and Conferences are activities that provide opportunities for higher education scholars, educators and administrators in the region to be able to meet, share and learn from their colleagues and from the experts in their respective areas.

SEAMEO RIHED also disseminates Higher Education Information and Documentation in the form of research findings and seminar and conferences proceedings. These are shared with all parties interested in higher education including higher education institutions, Ministries and Government Departments, and the general public.

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 be 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 14<sup>th</sup> SEAMEO RIHED Governing Board Meeting from 28-29 September 2006 in Phnom Penh, Cambodia and was approved at the 42<sup>nd</sup> 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 centers, 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 5<sup>th</sup> Regional Workshop on Institutional Restructuring in Higher Education in Asia
- 1.2) Workshop on Quality Assurance for the University Administrators in the Greater Mekong Subregion
- 1.3) Workshop on Benchmarking Exercise for the 2009 Rating system of Malaysian Higher Education Institutions
- 1.4) The Third SEAMEO RIHED-AGB Programme: A Short Course on University Governance and Development
- 1.5) Workshop on Design and Management of Higher Education Systems: The role of steering policies and governance reforms in the management of higher education

### **2) RESEARCH PROJECT**

- 2.1) A Study on Quality Assurance Models in Southeast Asia

### **3) CLEARING HOUSE AND PUBLICATIONS**

- 3.1) The Report of the 2<sup>nd</sup> SEAMEO RIHED-AGB Educational Programme to the United States of America: University Governance for Members of University Council and University Administrators
- 3.2) SEAMEO RIHED's Bulletin
- 3.3) SEAMEO RIHED's e-Library and Website

### **4) SEMINARS AND CONFERENCES**

- 4.1) The Regional Seminar on Student Mobility in Southeast Asian Countries
- 4.2) The 1<sup>st</sup> Meeting of M-I-T (Malaysia-Indonesia-Thailand) on Student Mobility Programme: A Pilot Project
- 4.3) The 2<sup>nd</sup> Meeting of M-I-T on Student Mobility Programme
- 4.4) The Open Seminar on the US University Governance: Experiences from the 2<sup>nd</sup> SEAMEO RIHED-AGB Educational Visit to the United States of America
- 4.5) The 3<sup>rd</sup> Meeting of M-I-T on Student Mobility Programme: International Relations Officers Meeting
- 4.6) The Roundtable Meeting on "The U.S. Economic Crisis and its impact on Higher Education: A case study of University of Los Angeles (UCLA)
- 4.7) The Meeting of AQAN-AUN-RIHED: Tripartite QA Synergistic Relationship
- 4.8) The 4<sup>th</sup> Meeting of Director General/ Secretary General/ Commissioner of Higher Education in Southeast Asian Region
- 4.9) The South-East Asian Policy Forum: Regional Credit Transfer System: Lessons Learnt from UCTS



## 1) TRAINING AND DEVELOPMENT PROGRAMMES

### 1.1) The 5<sup>th</sup> Regional Workshop on Institutional Restructuring in Higher Education in Asia



#### Date and Venue:

28 July to 1 August 2009 at the Universiti Malaysia Sabah, Kota Kinabalu, Sabah, Malaysia



#### Organisers:

The Department of Higher Education, Ministry of Higher Education, Malaysia; Universiti Malaysia Sabah; International Institute for Educational Planning (IIEP); UNESCO Bangkok and SEAMEO RIHED



In cooperation with the International Institute for Education Planning (IIEP, UNESCO Paris), SEAMEO RIHED conducted a research project to study the restructuring process of higher education and its effects on higher education institutions and higher education systems in Asia. These studies were conducted by country coordinators and national teams in 2001 and focused on both the implementation and difficulties encountered as a result of the restructuring process, as well as the effects of the globalisation.



After the completion of the studies, a policy forum was organised to share the findings. The Policy Forum Workshop, in Hue University in Vietnam disseminated the findings of national teams to the public. From 2005 to 2008, four workshops were subsequently organised in the Philippines, Lao PDR, Cambodia and Myanmar, respectively. These Workshops introduced university administrators in Southeast Asia to the process of higher education restructuring, its effects and best practices adopted by higher education institutions across the region.



In 2009, with the close cooperation with Dr. N. V. Varghese from IIEP and Prof. Dr. Molly Lee from UNESCO, Bangkok, the 5<sup>th</sup> SEAMEO RIHED-IIEP Regional Workshop on Institutional Restructuring in Higher Education in Southeast Asia was organised at the Universiti Malaysia Sabah, Kota Kinabalu, Sabah, Malaysia, on 28 July to 1 August 2009. The Workshop was co-organised by the Department of Higher Education, Ministry of Higher Education, Malaysia; Universiti Malaysia Sabah, the IIEP and SEAMEO RIHED. Fourteen invited participants attended the workshop from Cambodia, Indonesia, Lao PDR, Myanmar, the Philippines, Thailand and Vietnam. A further ten participants from Thailand were invited on a fee-basis.

The workshop covered issues of;

- an overview of higher education in Malaysia;
- globalisation and cross-border education;
- quality assurance and its implications in higher education;
- a common space in higher education in Southeast Asia;
- institutional autonomy and university governance in Southeast Asia;
- higher education indicators;
- leadership development in higher education;
- financial and resource allocation mechanisms and strategies;
- strategies for resource mobilisation and student loans;
- the use of ICT and quality assurance;
- staff development and the engagement of key persons in institutional restructuring and university governance.



## **1.2) Workshop on Quality Assurance for the University Administrators in the Greater Mekong Subregion**

**Date and Venue:** 16 to 18 November 2009, University of Mandalay, Myanmar



### **Organisers:**

The Ministry of Education, Myanmar; the Commission on Higher Education (Philippines); Office of Higher Education Commission (Thailand); and SEAMEO RIHED



SEAMEO RIHED in collaboration with the Ministry of Education, Myanmar proposed a 'Workshop on Quality Assurance for the University Administrators in the Greater Mekong Sub-region' in 2008. The Workshop was postponed until 16 to 18 November 2009 at the University of Mandalay.

The main objectives of the Workshop were:

- 1) to provide university administrators, lecturers and officials from Myanmar with knowledge and skills to further develop their own respective QA systems within their higher education institutions;
- 2) to update the university administrators and senior officials on the latest development of best practices in QA through different experiences and variations of QA systems in Malaysia, the Philippines and Thailand; and
- 3) to encourage greater use of resource persons from SEAMEO member countries to help assist the development of QA systems in the Greater Mekong Sub-region.

