



SEAMEO RIHED

ANNUAL REPORT

2011/2012



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

SEAMEO RIHED

Annual Report

2011/2012

Message From the Centre Director

For SEAMEO RIHED, the past year presented again a productive period of programmatic initiatives and activities. As the 3rd Five-Year Development Plan draws to a close in fiscal year 2011-2012, the 4th Five-Year Development Plan has been developed and approved by the SEAMEO RIHED Governing Board. In the new plan, programmatic initiatives and activities were conceptualised and grouped according to the ultimate objective to which the programmes set out to achieve. The five objective areas are 1) empowering higher education institution, 2) developing harmonisation mechanisms, 3) cultivating globalised human resources, 4) advancing knowledge frontiers in higher education systems management, and 5) promoting university social responsibility and sustainable development. This report is organised based on the new categorisation.

There are a number of new initiatives and new progresses made during this fiscal year.

With the kind cooperation of Australian Education International (AEI), Bangkok, a new study visit programme on “Achieving Internationalisation in Higher Education: Australian Best Practices” was initiated and successfully organized in May 2012.

The student mobility programme has taken a significant step forward with the participation of Vietnam. Because of this expansion, the M-I-T (Malaysia-Indonesia-Thailand) Student Mobility Programme has been renamed ASEAN International Mobility for Students (AIMS) programme to reflect the change and become more inclusive.

This year sees the M-I-T iAward Programme evolving from concept to actual implementation. After the completion of assessment instrument and agreement on the procedures, the first round of assessment has been carried out in Malaysia and Indonesia in May and June 2012. The assessment of Thai universities will take place in September.

On another front, RIHED, in close collaboration with Asian Development Bank, launched a policy action research project--GMS (Greater Mekong Sub

region) Higher Education Harmonisation and Networking: Building a Common Credit Transfer System in Higher Education in 2012. The research project aimed to study national experience on the development and arrangement of credit transfer from policy makers and experts from Southeast Asian countries plus China, Korea, and Japan.

You will find many more details on activities carried out from July 2011 to June 2012 in the next pages. Since an annual report is limited in scope and can only present some snap shots of activities and achievements, I invite interested readers to visit our website, which provides additional information on SEAMEO RIHED, our programmes and future directions (www.rihed.seameo.org).

SEAMEO RIHED has been aware of the changing landscape of higher education in response to global forces, which include globalisation, massification, diversification, and marketisation. Given the strong partnership with SEAMEO Member Countries, our effort is to continuously push forward aforementioned priorities so as to ensure that higher education institutions throughout the region are well-prepared for both intra- and international competition.

I end this brief introduction to the annual report by thanking Ministries of Education and Ministry of Higher Education in Southeast Asia, all partners and collaborating institutions, experts and the SEAMEO RIHED staff for their contributions, cooperation, dedication and inspiration. I count on all of you again in the year forward, to continue our partnership and shared commitment to enhance regional collaboration towards higher education for the benefits of SEAMEO Member Countries and the students and people in Southeast Asia

Assoc. Prof. Dr. Sauwakon Ratanawijitrasin

Centre Director
SEAMEO RIHED

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OUR VISION

To create a dynamic, strategic, and internationally recognised regional centre for promoting understanding, collaboration, and synergy in higher education for regional development.



OUR MISSION

To foster efficiency, effectiveness, and harmonization of higher education in Southeast Asia through system research, empowerment, development of mechanisms to facilitate sharing and collaborations in higher education.



PROGRAMMES & ACTIVITIES

Empowering Higher Education Institutions

JULY 2011

The 7th SEAMEO RIHED-IIEP
Workshop

Date & Venue: 25-26 July
2011, in Petchaburi, Thailand

Programme Brief:

The 7th IIEP-SEAMEO RIHED Workshop on Institutional Restructuring in Higher Education was organised by SEAMEO Regional Centre for Higher Education and Development (RIHED) and International Institute for Educational



Planning (IIEP), in cooperation with Phetchaburi Rajabhat University, Thailand during 25-29 July 2011. The workshop was attended by 9 participants from Thailand and 16 participants from other SEAMEO Member Countries.



The SEAMEO RIHED-IIEP Workshop is an annual workshop that introduces university administrators in Southeast Asia to the process of higher education restructuring, its effects and best practices used throughout the region.

The workshop focused its deliberations on recent changes in university management in their efforts to increase relevance, improve efficiency in operation, and diversify sources of funding.

The 7th SEAMEO RIHED-IIEP Workshop focused on the following issues: a)



OCTOBER 2011

The 5th SEAMEO RIHED-InTREC Study Programme in University Research Management in the UK: A Path towards a World-class Research University.

Globalization and cross-border higher education; b) Priority areas in higher education for Asia; c) Institutional restructuring in higher education; d) higher education indicators; e) Quality assurance in higher education; f) Resource mobilization strategies, financial , staff management practices; and g) Staff Development and management.

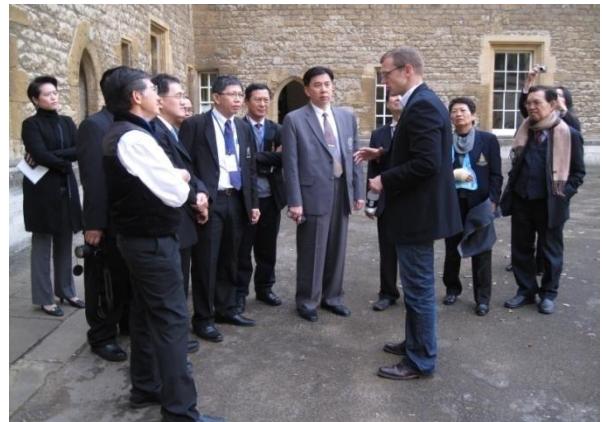
Programme Brief:

In 2011, SEAMEO RIHED collaborated with InTREC (The International Training, Research and Education Consortium) in organising the 5th SEAMEO RIHED-InTREC Study Programme in University Research Management in the UK: A Path towards a World-class Research University. The Study Visit Programme to the UK was organised during 23-29 October 2011.

