

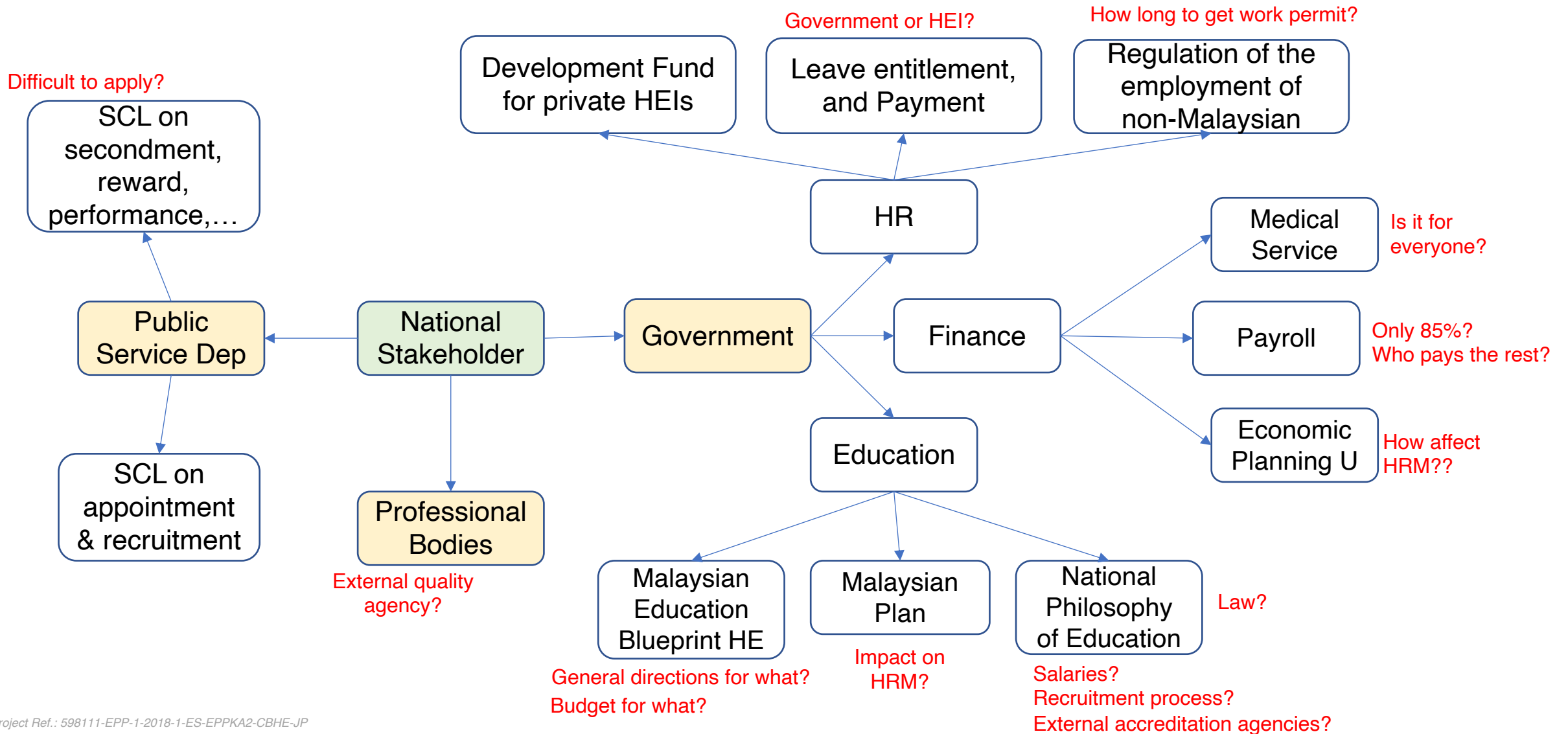


Macro Environment Overview of the Asian HEIs



External Analysis

MALAYSIA





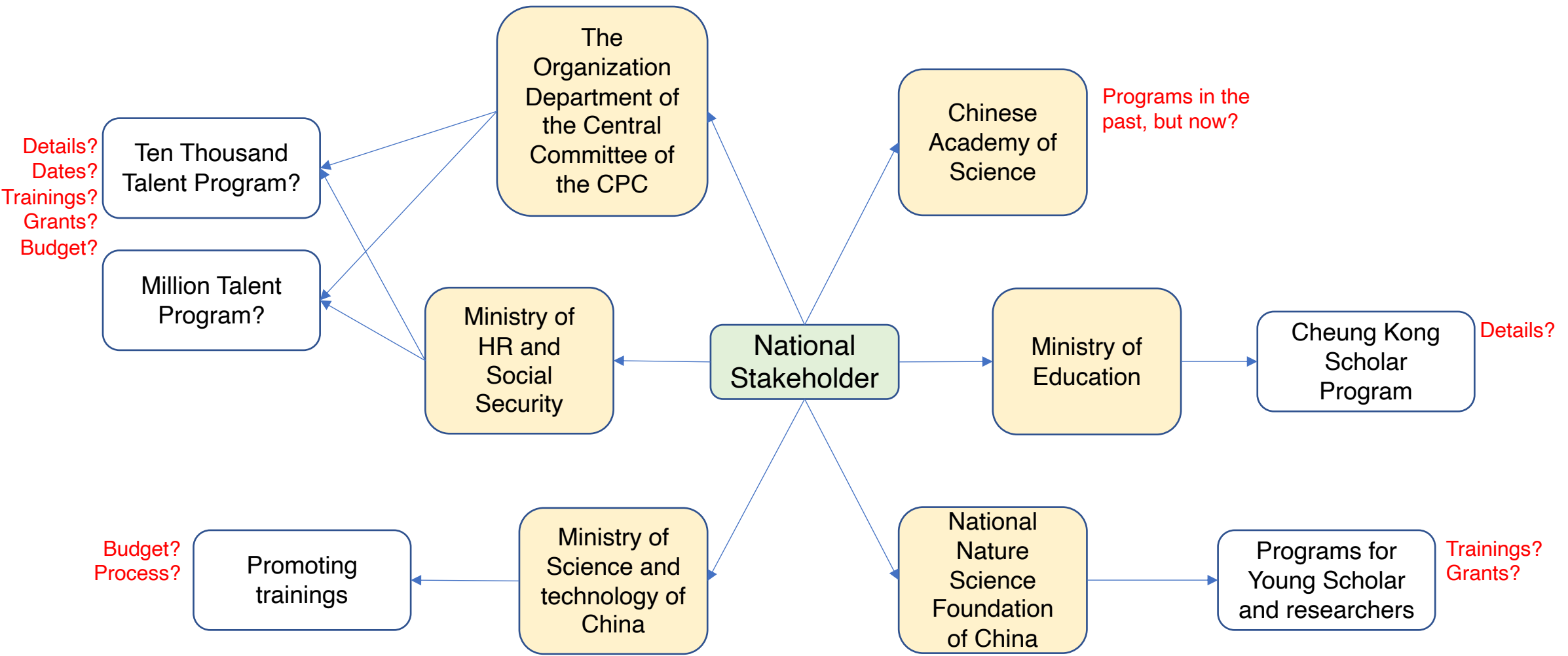
Considerations

1. National strategy about HEIs not stable over time.
2. Lack of coordination between government agencies with competences on HR.
3. Bureaucratic constraints from government agencies to apply HR practices.
4. Reduction of government funds to the HEIs.
5. In some sectors (e.g., medicine), high attrition rates. So, it's difficult to find academic staff in these sectors.
6. Low rate and exchange rate. So, it's difficult to attract international staff .
7. High entrance criteria for academic staff. So, it's difficult to hire new academic staff.
8. High criteria for obtaining tenure. So, the novel academic staff has to leave the HEI (job security is low).
9. Lack of experienced academic staff.
10. Lack of IT knowledge and skills in academic staff.
11. Laboratories are non-updated according to the new law.