Twenty-five university administrators and officials responsible for quality assurance in Myanmar attended the three-day workshop. Two speakers were sponsored to join the event, Dr. Libertad P Garcia, Director of Quality Assurance Office, CHED (Philippines) and Prof. Dr. Somwang Pitiyanuwat, Director of Office of National Education Standards and Quality Assessment (ONESQA), Thailand, with the kind cooperation of the Commission on Higher Education (Philippines) and Office of Higher Education Commission (Thailand).



### **1.3) Workshop on Benchmarking Exercise for the 2009 Rating system of Malaysian Higher Education Institutions**

**Date and Venue:** 22 January 2010, Office of Higher Education Commission Building, Bangkok, Thailand



**Organisers:** The Malaysian Qualifications Agency (MQA) and SEAMEO RIHED

On 22 January 2010, SEAMEO RIHED introduced SETARA'09 (or the MQA Rating System for Higher Education Institutions in Malaysia for 2009) to Thai scholars and educators at the Office of Higher Education Commission, Thailand, with the cooperation of The Malaysian Qualifications Agency (MQA).

The workshop allowed the Thai Scholars and Educators to learn about the rating system of Malaysian Higher Educational Institutions. SETARA'09 has been developed as an instrument to rate the quality of teaching and learning at the undergraduate level in higher educational institutions, both public and private. This is a tool in meeting the Malaysian Government's aspiration to become a hub for higher education excellence. Fifty-five Thai participants had an open discussion session in order to exchange ideas and make recommendations with Prof. Dr. Muhamad, Jantan, Director of Corporate and Sustainable Development Division, University of Science Malaysia, SETARA'09 Committee and the Committee members.

## **1.4) The Third SEAMEO RIHED-AGB Programme: A Short Course on University Governance and Development**

**Date and Venue:** 18 to 28 March 2010, Orlando and Chicago, the United States of America



### **Organisers:**

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



2010 is the third year which SEAMEO RIHED and the Association of Governing Boards of Universities and Colleges (AGB) organised a Short Course on University Governance and Development. The course brought chairmen, vice chairmen, members of university council, presidents and senior university administrators from Thailand (35 participants) to six higher education institutions in Orlando and Chicago. Higher Education Institutions visited included Rollins College; University of Central Florida; Brevard Community College; University of Chicago; University of Illinois, Chicago; and DePaul University; and also to attend the 2010 AGB's National Conference on Trusteeship in Orlando, Florida.

The key objective of the programme was to allow senior university administrators and members of university councils to participate in professional development activities, which improved their insights and knowledge of recent development in US University Governance.

The main output of the event is the report of the 3<sup>rd</sup> SEAMEO RIHED-AGB Programme-A Short Course on University Governance and Development which will be completed by late 2010. The report will share the knowledge about the US university governance and university council with the public.

## **1.5) Workshop 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:** 21 to 22 June 2010 at Bangkok, Thailand



### **Organisers:**

International Institute for Educational Planning (IIEP); UNESCO Bangkok  
and SEAMEO RIHED



On 21 to 22 June 2010, the International Institute for Educational Planning (IIEP); UNESCO Bangkok and SEAMEO RIHED organised a Workshop on Design and Management of Higher Education Systems: The role of steering policies and governance reforms in the management of higher education in Bangkok, Thailand. The workshop aimed to discuss the appropriate methodology for carrying out case studies on governance

and management of higher education. The research programme is thus an effort to analyse both the reform measures and their effectiveness in varying development and regional contexts, and at both the national and institutional levels. The first phase of the research focuses on Cambodia, China, Indonesia, Japan and Vietnam.

Fifteen participants at the workshop came from Department of Higher Education of MoEYS and University of Battambang, Cambodia; Institute of Higher Education of the East China Normal University, China; Board of Higher Education, MoHE, Indonesia; Research Institute for Higher Education, University of Hiroshima, Japan; and SEAMEO RETRAC, Vietnam (mainly research team members). There were also representatives from IIEP, UNESCO Bangkok and SEAMEO RIHED.

After the meeting, all research team members were requested to review the governance reforms and universities selected for in depth study for the impact of governance reforms on case universities. It will be followed by the development of the instrument, identifying persons to interview by questionnaires, collection of data, data analysis and submission of first complete draft of the report at the end of October 2010. The meeting to discuss the draft report has tentatively set up on 10-12 November 2010 at SEAMOLEC, Vietnam.

## 2) RESEARCH PROJECT

### 2.1) A Study on Quality Assurance Models in Southeast Asia

**Date and Venue:** June 2010 to July 2011



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

Approved at the 17<sup>th</sup> SEAMEO RIHED Governing Board Meeting, this project conducted a Study on Quality Assurance Models in Southeast Asia, to collect information on the various quality assurance approaches existing in Southeast Asia, and to examine the possibility of setting up an **ASEAN Quality System**. In addition, SEAMEO RIHED is hoping that this study will help to facilitate the increasing higher education activities relating to quality assurance in the region.

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 provide the information on the following areas of quality assurance in 10 countries;

- 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

Current progress shows that representatives from the National Accreditation Agency for Higher Educationn (BAN-PT), Indonesia, Malaysia Qualification Agency (MQA), Accreditation Committee of Cambodia (ACC), and Department of Higher Education, Ministry of Education, Lao PDR have completed their questionnaires. For Brunei Darussalam National Accreditation Council, Office of Quality Management, Commission on Higher Education, the Philippines, Office of National Education Standard and Quality Assessment, Thailand, and Quality Assurance, Higher Education Division, Ministry of Education, Singapore, the questionnaires are under the process.

Different QA approach and system from the other ASEAN Countries, the separate set of questionnaires have been implemented for the suitability of Quality Assurance context of Myanmar, Singapore and Vietnam. Momentarily, SEMEO RIHED is seeking the right representatives from Myanmar and Vietnam to further request for their contribution and participation with the Study.

It is planned that all surveys will be completed by December 2010 and will be presented in the Regional Seminar on Quality Assurance in Southeast Asia (The back to back seminar of the 18<sup>th</sup> SEAMEO RIHED Governing Board) to support the results of the survey.