The Programme aimed to empower university executives responsible for academic and research affairs and directors of research centres. The 5th Study Programme provided the participants with a series of lectures from senior univer-



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sity administrators and policy makers from leading universities in the UK on how to manage and strengthen university research. A group of participants shared knowledge and views on the emerging trend of the research administration, the changing research environment as well as current research policies and strategies being pursued at the national and institutional levels in the UK.

At the 5th Study Visit Programme to the UK, participants visited research centres and departments in the University of Oxford, Oxford Brookes University, University of Cambridge, and the Universities UK. The lectures and discussion topics were:

- 1) Development and management of universities' research strategy,
- 2) Research funding management for research and development in UK universities,
- 3) Research strategic plan and research support structure applied by UK universities by aligning with national aspirations and social expectation,
- 4) Research linkage between higher education institutions and indus-

trial sector including commercialising university research and innovation,

- 5) Roles of the Universities UK in promoting research and innovation of universities in the UK.

The 6th SEAMEO RIHED Study Visit Programme on University Research Man-

agement in the UK: Learning Best Practices at World-Class Universities will be organised during 14-21 October 2012. The 6th Study Visit Programme will invite university executives and policy makers from both universities and government agencies in Southeast Asian countries.



MAY 2012

The 1st SEAMEO RIHED-AEI Study Visit Programme on Achieving Internationalisation in Higher Education: Australian Best Practices

Date & Venue: 20-27 May 2012, in Australia

Programme Brief:

SEAMEO RIHED has collaborated with Australian Education International (AEI) Bangkok, in organising the 1st SEAMEO RIHED-AEI Study Visit Programme on Achieving Internationalisation in Higher Education: Australian Best Practices during 20-27 May 2012 in Australia. The Study Visit Programme provided opportunities for the participating university executives to learn policies and implementation of Australian Government and the outstanding universities in Australia on promoting internationalisa-



tion of higher education.

Given the fact that the landscape of international higher education is rapidly evolving, SEAMEO RIHED sees the significance of drawing lessons learnt and adapting some practices for SEA from Australia who is one of the world's most active countries in promoting internationalisation of higher education.

SEAMEO RIHED in close collaboration with AEI has planned to organise the annual Study Visit Programme on Internationalisation in Higher Education with the aim to empower university executives in promoting and managing internationalisation in their higher education institutions.

The SEAMEO RIHED-AEI Study Visit Programme on Internationalisation of Higher Education provides participants a combination of brief presentations and meetings to explore showcasing best practices in internationalisation of higher education at outstanding Australian universities and government agencies.



serve the regional demand, targeted participants for the next Study Visit Programme will be expanded to university executives and policy makers from both universities and government agencies in Southeast Asian countries.

The event also includes opportunities for interactions and networking with senior higher education leaders and government officials in both formal and informal settings so as to enhance potential collaboration between SEA university delegates and Australian universities.

The participants of the 1st Study Visit Programme included senior executives from universities in Thailand. In order to



Developing Harmonisation Mechanisms

JULY 2011

Signing of MOU on Quality Assurance Collaboration

Date & Venue: 1-2 July 2011, in Bonn, Germany

Programme Brief:

In an attempt to enhance quality and establish close collaboration, a Memorandum of Understanding (MOU) was signed for the joint implementation of a capacity development project in the field of quality assurance. The MOU was co-signed by German Academic Exchange Service (DAAD)

and German Rectors' Conference (HRK), the ASEAN University Network (AUN), SEAMEO RIHED and two networks of quality assurance agencies in Europe, European Association for Quality Assurance in Higher Education (ENQA) and Southeast Asia , ASEAN Quality As-surance Network (AQAN) on 4 July 2011 in Bonn, Germany.

SEAMEO RIHED is responsible for providing dialogue platforms regarding to knowledge dissemination and experiences report at the regional policy level. In this regard, a regional dissemination conference will be organised after the completion of the first phase of ASEAN-QA (Joint Quality Assurance Capacity Development Project in ASEAN Countries) 2013.



SEPTEMBER 2011

The 2nd iAward Assessment Committee Meeting

Date & Venue: 23 September 2011, in Bali, Indonesia

Programme Brief:

The 46th SEAMEO Council Conference held on 26-29 January 2011, in Jerudong, Brunei Darussalam, endorsed a proposal of the M-I-T iAward and its plan of project expansion. As a result, the 1st iAward Meeting was held back to back to the 1st M-I-T Review Meeting on 31 January to 1 February 2011, in Bangkok, Thailand. The Meeting brainstormed the project's structure, direction and implementation at the initial stage. Later, the 1st iAward Assessment Committee Meeting was held on 24 and 25 April 2011, in Jakarta, Indonesia. In the Meeting representatives discussed and exchanged views on the areas to be included in the iAward assessment criteria.



The 2nd iAward Assessment Committee Meeting was held on 23 September 2011, in Bali, Indonesia, to discuss the project implementation, assessment procedure, assessment timeline, structure, functions of iAward Assessment Committee. The Meeting further reviewed and finalised the M-I-T iAward Self-Assessment Report (SAR) and M-I-T iAward Assessment Tool.