External Analysis

CHINA





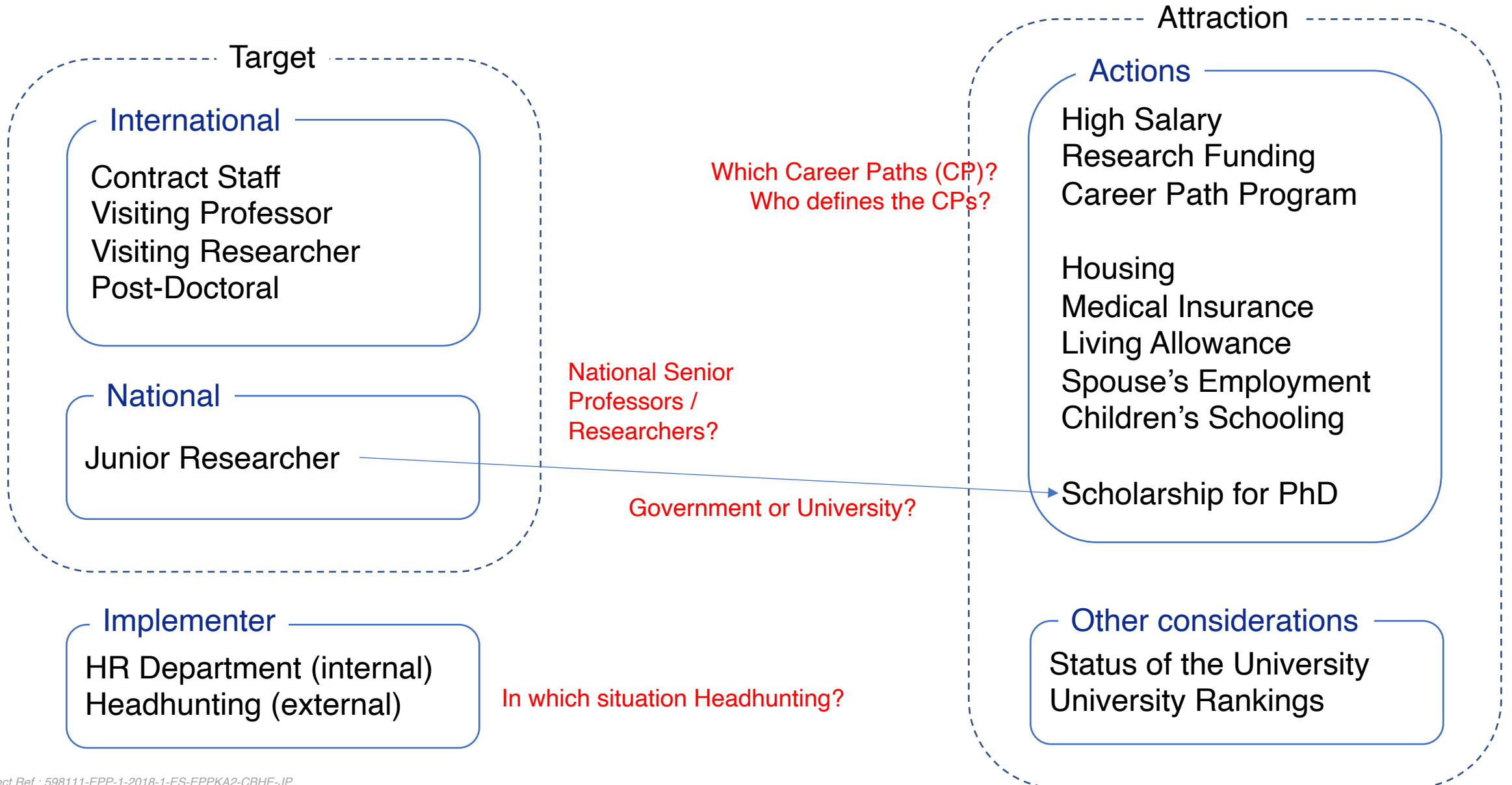
Considerations

1. Low visa pass rate for visiting scholars.
2. Brain drain and job-hopping is remarkable. Relatively lower salaries compared with other jobs.
3. The salaries depends on the income of the region. There are large differences among regions.
4. Large differences between Chinese cities in terms of their attractiveness (culture, education, traffic, etc.).



TM Practices - Analysis MALAYSIA & CHINA

Attraction



Retention



Compensation

- Bonus based on Performance
- Excellence Service Award
- Research Sabbatical
- Industry Sabbatical
- Mobility Program

External

- Secondment to external agencies
- Consultation services
- Start-up companies

Novel

- Abroad Research Program
- Abroad Study Program
- Enterprises Program
- Public Institutions Program

Social

- Benefits for Public Servants

Retirement

- Honorary Professor
- Post-Retirement Contract Professors

For Academic and Non-Academic Staff



Development

Academia (outside)

- Sabbatical Program
- Abroad Research Program
- Abroad Study Program

Academia (inside)

- Professional Training in Academia
- Release of responsibilities for carrying out the doctorate
- Minimum number of hours training/year

Leadership

- Leadership Program for Management
- Mentoring Program in Academia
- Mentoring Program in Industry (CEOs)

Industry

- Professional Training in Industry
- Mobility to get Positions in Companies
- Mobility to get Positions in Government Departments

Academic Staff

Non-Academic Staff

Actions

- Study Leave
- Job Training
- Professional Certificates



Assessment Academic Staff

Teaching

Teaching
Supervision
Innovative Learning
Teaching Resources
Awards & Recognition
Academic Leadership

Industry

Professional Leadership
Corporate engagement
Commercialization
Consultation

What dimensions
sensitively affect
university
performance?

How can we assess
these dimensions?

Research

Publications (journals, books)
Conferences
Grants (Nat./Internat.)
Awards & Recognition
Internationalization-Networking
Research Leadership
Corporate engagement

Management

Faculty-/Centre-Specific Duties
University Leadership



Assessment Non-Academic Staff

General

Evaluation of work performance
Knowledge and skills
Personal quality (Leadership?)
Corporate engagement
Activities and contributions outside of/beyond official duties

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sensitively affect
university
performance?

How can we assess
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