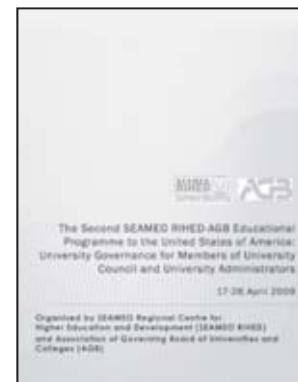
### 3 ) CLEARING HOUSE AND PUBLICATIONS

#### **3.1) The Report of the 2<sup>nd</sup> SEAMEO RIHED-AGB Educational Programme to the United States of America: University Governance for Members of University Council and University Administrators**

It has been our second year already to organise the educational programme to the US, in corporation with the Association of Governing Boards of Universities and Colleges (AGB). SEAMEO RIHED took a great pleasure in bringing chairmen, vice chairmen, members of university council, presidents and senior university administrators from Thailand to visit higher education institutions in the US and also to attend the 2009 AGB's National Conference on Trusteeship in San Diego. As was last year, the key objective of the 2009 programme was to provide the opportunity for senior university administrators and members of university councils to participate in professional development activities to improve their insights as well as knowledge on recent and current development of US University Governance.

The Report of the 2<sup>nd</sup> SEAMEO RIHED-AGB Educational Visit to the USA: University Governance for Members of University Council and University Administrators was prepared with the belief that it will be beneficial to stakeholders interested in the issue of university governance – both the members of university councils and the university administrators. It is also a part of SEAMEO RIHED's material in the Open Seminar on University Governance for Members of University Council and University Administrators in Thailand: Experience from the 2<sup>nd</sup> Educational Visit to the USA, in which we hope to disseminate the information and to share the knowledge about the US university governance and university council with the public.

The report summed up discussions during the 5 institutional visits on different governance structures and the important role of governing board members in the university governance. The report also included the reflections from some distinguished participants on US University Governance and its' applicability for Thai university system.



### **3.2) 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.



### **3.3) 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](http://www.rihed.seameo.org).



## 4) SEMINARS AND CONFERENCES

### 4.1) The Regional Seminar on Student Mobility in Southeast Asian Countries

**Date and Venue:** 18 August 2009 at Kuala Lumpur, Malaysia

**Organiser:** The Department of Higher Education, Ministry of Higher Education, Malaysia and SEAMEO RIHED.



The Regional Seminar on Student Mobility in Southeast Asia was held as a back-to-back seminar of the 17<sup>th</sup> SEAMEO RIHED Governing Board Meeting. It was convened at The Impiana KLCC Hotel & Spa, Kuala Lumpur, Malaysia on 18 August 2009, with the kind support from the Department of Higher Education, Ministry of Higher Education, Malaysia. This seminar aimed to share and update relevant information on student mobility in Southeast Asian region. All the presentations in the seminar were delivered by either SEAMEO RIHED Governing Board Members or their representatives.



In addition to the presentation on the background of higher education system in nine countries; the current status of student mobility in higher education in each country; and the future direction were also highlighted.

More than 50 university administrators and scholars from Malaysia attended the event. Papers and Presentations on the Regional Seminar can be accessed through <http://www.rihed.seameo.org/mbseminar>



## **4.2) The 1<sup>st</sup> Meeting of M-I-T (Malaysia-Indonesia-Thailand) on Student Mobility Programme: A Pilot Project**

**Date and Venue:** 28 August 2009 at Office of Higher Education Commission, Thailand

**Organiser:** The Department of Higher Education, Ministry of Higher Education, Malaysia; Directorate General of Higher Education, Ministry of National Education, Indonesia; the Office of Higher Education Commission, Thailand, and SEAMEO RIHED.



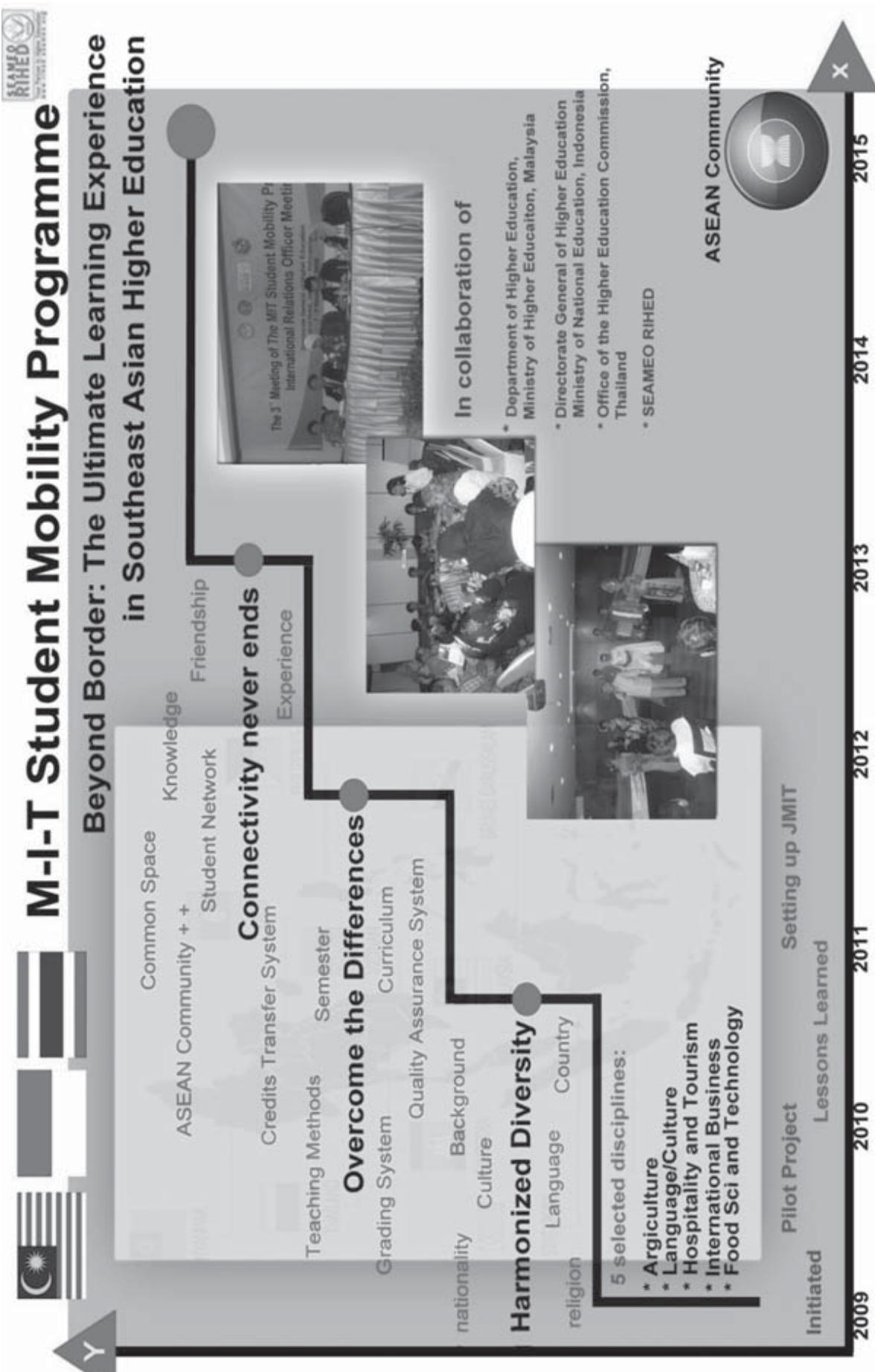
The Preliminary Meeting on Student Mobility Programme in Malaysia-Indonesia-Thailand: A Pilot Project, was held in Bangkok, Thailand, on 28 August 2009. The event was convened to move forward the proposal of a mobility programme among the pilot countries. The outputs from the Meeting will be used to develop a Roadmap for Student Mobility and Credit Transfer System, which was the assignment tasked to SEAMEO RIHED by H.E. Mr. Jurin Laksanawisit, Minister of Education (Thailand) and President of SEAMEO Council.