The Meeting discussed and agreed on the structures and functions of each Committee involved in the M-I-T iAward (Malaysia-Indonesia-Thailand Internationalisation Award) Project. The iAward Preliminary Committee was set up to develop the M-I-T iAward Self-assessment Report (M-I-T iAward SAR) and M-I-T iAward Assessment Tool (M-I-T iAward Tool), and design the project's framework. It was also agreed that each Ministry form its own iAward National Committee would conduct an internal selection and nomination of up to three higher education institutions (HEIs) for the iAward external assessment. In addition, the three ministries were tasked to nominate a pool of 15 assessors (5 assessors per Ministry) who are experts in the field of higher education from

HEIs, governmental organisations and/or regional organisation. SEAMEO RIHED was tasked to nominate assessors from regional organisations. From the pool of experts, each iAward Assessment Committee comprises 5 assessors altogether to

In addition, the three ministries were tasked to nominate a pool of 15 assessors (5 assessors per Ministry) who are experts in the field of higher education from HEIs, governmental organisations and/or regional organisation. SEAMEO RIHED was tasked to nominate assessors from

regional organisations. From the pool of experts, each iAward Assessment Committee comprises 5 assessors altogether to conduct the site-visit assessment in the nominated HEIs.

Nominated HEIs from the three countries and schedules of site-visit assessments are listed below:

Malaysia: Universiti Malaya (UM) and Universiti Sains Malaysia (USM), 10-11 May 2012

Indonesia: Sebelas Maret University, Bina Nusantara (Binus) University, and Sriwijaya University, 25-27 June 2012

Thailand: Kasetsart University, Thammasat University, and Mae Fah Luang University, 24-27 September 2012



May – June 2012

M-I-T iAward Site-visit Assessment 2012

Date & Venue: 10-11 May 2012, in Malaysia & 25-27 June 2012, in Indonesia

Programme Brief:

Series of the M-I-T iAward Site-Visit Assessment have been completed in Malaysia and Indonesia as follows.

Department of Higher Education, Ministry of Higher Education, Malaysia hosted the M-I-T iAward Site-Visit Assessment in Malaysia on 10-11 May 2012 at Universiti Malaya (UM) and Universiti Sains Malaysia (USM), the two nominated universities for the M-I-T iAward 2012.

Directorate General of Higher Education,



Ministry of Education and Culture, Indonesia hosted the M-I-T iAward Site-Visit Assessment in Indonesia on 25-27 June 2012 at Sebelas Maret University, Bina Nusantara (Binus) University, and Sriwijaya University, three nominated universities for the M-I-T iAward 2012.



SEAMEO RIHED has proposed and developed an initiative of Malaysia-Indonesia-Thailand Internationalisation Award (M-I-T iAward) as a supporting tool to promote good practices of IROs (International Relation Offices) since 2011. At this initial stage, the M-I-T iAward aims to promote the formerly called Malaysia-Indonesia-Thailand Student Mobility Programme (M-I-T Student Mobility Programme). To be in line with the programme expansion in terms of participating countries, the name of M-I-T Student Mobility Programme has been recently changed to the ASEAN International Mobility for Students Programme (AIMS Programme).

The M-I-T iAward is awarded by a committee of five assessors who are nominated by the three ministries of Malaysia, Indonesia and Thailand, and selected regional organisations

The assessment process is to be performed in two serial methods: 1) nomination of at most three universities by



respective ministries through document screening based on the M-I-T iAward Self-Assessment Report (M-I-T iAward SAR), and 2) site visits to nominated universities to assess and determine a winner by the iAward Assessment Committee. Three iAwards will be given, one iAward per country.

The development of project framework was carried out in 2011 through two policy meetings, and the cycle of assessment to three participating countries is scheduled to be completed in 2012.

Up until present, two site-visit assessments of Malaysia and Indonesia have been completed. The site-visit assessment in Thailand will be held on 24-27 September 2012, to three nominated universities, namely Kasetsart University, Thammasat University, and Mae Fah Luang University.

During the visits, the iAward Assessment Committee made the assessment feedback to the nominated university as well as made the judgement of awardees. Upon completion of site-visit assessments SEAMEO RIHED as the iAward Secretariat will officially announce the assessment results and submit the assessment feedback reports to all the three participating countries. An award ceremony will be held at the SEAMEO Council Conference in 2013

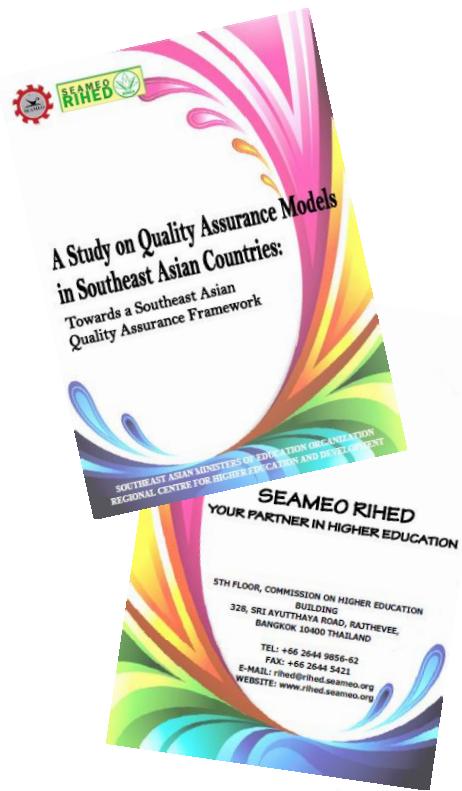


JUNE 2012

Publication of Research on Quality Assurance Models in Southeast Asian Countries

Programme Brief:

With the reference to the 18th and 19th Meetings of the Governing Board of SEAMEO RIHED, the Study on Regional Quality Assurance Models was completed and the report-- *A Study On Quality Assurance Models in Southeast Asian Countries: Towards a Southeast Asian Quality Assurance Framework*--has been published.



JUNE 2012

The 1st Meeting of the Task Force to Develop ASEAN Quality Assurance Framework in Higher Education

Date & Venue: 29-30 June 2012, in Kuala Lumpur, Malaysia

Brief Introduction:

The 5th Meeting of Director Generals, Secretary Generals and Commissioners of Higher Education in Nha Trang, Vietnam agreed that: 1) AQAN continues to promote benefits of QA, 2) AQAN leads the development of SEA QA system, 3) Countries should cooperate to build capacity and harmonize criteria and procedures for QA.

The 2011 AQAN Roundtable meeting in Bandar Seri Begawan decided that AQAN should embark on a project to develop a QA framework for HE in SEA.

Assoc. Prof. Dr. Sauwakon Ratanawijitrasin, Director of SEAMEO RIHED, has been nominated as one of the eight-members in the task force to support the development AQAFHE.

The goal of the Task Force meeting is to promote regional harmonization in HE by developing a QA framework strengthening a regional identity with diversity. In addition, to develop a regional recognition mechanism for HE with generic guides on internal QA arrangements and national qualifications frameworks for subsystems if applicable.

As indicated the objectives are 1) to determine the focus, coverage and structure of the AQAFHE, 2) to recommend a title for AQAFHE, 3) to outline core principles and descriptions, 4) to ensure that AQAFHE is updated and compatible with QA international practices in HE, 5) to consider the inclusion of regional identities into the QA, 6) to determine policy advices on application of QA.

The Centre Director participated at the AQAFHE 1st Task Force meeting in Kuala Lumpur. The meeting determined the scopes and drafted principles of AQAFHE, which includes external Quality Assurance Agency, external Quality Assurance Processes, institutional Quality Assurance and Qualifications.

A work plan (12 to 18 months: March 2012 ~ October 2013) for Task Force has been indicated during the meeting, which includes prepare 1st draft, joining the remaining task force meeting, open an online forum, revise the 1st draft and produce the 2nd draft, circulate the 2nd draft to all members, participate in workshop on AQAFHE, prepare the final draft and circulate among members, adopt AQAFHE by AQAN Roundtable Meeting in

2013.

Regarding budget, funding for the project is suggested to be on a cost sharing basis with the following arrangements:

a. A host of any activities under the project is expected to cover the cost of organizing the event.

b. Task Force members are expected to cover their own cost of travelling and accommodation.

Cultivating Globalised Human Resources

**SEPTEMBER 2011-
MARCH 2012**

**ASEAN International Mobility
for Students Programme Bi-
annual Review Meetings**
**The 2nd and 3rd M-I-T Student
Mobility Programme Review
Meeting (The programme
name has been recently
changed to ASEAN Interna-
tional Mobility for Students
Programme, AIMS Pro-
gramme)**

Date & Venue: **24 September
2011, in Bali, Indonesia** **16
March 2012, in Penang, Ma-
laysia**

Programme Brief:

Student mobility has always been one of the key strategic elements of cooperation leading to the development of a harmonised higher education environment among countries in Southeast Asia. The formerly called Malaysia-Indonesia-Thailand Student Mobility Programme (M-I-T Student Mobility Programme). It aims to create a vibrant student mobility programme for citi-



zens of all SEAMEO member countries.

The AIMS Programme Review Meeting is held biannually and attended by DG/SG/CG and international relation officers from Ministry of Higher Education, Malaysia, Ministry of Education and Culture, Indonesia and Office of the Higher Education Commission (OHEC), Thailand; representatives from participating universities; along with staffs from SEAMEO RIHED.

With the continuous support from them, three previous review meetings have been held biannually since 2011.

From 2012 onward, a comprehensive programme Handbook for new member countries will be published to facilitate the joining process. Additional Southeast Asian nations are now invited to join the efforts of the three existing countries, and collectively develop a regional Southeast Asian student mobility programme. By 2015, it has been ambitiously agreed as a short-term goal among

AIMS member countries that at least 2,500 students will be mobilised across the region, expanding to 10 disciplines as well as membership. A unified grading system and credit transfer system is also expected to be developed and applied to enhance the programme's sustainability.

The 2nd Malaysia-Indonesia-Thailand Student Mobility Programme (M-I-T Student Mobility Programme) Review Meeting was held on 24 September 2011 in Bali, Indonesia.

The Directorate General of Higher Education, Ministry of National Education, Indonesia, hosted the event. The Meeting was attended by delegates from Ministry of Higher Education, Malaysia, and Directorate General of Higher Education, Indonesia, Office of the Higher Education Commission, Thailand, representatives



tutions (HEIs) from the M-I-T countries, as well as



from participating Higher Education Insti-

former Director and SEAMEO RIHED staffs.

The meeting took note of the importance of Letter of Intent (LOI), which presents as an official commitment from member countries. The participating countries emphasised on the principle of reciprocity. In the meeting, SEAMEO RIHED was tasked to develop an M-I-T Guidebook for the expansion of new member(s). In addition, the



plan to expand both member countries and universities has been discussed. In addition, a switch of the student mobility programme's name was agreed during the 2nd M-I-T Student Mobility Programme Review Meeting.



The 3rd Malaysia-Indonesia-Thailand Student Mobility Programme (M-I-T Student Mobility Programme) Review Meeting was held on 16 March 2012 in Penang, Malaysia.

The Ministry of Higher Education, Malaysia (MOHE) and Universiti Sains Malaysia (USM) kindly hosted this event. Delegates from Ministry of Higher Education, Malaysia; Ministry of Education and Culture, Indonesia; Ministry of Education, Thailand; representatives from participating Higher Education Institutions (HEIs) from Malaysia, Indonesia, and Thailand; representatives from participating HEIs, as well as the Director and staff of SEAMEO RIHED attended the meeting.

As Vietnam is joining the student mobility programme, delegates from the Ministry and representatives from HEIs in Vietnam were invited to observe at the 3rd M-I-T Student Mobility Programme Review

Meeting as requested by the 2nd Student Mobility Programme Review Meeting, SEAMEO RIHED prepared a guidebook for the M-I-T programme. All delegates actively joined the discussion to the improvement of the programme's handbook.