The event was held thanks 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; the Office of Higher Education Commission, Thailand, and the SEAMEO RIHED. It was also attended by key persons of higher education in the three countries namely, Dr. Sumate Yamnoon, Secretary General, Dr. Chantavit Sujatanond, Deputy Secretary General and representatives from the Bureau of International Strategy, Office of Higher Education Commission (Thailand), Prof. Dr. Rujhan Mustafa, Deputy Director General, Department of Higher Education, Ministry of Higher Education (Malaysia), Prof. Dr. Illah Sailah, Director of Academic Affairs, Directorate General of Higher Education, Ministry of National Education (Indonesia) and Prof. Dr. Ir. Didik Sulistyanto, Education Attaché, Indonesian Embassy, Bangkok, Prof. Dr. Supachai Yavaprabhas, Director of SEAMEO RIHED, and Dr. Nopraenue S. Dhirathiti, Senior Specialist (Higher Education Research), SEAMEO RIHED.





During the course of discussion, matters of particular interest included the selected mobility areas, the length of the mobility period, the use of the UCTS, support from the host/home government, language preparation, and the targeted number of students to participate in the pilot programme. The meeting came to a mutual understanding that the programme is to be launched for undergraduate students in 2010. The meeting also agreed on the selected disciplines are following areas: 1) Agriculture, 2) Language/Culture, 3) Hospitality and Tourism, 4) International Business, and 5) Food Science and Technology. And the duration of the mobility programme should be carried out for at least 1 semester. The Meeting also requested SEAMEO RIHED to bring up the issue on harmonising academic calendar in the SEAMEO meetings to encourage more mobility in the future.



### **4.3) The 2<sup>nd</sup> Meeting of M-I-T on Student Mobility Programme**

**Date and Venue:** 15-16 October 2009 in Bangkok, Thailand

**Organiser:** The Department of Higher Education, Ministry of Higher Education, Malaysia; Directorate General of Higher Education, Ministry of National Education, Indonesia; the Office of Higher Education Commission, Thailand, and SEAMEO RIHED.



The 2<sup>nd</sup> Meeting of M-I-T Student Mobility Programme in Malaysia-Indonesia-Thailand: A Pilot Project, was held during 15-16 October 2009 in Bangkok, Thailand. With the aim to identify and compare course syllabus among participating universities. Universities attending the event included

**6 Malaysian universities:** 1) Universiti Kebangsaan Malaysia, 2) Universiti Malaya, 3) Universiti Putra Malaysia, 4) Universiti Sains Malaysia, 5) Universiti Teknologi Malaysia, 6) Universiti Teknologi MARA; **10 Indonesian universities:** 1) Ahmad Dahlan University, 2) Binus University, 3) Bogor Agricultural University, 4) Christian Matanatha University, 5) Gajah Mada University, 6) Indonesia University, 7) ISI Denpasar, 8) Sebelas Maret University, 9) Sriwijaya University, 10) Trisakti School of Hospitality and Tourism; and **5 Thai universities:** 1) Kasetsart University, 2) Thammasat University, 3) Prince of Songkla University, 4) Mahidol University, 5) Mae Fah Luang University (all universities selected by the respective Department and Office of Higher Education in Indonesia, Malaysia and Thailand), in five selected disciplines as: 1) Agriculture, 2) Language and Culture, 3) Hospitality and Tourism, 4) International Business, and 5) Food Science and Technology.

In most of the selected five disciplines, participating universities came to a preliminary agreement on the numbers and duration preferred for outgoing and incoming students to participate in the programme. Targeted number of students in the pilot programme is 25 outgoing students will be targeted from each country (150 students in total for the 2010 pilot programme).



#### **4.4) The Open Seminar on the US University Governance: Experiences from the 2<sup>nd</sup> SEAMEO RIHED-AGB Educational Visit to USA**

**Date and Venue:** 20 November 2009 in Bangkok, Thailand

**Organiser:** The Office of Higher Education Commission, Thailand, and SEAMEO RIHED



After the completion of the 2<sup>nd</sup> SEAMEO RIHED-AGB Educational Visit to the United States of America in 2009, all participants from the educational visit and SEAMEO RIHED agreed to conduct the 'Open Seminar on the US University Governance: Experiences from the 2<sup>nd</sup> SEAMEO RIHED-AGB Educational Visit to USA during 20<sup>th</sup> November 2009 in Bangkok, Thailand. This Open Seminar aimed to share the knowledge about the US university governance and university council with the Thai Scholars.

Many key persons of Thai higher education university governance who participated in the education visit acted keynote speakers at the open seminar. For instance, Prof. Dr. Wichit Srisa-an, the former Minister of Education and Chairman of Suranaree University of Technology Council, Walailak University Council and Sukhothai Thammathirat Open University Council; Mr. Prachuab Chaiyasarn, the former Minister of University Affairs, former Minister of Foreign Affairs and Chairman of Ramkhamheang University Council; Assoc. Prof. Dr. Noranit Setabutr, Chairman of Nakhon Pathom Rajabhat University Council; and also Assoc. Prof. Dr. Kanchit Malaivongs, Chairman of Sripathum University Council.

Two hundred and fifty (250) participants, who are governing board members of University Council and senior administrators of Thai Higher Education Institutions, attended the event. In the seminar, SEAMEO RIHED disseminated to the participants 'the Report of the 2<sup>nd</sup> SEAMEO RIHED-AGB Educational Programme to the United States of America: University Governance for Members of University Council and University Administrators'.