As agreed in the last programme review meeting, 23 names were nominated for selection as the programme new name. The meeting voted the new programme

name as ASEAN International Mobility for Students (AIMS).

Regarding the next Programme Review Meeting, Ministry of Education and Technology, Vietnam, is pleased to host the Programme Review Meeting in the middle of November 2012 in Hue, Vietnam



JUNE 2012

Publishing and disseminating the AIMS (ASEAN International Mobility for Students) Programme Operational Handbook

Date & Venue: June 2012

Programme Brief:

SEAMEO RIHED was tasked to develop a Programme Handbook during the 2nd

M-I-T Student Mobility Programme Review Meeting. After one year preparation and reviewing process, a completed version of the AIMS Programme Operational Handbook has been published and started to be distributed to public on June 2012.

To accommodate the future inclusion of new members in the near future, this Handbook is aimed at giving a clearer picture of the AIMS Programme and steps to be taken for all newcomers. The Handbook contains a brief introduction of the

Programme's history and development process, significant participating steps, roles and actions of different stakeholders and also other useful information.

Considering the programme expansion in terms of disciplines, universities, and countries, the Handbook will be revised in due course.



Advancing Knowledge Frontiers in Higher Education System Management

MAY 2012

Harmonisation and Networking in Higher Education: Building a Common Credit Transfer System for Great Mekong Sub-region (GMS) and beyond

Date & Venue: May 2012

Programme Brief:

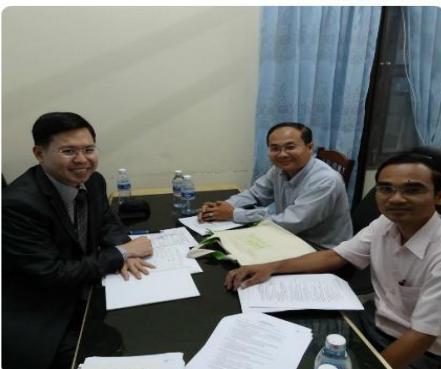
The rapid increase in mobility in and between regions places higher education in a pivotal role in developing resources ca-

pable of creating and sustaining globalized and knowledge-based societies.

In order to facilitate students' mobility, the region's diverse HES need harmonized standards and procedures. Encouraging and supporting students to go abroad is a major strategy to develop a well-trained international workforce. Hence the need of a programme to facil-



tate that mobility within the region.



Through CTS's universities share information on students' work and achievements to facilitate mobility as the mechanism seeks to avoid duplication of studies and saving time and resources. Given the increasing interconnectivity in the region and the rapid integration process a common CTS is a key factor to consolidate an education common space.

We are faced with a context where quality of education must be assured while at the same time the complexity of the HES calls for effective ways to address increasing demands from students on "easy and speedy ways" to move horizontally (HE institutions and countries) and vertically (lifelong learning).

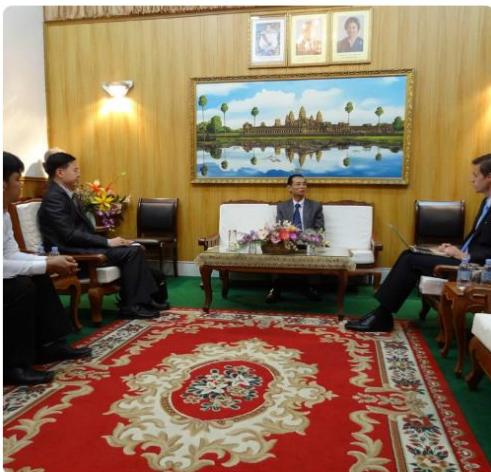
This is the first phase of an action research project which comprises four phases: Explore, Experiment, Experience, Expand. It covers the all six GMS countries and expands to ASEAN + 2 (Japan and Korea).

Specific Objectives. At phase one - *explore*- the project aims to:

- compare key credit transfer systems being used by countries in East Asia
- evaluate systems to exchange information on students' achievements and workloads in the region
- develop practical model(s) of credit transfer that will help facilitate student mobility in the region

Activities undertaken between May and June 2012 include:

- Archival study of credit transfer systems
 - Setting the network of local resource persons for study cases in ten countries (Cambodia, China, Indonesia, Japan, Korea, Lao PDR, Malaysia, Myanmar, Thailand and Vietnam).
 - During August and September researchers from SEAMEO-RIHED will carry out interviews in GMS countries.
 - In September 2012 non-GMS representatives are invited for a workshop in Bangkok to share findings.
- Once the data collection is finished, all resource persons are invited to a second workshop in Bangkok to share findings, present their papers and to discuss on further steps aiming at the implementation of a pilot programme on credit transfer among HEI in the region.
 - During the months of November and December. Data will be compiled and integrated into a final report including: findings and recommendations for further action.



Higher Education Policy Dialogues

SEPTEMBER 2011

The 19th SEAMEO RIHED Governing Board Meeting and the 7th Back-to-Back Regional Seminar on University Research Management in Southeast Asia

Date & Venue: 15-16 September 2011, Mandalay, the Republic of the Union of Myanmar

Programme Brief:

Ministry of Education, the Republic of the Union of Myanmar and University of Manda-



lay hosted the 19th SEAMEO RIHED Governing Board Meeting on 15- 16 September 2011.

SEAMEO RIHED Governing Board is the main policy making body of the Centre. It comprises one representative from





each SEAMEO Member Country, with the exception of Timor L'este. The Board is responsible for operational policies, strategic planning, annual evaluation and review of the Centre's programmes and budget within the framework of its approved five-year development plan. SEAMEO Secretariat Director and SEAMEO RIHED Director serve as ex-officio members to the Board.