#### **4.5) The 3<sup>rd</sup> Meeting of M-I-T on Student Mobility Programme: International Relations Officers Meeting**

**Date and Venue:** 7-9 December 2009 at Jakarta, Indonesia

**Organiser:** The Department of Higher Education, Ministry of Higher Education, Malaysia; Directorate General of Higher Education, Ministry of National Education, Indonesia; the Office of Higher Education Commission, Thailand, and SEAMEO RIHED.



The Directorate General of Higher Education, Ministry of National Education, Indonesia, hosted the 3<sup>rd</sup> Meeting of MIT Student Mobility Programme: International Relations Officers Meeting during 7-9 December 2009 at Jakarta, Indonesia. The meeting was aimed at generating the ideas on the M-I-T mobility programme, discussing emphatically on the possible alignment of mobility period, number of students, subjects to prefer in each area and also sharing the best practice among international relation officers from each country. The numbers of participants were 16 Malaysian participants, 13 Thai participants and 35 Indonesian participants.



Participating universities in each selected discipline were as follows:

**1) Agriculture:** 6 Participated Universities are Malaysia- Universiti Putra Malaysia; Indonesia- Bogor Agricultural University, Universitas Sebelas Maret, Universitas Gajah Mada, Universitas Sriwijaya; and Thailand- Kasetsart University.

**2) Language/ Culture:** 12 Participated Universities are Malaysia- Universiti Malaya, Universiti Sains Malaysia, Universiti Teknologi Malaysia, Universiti Teknologi MARA; Indonesia- Ahmad Dahlan University, Binus University, Maranatha University, Indonesia University, ISI Denpasar, ISI Surakarta; and Thailand- Chulalongkorn University, Thammasat University.

**3) Hospitality and Tourism:** 6 Participated Universities are Malaysia- Universiti Putra Malaysia, Universiti Teknologi MARA; Indonesia- Sekolah Tinggi Pariwisata Trisakti, Binus University, Universitas Pendidikan Indonesia; and Thailand- Prince of Songkla University.

- 4) International Business:** 8 Participated Universities are Malaysia- Universiti Kebangsaan Malaysia, Universiti Sains Malaysia, Universiti Putra Malaysia, Universiti Teknologi MARA, Universiti Malaya; Indonesia- Binus University, University of Indonesia; and Thailand: Mahidol University.
- 5) Food Science and Technology:** 5 Participated Universities are Malaysia- Universiti Sains Malaysia, Universiti Putra Malaysia, Universiti Teknologi MARA; Indonesia- Bogor Agricultural University; and Thailand: Mae Fah Luang University.

In this meeting, participating governments and HEIs reaffirmed their commitments to launch the M-I-T project in the upcoming 2010 academic year. All parties agreed, in principle, on the number of students each university will send and receive as well as on the timing and preferred system of credit transfer. Some universities have already identified the list of students for the next 3 years. The Meeting also exchanged information on international relations officers, facilities such as accommodation, orientation programmes and VISA application procedures for visiting students. The next M-I-T Meeting on Student Mobility Programme will be held on 2011.



#### **4.6) The Roundtable Meeting on the U.S. Economic Crisis and its impact on Higher Education: A case study of University of California Los Angeles (UCLA)**

**Date and Venue:** 12 February 2010 at Office of Higher Education Commission, Thailand

**Organiser:** SEAMEO RIHED

In the occasion to commemorate SEAMEO RIHED's 17<sup>th</sup> founding anniversary, SEAMEO RIHED organised the roundtable meeting on 12 February 2010 with a small group of thirty Thai higher education administrators to exchange knowledge and ideas on the U.S. Economic Crisis and its impact on Thai Higher Education. Entitled Encountering with Impact: U.S. Government Policies on U.S. Higher Education; Solutions to the Crisis for Universities: Role of Universities' Administrators and Students; and Lessons Learned for Universities in Thailand with Dr Surachai Lorchareonsari from University of California, Los Angeles and Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director.

#### **4.7) The Meeting of AQAN-AUN-RIHED: Tripartite QA Synergistic Relationship**

**Date and Venue:** 15 June 2010 at SEAMEO RIHED Office



**Organiser:** ASEAN Quality Assurance Network, ASEAN University Network and SEAMEO RIHED

In order to propose the establishment of cross-organisational collaborations in the area of quality assurance (QA) in higher education in Southeast Asia, SEAMEO RIHED, AUN and AQAN with the kind cooperation from the Office of Higher Education Commission, Thailand, will hold the workshop on AQAN-AUN-RIHED: 3 Tripartite QA Synergistic Relationship on 15 June 2010. The Synergistic Relationship Workshop will promote the cooperation between three

agencies on quality assurance and will provide a session for all agencies to present their QA activities work plan and discuss on the next step to fulfill the unattended aspects of QA.



During the meeting, the President of AQAN, the Director of SEAMEO RIHED and the Executive Director of AUN Secretariat signed a Partnership Statement to establish cross-organisational collaborations in quality assurance (QA) in higher education in Southeast Asia.

#### **4.8) The 4<sup>th</sup> Meeting of Director General/ Secretary General/ Commissioner of Higher Education in Southeast Asian Region**

**Date and Venue:** 11 -12 March 2010 at the Directorate General of Higher Education Office, Ministry of National Education, Jakarta, Indonesia.



**Organiser:** The Directorate General of Higher Education, Ministry of National Education, Indonesia and SEAMEO RIHED.



The 4<sup>th</sup> Meeting of Director General/Secretary General/ Commissioner of Higher Education in Southeast Asian Region was attended by the Director General, Secretary General and Commissioner of Higher Education as well as country representatives from Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam. The Meeting was also attended by the

Director of SEAMEO SEAMOLEC, senior officers of the Directorate General of Higher Education Office, Indonesian Ministry of National Education, and the Director of SEAMEO RIHED and SEAMEO RIHED staffs. The meeting had an intensive discussion on the regional future collaboration in 4 main areas are:

- 1) Student Mobility:** The area of student mobility is an important issue which SEAMEO RIHED in collaboration with Malaysia, Indonesia and Thailand agree to push forward the implementation of the M-I-T Project and has a plan to review the progress and outcome of this project in the beginning of next year for expanding the scope of . SEAMEO RIHED drafted a proposal to explore the feasibility of inviting the ASEAN +3 countries, namely Japan, Korea and China to join M-I-T Project.
- 2) Executive Development:** Malaysia agrees to be a lead country in implementing Executive Leadership Programme by launching one or two pilot Executive Development courses in 2010. The Meeting also agreed that the pilot courses should be customised and targeted on members of the university boards. Participants will be recruited and selected from interesting countries. AKEPT (Higher Education Leadership Academy of Malaysia) will act as the focal point in putting this plan into action.
- 3) E-Learning and Mobile Learning Programme:** Indonesia and SEAMOLEC are the leaders in implementing e-learning and mobile learning programme. The project is designed to focus on collecting digital contents in 5 study areas which are the focus of the M-I-T Student Mobility Project, namely, agriculture, language/ culture, hospitality and tourism, international business and food science and technology. In this regard, it

is aimed at enhancing the interaction among quality assurance, student mobility and e-learning in the long run.

- 4) **Research Clusters:** Thailand proposed on setting up the 3-year roadmap for promoting research clusters in Southeast Asian Region. The roadmap will focus on building up the key platforms, namely research assessment exercise, research publications, especially the possibility to establish 'ASEAN Citation Index', as well as academic research clusters. Thailand will take the lead to promote ASEAN Research Clusters started by organising the Research Cluster Exploration Conference in Bangkok in November 2010. The main objectives of the Conference is to share and exchange information on national research management system and the working towards building up research culture among ASEAN member countries as well as to encourage the increased collaboration on research clusters between Thai universities and ASEAN member countries. In addition to the Conference, a roundtable meeting will be held aiming to set up 3-year roadmap promoting ASEAN Research Clusters to initiate 'ASEAN Citation Index' in particular areas, to Identify areas of common interest for future collaboration, and to determine platforms and next step for future collaboration in order to promote ASEAN research clusters.

The 5th Meeting of Director General/Secretary General/Commissioner of Higher Education in Southeast Asian Region will be held in the year 2011. In addition, SEAMEO RIHED will consider the possibility to invite ASEAN+3 countries to join the 5th Meeting.



#### **4.9) The South-East Asian Policy Forum: Regional Credit Transfer System: Lessons Learnt from UCTS**

**Date and Venue:** 29-30 June 2010 at Bangkok, Thailand

**Organiser:** The Office of Higher Education Commission, Thailand, University Mobility in Asia and the Pacific (UMAP), ASEAN University Network (AUN) and SEAMEO RIHED



**UMAP**  
University Mobility  
in Asia and the Pacific



At the sub-regional level in Southeast Asia, the development of the credit transfer system for countries in this region is another infrastructure which will enhance the future comparability of different study programmes and higher education systems. Therefore, it was agreed during the 3<sup>rd</sup> Meeting of Director General/Secretary General and Commissioner responsible for Higher Education, which was held on 29 January 2009, that Thailand and SEAMEO RIHED will be taking up the key role in developing a template of Southeast Asian Credit Transfer System, based on the existing UMAP Credit Transfer System. The new proposed Southeast Asian Credit Transfer System is believed to be the main mechanism to promote and facilitate mobility programmes across the sub-region.

SEAMEO RIHED takes the lead in conducting the South-East Asian Policy Forum: Regional Credit Transfer System: Lessons Learnt from UCTS, at the UCTS International Conference 2010, New Dynamics of Student Mobility & UMAP Credit Transfer Scheme: Connecting the Asia-Pacific Higher Education. This conference was hosted by the Office of Higher Education Commission (Thailand), UMAP, ASEAN University Network (AUN) and SEAMEO RIHED during 28-30 June 2010 in Bangkok, Thailand. This specific forum proposed The 6 Recommended Key Principles for Credit Transfer in Proposing SEA-CTS and the characteristic of the key principles are summarised below:

- 1) To use for credit transfer in higher education program
- 2) To transfer credits for courses or groups of courses in higher education programs or equivalent
  - 3) A grade shall not be lower than C or 2.00 score level or equivalent for Bachelor degree, and not be lower than B or 3.00 score level or equivalent or the S score level for graduate degree
  - 4) Contents shall cover less than three fourths of individual courses or groups of courses to be equated with.
  - 5) In bachelor degree, transferred credits shall not be more than one third of the total credits of the study programs into which to transfer
  - 6) A transferred credit will not be included in the calculation for the cumulative grade point average (Optional).

The 6 Recommended Key Principles for Credit Transfer in Proposing SEA-CTS will be tabled for discussion at The 5<sup>th</sup> Meeting of Director General/Secretary General/Commissioner of Higher Education in Southeast Asia will be held in the beginning of 2011 in Nha Trang, Vietnam.



## 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 1 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 2009/2010 are as follows:

Event	<b>Workshop on University Rating System for Southeast Asia- A pilot Project</b>
Venue	Penang, Malaysia
Date	1-3 August 2009
Organizer	Institut Penyelidikan Pendidikan Tinggi Negara (IPPTN), Ministry of Higher Education Malaysia (MoHE)
Objective	The Workshop was to develop a conceptual framework and methodology for rating the achievements of universities in areas relating to nation and capacity building.
Participation	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director Dr. Nopraenue Dhirathiti, SEAMEO RIHED Consultant
Event	<b>An International Conference on Branding in Higher Education: Practices and Lessons Learned from Global Perspectives</b>
Venue	Nha Trang, Vietnam
Date	10-12 August 2009
Organizer	Ministry of Education and Training-Vietnam (MOET), Nha Trang University (NTU) &SEAMEO RETRAC
Objective	The Conference was to provide a forum for educational administrators and educator to share theories, practices and lessons learned, and to present their research; to exchange information on the development of branding in higher education; and to promote collaboration and cooperation among educational institutional on national, regional and global basis.
Participation	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director
Event	<b>SEAAIR Conference 2009: The Future of Higher Education</b>
Venue	Parkroyal Hotel, Penang, Malaysia
Date	13-15 October 2009
Organizer	Universiti Sains Malaysia
Co-organizer	Southeast Asian Association for Institutional Research and Ministry of Higher Education, Malaysia
Objective	The Conference was to improve research quality of higher education institution; to disseminate and share information related to prospects and challenges of present and future education and research challenges; to increase and improve research networking and cooperation between individuals and higher education institutions; and to bring the quality and level of institutional research to greater heights.
Participation	Dr. Chantavit Sujatanond, SEAMEO RIHED Senior Advisor