SEAMEO RIHED Governing Board Meeting is held annually as a meeting platform for SEAMEO RIHED to present and update the progress of its programmes and activities. Members of the Governing Board will give their views and recommendations to SEAMEO RIHED on those programmes.

An annual regional seminar was held back-to-back to the SEAMEO RIHED Governing Board Meeting. Seminar themes focus on several issues in the field of regional higher education. The objective is to provide a discussion platform for policy makers in higher education, university executives, and faculty members from higher education institutions in Southeast

Asia to exchange knowledge and information on emerging trends.

At the 19th SEAMEO RIHED Governing Board Meeting, SEAMEO RIHED presented the 4th SEAMEO RIHED Five-Year Development Plan (2012/2017). SEAMEO RIHED programme activities are designed to serve five functional objectives.

They are 1) empowering higher education institutions; 2) developing harmonisation mechanisms; 3) cultivating globalised human resources; 4) advancing knowledge frontiers in higher education system management; 5) promoting university social responsibility and sustainable development. Seventeen programme activities under the five functional objectives were proposed to the Governing Board for the financial year 2011/2012.



The 7th Back-to-Back Regional Seminar on University Research

Management in Southeast Asia was Held Back-to Back to the 19th SEAMEO RIHED Governing Board Meeting on 16 September 2011.

At the Seminar, the Governing Board Members shared knowledge and information on university research management in their countries.

Participants to the seminar also exchanged ideas and view on the current practices and emerging trends of the research administration and the changing research environment at the national and

institutional settings.

SEAMEO RIHED Governing Board, senior university executives and high-ranking officials from the Department of Higher Education, Ministry of Education, the Republic of the Union of Myanmar, participated in this event.

The 20th SEAMEO RIHED Governing Board Meeting and the 8th Back-to-Back Regional Seminar on Internationalisation in Higher Education will be hosted by the Commission on Higher Education, Philippines, on 21-22 September, in Manila, the Philippines.



APRIL 2012

The 6th Meeting of Directors General, Secretary General, Commissioner of Higher Education in Southeast Asia

Date & Venue: 4 April 2012, in Bangkok, Thailand

Programme Brief:

The 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 rotating basis by ministries responsible for higher education in Southeast Asia.

In 2012, SEAMEO RIHED in close collaboration with the Office of the Higher Education Commission, Thailand hosted the

6th Meeting of Directors General, Secretary General, Commissioner of Higher Education in Southeast Asia, on 4 April, in Bangkok, Thailand.

The Meeting discussed on several areas of the regional higher education collaboration as shown below.

- 1) **Five Years Progress: Regional Collaboration towards the Common Space of Higher Education in Southeast Asia:** SEAMEO RIHED has pushed forward activities based on its Fourth Five-year Plan including five key areas, designed to boost the harmonisation process. These areas are: a) empowering higher education institutions, b) developing harmonisation mechanisms, c) cultivating globalised human resources, d) advancing knowledge frontier, and e) promoting university social responsibility and sustainable development.



2) Sustainability Roadmap for Southeast Asia: Universiti Sains Malaysia (USM) with support from Ministry of Higher Education (MoHE), Malaysia has shown its progress report and development of ASEAN Framework and Roadmap for Sustainability Education in 2011-2015.

3) Content Synergy among Southeast Asian Universities in Support to Student Mobility in Southeast Asia: SEAMEO SEAMOLEC shared the update on e-

learning development and technologies on Content Synergy among Southeast Asian Universities in Support to Student Mobility in Southeast Asia.

4) ASEAN Research Clusters (ARC) and ASEAN Citation Index (ACI): The Way Forward: Thailand and SEAMEO RIHED proposed the action plan and the establishment of a steering committee to drive ASEAN research collaboration. Thai-Journal Citation Index Centre presented the development progress of ACI Database and discussed a plan to set up ACI Steering Committee.



- 5) **Student Mobility: Year of Expansion:** The Meeting discussed several issues aiming for sustainability of the mobility programme such as the expansion of students/ disciplines/ member countries, the development of student mobility website and handbook, future budget management, etc.
- 6) **Strategic Roadmap towards a Regional Common Space in Higher Education: Collective Mechanisms in Action:** The Meeting discussed on each country's priority areas in higher education in which a common framework and collective mechanisms could be developed. The proposed areas for exploration were such as the development of regional quality assurance and qualification framework, e-Learning and regional diploma supplement. Cambodia also proposed the development of a Forum for Uni-

versity Executives as a platform to encourage discussion between university executives and policy makers.

- 7) **Development of Regional University Database and Links:** SEAMEO RIHED emphasised the importance of the development a Regional University Database to promote regional student mobility.

The 7th Meeting of Directors General, Secretary General, Commissioner of Higher Education in Southeast Asia will tentatively be hosted by Ministry of Education, Youth and Sport, Cambodia in February 2013, in Siem Reap, Cambodia



SUMMARY of ACTIVITIES

YEAR 2011	ACTIVITIES
JULY	<ul style="list-style-type: none"> The 7th SEAMEO RIHED-IIEP Workshop was held in Thailand Signing of MOU on Quality Assurance Collaboration in Germany
SEPTEMBER	<ul style="list-style-type: none"> The 2nd iAward Assessment Committee Meeting was held in Indonesia The 2nd M-I-T Student Mobility Programme Review Meeting in Indonesia The 19th SEAMEO RIHED Governing Board Meeting and the 7th Back-to-Back Regional Seminar on University Research Management in Southeast Asia was held in Myanmar
OCTOBER	<ul style="list-style-type: none"> The 5th SEAMEO RIHED-InTREC Study Programme in University Research Management in the UK: A Path towards a World-class Research University.
YEAR 2012	ACTIVITIES
MARCH	<ul style="list-style-type: none"> The 3rd M-I-T Student Mobility Programme Review Meeting in Malaysia
APRIL	<ul style="list-style-type: none"> The 6th Meeting of Directors General, Secretary General, Commissioner of Higher Education in Southeast Asia
MAY	<ul style="list-style-type: none"> The 1st SEAMEO RIHED-AEI Study Visit Programme on Achieving Internationalisation in Higher Education: the Australian Best Practice M-I-T iAward Site-visit Assessment 2012 to Malaysia The Project, <i>Harmonisation and Networking in Higher Education: Building a Common Credit Transfer System for Great Mekong Subregion (GMS) and beyond</i> was officially launched. (referred to CTS Project)