<b>Event</b>	<b>ASEAN Young Quality Assurance Officials Roundtable Meeting</b>
<b>Venue</b>	Siem Reap, Cambodia
<b>Date</b>	22-23 October 2009
<b>Organizer</b>	Malaysian Qualifications Agency (MQA)
<b>Objective</b>	The Meeting is to gather young officials; defined as officials of AQAN member state agencies with responsibility related to quality assurance exercises in higher education.
<b>Participation</b>	Mrs. Chompunoot Sawangdee, SEAMEO RIHED HRD Officer
<b>Event</b>	<b>Follow-up Meeting of the 2<sup>nd</sup> ASEM Ministers Meeting on Education: Increasing Opportunities and Removing Obstacles for Lifelong Learning</b>
<b>Venue</b>	Nha Trang, Vietnam
<b>Date</b>	29-30 October 2009
<b>Organizer</b>	Ministry of Education and Training of Vietnam
<b>Objective</b>	This Conference was to share the latest research findings, ideas and developments in legislative, financial and organizational frameworks for promoting and supporting lifelong learning in the two regions; to identify main obstacles to lifelong learning regarding psychological, socio-cultural, economic, geopolitical and legislative contexts, which hinder the development of lifelong learning in the two regions and explore ASEM experience and solutions to remove such obstacles to increase opportunities for lifelong learning; to strengthen linkages between researchers and policy makers and educational institutions of the two regions; and to explore bilateral and multilateral cooperation initiatives to assist developing members to advance and enhance the implementation of lifelong learning initiatives, including the initiate the establishment of national institutes for lifelong learning within and/or between the two regions.
<b>Participation</b>	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director
<b>Event</b>	<b>International Higher Education Forum: The Public Role of Higher Education in a Changing Global Environment</b>
<b>Venue</b>	Waseda University
<b>Date</b>	30 October 2009
<b>Organizer</b>	Waseda University, Nagoya University and Tohoku University
<b>Co-organizer</b>	Waseda University Global Institute for Asian Regional Integration
<b>Objective</b>	The forum was held to discuss a global framework and perspectives of regions and stakeholders for the future vision of higher education as a public good.
<b>Participation</b>	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director
<b>Event</b>	<b>Beijing Forum 2009: The Harmony of Civilization and Prosperity for All Looking beyond the Crisis to a Harmonious Future</b>
<b>Venue</b>	The Lake View Hotel, Beijing, China
<b>Date</b>	6-8 November 2009
<b>Organizer</b>	Peking University, Beijing Municipal Commission of Education and the Korea Foundation for Advanced Studies
<b>Participation</b>	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director
<b>Event</b>	<b>The 3<sup>rd</sup> ASEAN Education Forum: "Promoting Initiative for ASEAN Initiative for ASEAN Integration through Education"</b>
<b>Venue</b>	Sunway Hotel, Phnom Penh, Cambodia
<b>Date</b>	19 November 2009
<b>Organizer</b>	Asian Strategy & Leadership Institute
<b>Co-organizer</b>	National University of Management, Cambodia; University of Puthisastra, Cambodia; Hanns Seidel Foundation; and Association of Chartered Certified Accountants (ACCA)

Objective	The 3 <sup>rd</sup> ASEAN Education Forum aimed to support IAI efforts by promoting closer collaboration in education and human capital development. The Forum also promoted inter-change of views amongst Presidents/ Rectors/ Vice-Chancellors of key universities in ASEAN as well as to discuss the common challenges within the ASEAN education space, identify gaps in the present state and brainstorm for new ideas and practical solutions. This was an important meeting of minds to feel the pulse of the education sector and to be updated on the needs and developments of higher education management in the ASEAN region.
Participation	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director
Event	<b>Global Higher Education Current Trends, Future Perspectives (GHEF 2009)</b>
Venue	Penang, Malaysia
Date	13-16 December 2009
Organizer	Global Higher Education
Co-organizer	The GHEF2009 was jointly organised by the Ministry of Higher Education Malaysia (MoHE) and Universiti Sains Malaysia ( USM ) with the Centre for Higher Education Research and Study (CHERS), Ministry of Higher Education, Saudi Arabia as the co-sponsor. The Association of African Universities (AAU) and Consortium for North American Higher Education Collaboration (CONAHEC) provided intellectual support and the IPPTN acted as form as the Forum's GHEF 2009 Secretariat.
Objective	The GHEF2009 aimed to deliberate on all of the above sub-themes from both global and regional perspectives. The plenary sessions and/or panel discussions were based on: <ul style="list-style-type: none"> <li>• a global perspective</li> <li>• a single region and</li> <li>• a comparative perspective of several regions.</li> </ul>
Participation	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director
Event	<b>International Conference on Best Practices in University Development through International Cooperation</b>
Venue	Manila, Philippines
Date	3-5 February 2010
Organizer	The conference is hosted by the Philippines Institutional University Cooperation Programme, a collaboration of Benguet State University and Saint Louis University with the partnerships of Flemish Universities in Belgium through the Vlaamse Interuniverstaire Raad-University Development Co-operation.
Objective	The conference attempted to bring together individuals and institutions involved in international collaboration in higher education in Asia, Europe, America and Africa in order to: <ul style="list-style-type: none"> <li>- exchange experiences in the field of developing higher education through international collaboration</li> <li>- present models and case studies in university development through international collaboration</li> <li>- share the challenges and opportunities encountered in university development through international collaboration.</li> </ul> The outcome will be presented in conference proceedings to be published on the conference website and conference souvenir programme.
Participation	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director
Event	<b>Conference for the Promotion of International Exchange</b>
Venue	Nagoya, Japan
Date	7 March 2010
Organizer	Nagoya University

Objective	To discuss and exchange the idea on the following topics: 1) Strategies to promote university exchanges in East Asia, 2) Challenges in university exchanges, such as the problem of quality assurance, 3) How honors programs and other initiatives can contribute to nurturing internationally-minded individuals who can shape the future of the Asian region
Participation	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director Ms. Ropharat Aphijanyatham, SEAMEO RIHED Programme Officer
Event	<b>Branding &amp; Marketing Asia Higher Education Conference</b>
Venue	Kuala Lumpur, Malaysia
Date	22 – 23 March 2010
Organizer	Asia Business Forum
Objective	To provide practical solutions and ideas for effective Higher Education Marketing
Participation	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director Ms. Ropharat Aphijanyatham, SEAMEO RIHED Programme Officer
Event	<b>Workshop on University Rating System for Southeast for Southeast Asia-A Pilot Project (URSAS)</b>
Venue	Kuala Lumpur, Malaysia
Date	10-11 April 2010
Organizer	The National Higher Education Research Institute (IPPTN)
Co-organizer	SEAMEO RIHED
Objective	The main objective of this project was to develop a conceptual framework and methodology for rating the achievements of universities in the area of both nation building and capacity building. Subsequently, it is expected that the system that will be developed can be implemented in Southeast Asia or ASEAN-wide.
Participation	Dr. Chantavit Sujatanond, SEAMEO RIHED Senior Advisor Ms. Phunyanuch Pattanotai, SEAMEO RIHED Programme Officer
Event	<b>Regional Workshop (1) on Educational Cooperation in East Asia Summit Countries for Regional Competitiveness and Community Building</b>
Venue	ASEAN Secretariat Office , Jakarta, Indonesia
Date	10-12 MAY 2010
Organizer	ASEAN Secretariat
Objective	1. To bring together Senior Education Officials from EAS member countries to explore possible areas of regional educational cooperation by using the Study Report as one of the references. 2. To agree on actions to be undertaken on educational cooperation within the EAS framework. 3. To build the capacity of EAS member education systems to harness the benefits of education cooperation in the EAS region. 4. Increased awareness amongst EAS member country Senior Education Officials of the benefits of and possibilities for mutually beneficial regional education cooperation.
Participation	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director Ms. Ropharat Aphijanyatham, SEAMEO RIHED Programme Officer