YEAR 2012	ACTIVITIES
JUNE	<ul style="list-style-type: none">• M-I-T iAward Site-visit Assessment 2012 to Indonesia• The 1st Meeting of the Task Force to Develop ASEAN Quality Assurance Framework in Higher Education in Malaysia• Publishing and disseminating the AIMS (ASEAN International Mobility for Students) Programme Operational Handbook

SEAMEO RIHED

ANNUAL REPORT 2011/2012

SEAMEO RIHED in BRIEF

About SEAMEO RIHED



Southeast Asian Ministers of Education Organization

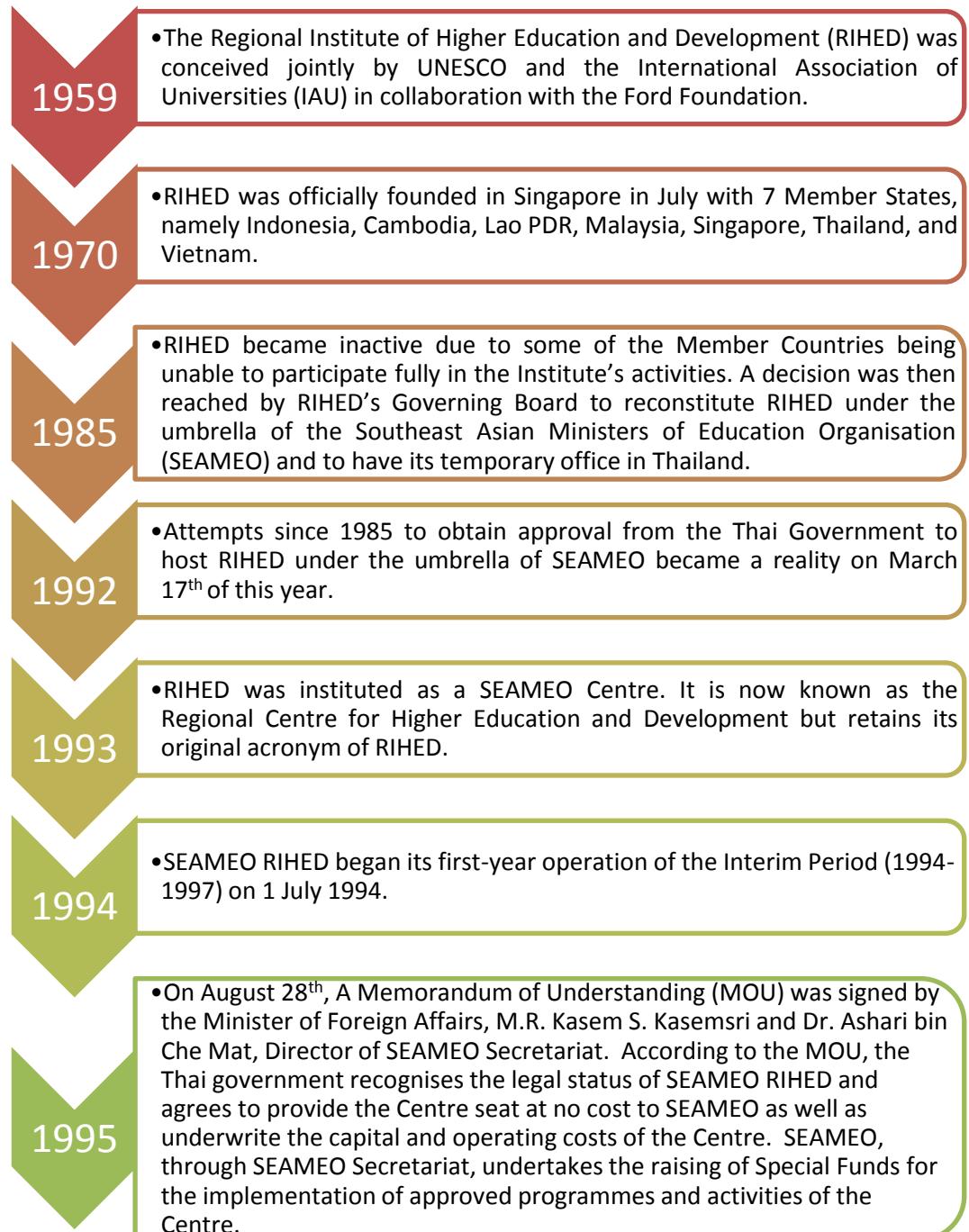
Regional Centre for Higher Education and Development



SEAMEO RIHED is the South-East Asian Ministers of Education Organization Centre specializing in regional higher education development. **RIHED's mission** is to foster efficiency, effectiveness, and harmonization of higher education in Southeast Asia through system research, empowerment, development of mechanisms to facilitate sharing and collaboration in higher education. **RIHED's vision** is to create a dynamic, strategic, and internationally recognised regional centre for promoting understanding, collaboration, and synergy in higher education for regional development.

BRIEF HISTORY

Originally founded as the Regional Institute of Higher Education and Development in Singapore in 1959. RIHED was reorganized and established in Thailand in 1993, as a regional centre of SEAMEO. RIHED plays a crucial role in the capability building of SEAMEO member countries in the field of higher education. It responds to a variety of needs with activities on policy, planning, administration and management of higher education.





1996

- 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 in July 1997.



1997

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



2001

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



2007

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



2011

- The Fourth Five-Year Development Plan was approved at the 19th SEAMEO RIHED Governing Board Meeting on 15-16 September 2011 in The Republic of the Union of Myanmar. Activities included in the development plan are being implemented since July 2012.

OPERATING ENVIRONMENT

SEAMEO RIHED operates within the rapidly changing environment of the Southeast Asian higher education systems. This landscape is chiefly characterised by diversity, due to different historical, structural and educational developments in countries of the region. Global forces including globalisation, massification, diversification, and marketization compound this variety. Many countries have recently restructured their higher education systems, in an effort to deal with increasingly multifaceted activi-

ties undertaken by HEIs. This has frequently resulted in increasing autonomy of HEIs, to allow them to face the increasing range of demands and accelerated pace of intra- and international competition.

Higher education development is a priority in the region as a primary means of promoting Asian socio-economic development. The harmonization of higher education is also in line with the ASEAN objective of 'One ASEAN at the Heart of Dynamic Asia'. SEAMEO RIHED strongly advocates for the Harmonisation of Higher Education in Southeast Asia, as a means of meeting the vision of ASEAN leaders.

OBJECTIVES

- 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.
- 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.
- 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, includes training, research and information dissemination with special focus on fostering efficiency and effectiveness of higher education policy and planning, management and administration in SEAMEO Member Countries.

PROGRAMMES AND ACTIVITIES

RIHED conducts programmes to assist member countries to meet the challenges and opportunities presented by the Southeast Asian higher education landscape. Activities include policy forums, workshops, training, study visits, information dissemination and research. The activities as laid out in the SEAMEO RIHED 4th Five-Year Development Plan (2012 – 2017) comprised three key components:

1. Programmes serving five objective areas
2. Higher Education Policy Dialogues
3. Regional Higher Education Information Gateway

1. Programmes serving five objective areas

RIHED's programmes are built on the five pillars reflecting its main functional objectives to foster access, excellence, and synergy in higher education for regional development: empowering and capacity building higher education institutions; developing harmonization mechanisms; cultivating globalized human resources, advancing knowledge frontiers in higher education system management; and promoting university social responsibility and sustainable development.

1.1. Empowering higher education institutions

RIHED envisions universities that are empowered, accountable and ready to embrace the challenges brought by the globalized education world. In order to meet this objective, RIHED provides opportunities for universities to build capacity in the areas of university governance and management, for instance:

- education programmes on University Governance and Management; University Research Management; Quality Assurance, Harmonization of Higher Education; Internationalization. (e.g. US AGB-RIHED, UK InTREC-RIHED, Australia AEI-RIHED programmes)
- workshops on management of Higher Education (e.g. UNESCO IIEP- RIHED)

- programmes on relevant areas for Greater Mekong Sub Delta countries
- seminars on higher education in Southeast Asia
- publications, reports and translation of relevant materials

1.2. Developing harmonization mechanisms

In line with the intentions of policy makers in the region, SEAMEO RIHED is promoting the harmonization of Southeast Asian higher education systems. This process will allow national systems to work with each other more effectively, while recognizing both national authority and the diversity of education systems in the region. RIHED facilitates the harmonization process by fostering development of the following mechanisms:

- Southeast Asian Quality Assurance Framework
- Southeast Asian Credit Transfer System
- ASEAN citation indexes
- Internationalization Award (iAward)

1.3. Cultivating globalized human resources

A mobile, globalized workforce is one of the key pillars of establishing the ASEAN Community. Human resources with trans-system competency can provide nations with the educated workforce needed to ensure development in a globalized environment. Human resource projects can have a positive impact on academic and cultural development as well as political, social and economic spheres. To facilitate the cultivation of globalized human resources in Southeast Asia, SEAMEO RIHED implements:

- Student Exchanges: ASEAN International Mobility for Students (AIMS) Programmes
- Regional student internship/ work experience
- Researcher Mobility
- ASEAN Future Leaders Camp

1.4. Advancing knowledge frontiers in higher education system management

To strive for excellence within changing contexts in which higher education systems and institutions in the region operate, there is a need to advance knowledge on education systems, their transformations, harmonization processes, and best practices in higher education management. SEAMEO RIHED undertakes research in a variety of areas, such as:

- Higher Education in South-east Asia
- Quality assurance models in South-east Asian countries
- Comparative study on credit transfer systems
- ASEAN research clusters

1.5. Promoting university social responsibility and sustainable development

The higher education sector has a responsibility to the sustainable development of local, national, as well as global communities. RIHED undertakes a number of activities to increase university social responsibilities in Southeast Asia. These activities include:

- bridging university social responsibilities and corporate social responsibilities.
- initiating and facilitating development of curricula that focus on emerging cross-border issues.

2. Higher Education Policy Dialogues

SEAMEO RIHED builds platforms for regular policy dialogues on higher education:

- Annual meetings of Directors General/ Secretary General/ Commissioner of Higher Education in South-east Asia
- Annual meetings of Presidents/ Rectors/ Vice Chancellor of Higher Education Institutions in Southeast Asia

- Seminars on key issues in higher education: organized annually back-to-back with SEAMEO RIHED Governing Board meeting
- SEAMEO RIHED's Brain Trust: Southeast Asia Forum on Education's Future: a forum for thinkers, educators and policy-makers in education to share their values, express their visions and exchange their views.

3. Regional Higher Education Information Gateway

SEAMEO RIHED's website is undergoing redesign to be an internet gateway on regional Higher Education. A number of new features will be added which include:

- Database of higher education institutions in Southeast Asia with links to the HEIs' websites
- Depository of international programmes in various fields/disciplines offered by HEIs in the South-east Asia region

www.rihed.seameo.org



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