<b>Event</b>	<b>Workshop on SEAMEO Strategic Planning and Key Performance Indicators for SEAMEO Centre/ Network</b>
<b>Venue</b>	Jakarta, Indonesia
<b>Date</b>	14-18 June 2010
<b>Organizer</b>	SEAMEO Secretariat
<b>Objective</b>	<p>a. Review SEAMEO vision, mission, strategic goals and objectives, and assess their relevance and efficiency responsive to changes of regional and global environments and the needs of Member Countries in the next 10 years (2011-2020);</p> <p>b. Redefine SEAMEO vision, mission and strategic goals and identify SEAMEO core values and core competencies;</p> <p>c. Formulate SEAMEO motto;</p> <p>d. Assess and identify strategic issues for SEAMEO;</p> <p>e. Formulate the strategy map and specific follow-up activities for SEAMEO Units to ensure that the strategic issues are addressed.</p>
<b>Participation</b>	Mrs. Chompunoot Sawangdee, SEAMEO RIHED HRD Officer
<b>Event</b>	<b>A Focus Group in Hong Kong: The Global Executive Doctor of Education Program</b>
<b>Venue</b>	Hong Kong
<b>Date</b>	21-22 June 2010
<b>Organizer</b>	Faculty of Education and the USC Rossier School of Education, Hong Kong University
<b>Participation</b>	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director
<b>Event</b>	<b>International Deans' Course South East Asia: Workshop on Quality Assurance Kick Off Meeting DAAD-SEAMEO RIHED-AUN-AQAN</b>
<b>Venue</b>	Berlin, Germany
<b>Date</b>	24-25 June 2010
<b>Organizer</b>	DAAD (German Academic Exchange Service)
<b>Objective</b>	To bring together a group of about 30 deans, vice-deans, and heads of departments from universities of the Southeast Asian Region and to prepare them for the challenges of holding a dean's position in a changing higher education landscape.
<b>Participation</b>	Prof. Dr. Supachai Yavaprabhas, SEAMEO RIHED Director Ms. Phunyanuch Pattanotai, SEAMEO RIHED Programme Officer

## 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 also 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 2009/2010, SEAMEO RIHED has co-operated with several institutions and organisations, including **2 universities** in Malaysia and Myanmar, namely Universiti Malaysia Sabah and University of Mandalay; **7 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) Malaysian Qualifications Agency (MQA), 5) ASEAN Quality Assurance Network (AQAN), 6) ASEAN University Network (AUN) and 7) University Mobility in Asia and the Pacific (UMAP); and **5 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, Myanmar; 4) The Commission on Higher Education, the Philippines; 5) 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.

<b>AGENCIES</b>	<b>PROGRAMMES</b>
The Department of Higher Education, Ministry of Higher Education, Malaysia; Universiti Malaysia Sabah; International Institute for Educational Planning (IIEP); and UNESCO Bangkok	The 5 <sup>th</sup> Regional Workshop on Institutional Restructuring in Higher Education in Asia
The Minister of Education, Myanmar; the Commission on Higher Education (The Philippines); and Office of Higher Education Commission (Thailand)	Workshop on Quality Assurance for the University Administrators in the Greater Mekong Subregion
The Malaysian Qualifications Agency (MQA)	Workshop on Benchmarking Exercise for the 2009 Rating system of Malaysian Higher Education Institutions
The Association of Governing Boards of Universities and Colleges (AGB)	The Third SEAMEO RIHED-AGB Programme: A Short Course on University Governance and Development
International Institute for Educational Planning (IIEP) and UNESCO Bangkok	Workshop on Design and Management of Higher Education Systems: The role of steering policies and governance reforms in the management of higher education

<b>AGENCIES</b>	<b>PROGRAMMES</b>
Office of Higher Education Commission, Thailand	A Study on Quality Assurance Models in Southeast Asia
The Department of Higher Education, Ministry of Higher Education, Malaysia	The Regional Seminar on Student Mobility in Southeast Asian Countries
The Department of Higher Education, Ministry of Higher Education, Malaysia; Directorate General of Higher Education, Ministry of National Education, Indonesia; and the Office of Higher Education Commission, Thailand	The M-I-T (Malaysia-Indonesia-Thailand) on Student Mobility Programme: A Pilot Project
Office of Higher Education Commission, Thailand	The Open Seminar on the US University Governance: Experiences from the 2 <sup>nd</sup> SEAMEO RIHED-AGB Educational Visit to USA
ASEAN Quality Assurance Network and ASEAN University Network	The Meeting of AQAN-AUN-RIHED: Tripartite QA Synergistic Relationship
The Directorate General of Higher Education, Ministry of National Education, Indonesia	The 4 <sup>th</sup> Meeting of Director General/ Secretary General/ Commissioner of Higher Education in Southeast Asian Region
The Office of Higher Education Commission, Thailand, University Mobility in Asia and the Pacific (UMAP), and ASEAN University Network (AUN)	The South-East Asian Policy Forum: Regional Credit Transfer System: Lessons Learnt from UCTS

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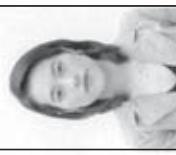


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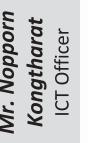
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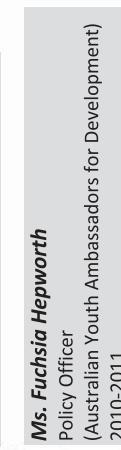
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