

1138322-D

The Dutch Association of Universities in the Netherlands (VSNU)
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Webinar on National / Collective Change to The Reward of University Teaching

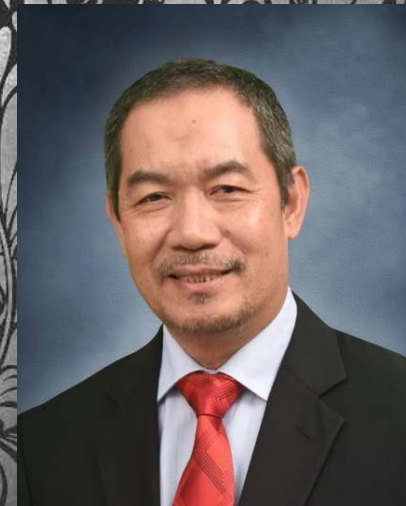
The Case for Malaysia



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Malaysia



Mohd Saleh Jaafar
Former Deputy DG, Ministry of Higher Education , Malaysia



MALAYSIA EDUCATION BLUEPRINT (HIGHER EDUCATION) -THE TEN SHIFTS-



SHIFT #2:

**Talent
Excellence**

Talent excellence refers to a community of scholars which includes inspiring educators, accomplished researchers, experienced practitioners, and transformational leaders. Talent excellence is a critical contributor to institutional excellence

Establishing a Talent Ecosystem to Foster Excellence

A concerted institutional effort is highly important to foster talent excellence, and it involves the creation of a sustainable and adaptive ecosystem in which talent can thrive.

Embracing the Changing Education Landscape

With the changes in the higher education landscape and its related challenges, there is a need for more specialisation of roles among academics. Hence, HLIs need to transform the way they recruit, nurture and reward talent.

Recognising Different Attributes of Talent Excellence

It is important for academic staff to develop overall baseline competencies in research, teaching, management and services. Here, attributes of talent excellence for different pathways are presented. The level of excellence is of equal merit and stature for each pathway.

Aligning Talent Aspiration to Institutional Mission

HLIs need to ensure that individual staff aspirations match institutional missions and vision. This will motivate staff to contribute based on their areas of expertise and passion, while ensuring institutions attain their performance target.

With the right support, talent excellence can be nurtured by aligning them to differentiated career pathways



INSPIRING EDUCATOR

- Espouses a clear philosophy and theory of teaching and learning
- Exhibits creativity and innovation in teaching, learning and assessment
- Introduces innovation that impacts learning
- Makes outstanding contribution(s) to leadership of teaching and learning, which are recognised nationally and internationally
- Is engaged in scholarly activities and/or pedagogic research in their subject area and/or innovation



ACCOMPLISHED RESEARCHER

- Demonstrates excellence in research and produces original work which makes significant impact in the field
- Makes significant contribution(s) to the body of knowledge through research of international standing
- Is able to attract major research grants
- Research has impact on community and society at large (i.e., knowledge transfer takes place)



EXPERIENCED PRACTITIONER

- Demonstrates excellence in professional practice
- Is an authority in the field of specialisation and contributes to the field of practice at both national and international level
- Makes major contributions and innovations in the development of their respective professions
- Shows evidence of national and international recognition of excellence through consultancy activities
- Where applicable, has obtained certification by relevant bodies



INSTITUTIONAL LEADER

- Demonstrates excellence in institutional leadership
- Leads and empowers institution to serve the community and the nation to achieve national agenda
- Demonstrates good leadership attributes
- Demonstrates leadership in sustaining best practices, and in leading change where necessary
- Is a recognised figure at national and international level
- Demonstrates overall understanding of key aspects of management, as well as rules and regulations
- Is a visionary and has a strategic mindset

The framework recognises four core academic responsibilities, which are (i) Teaching; (ii) Research; (iii) Services and (iv) Management/ Leadership. These responsibilities are applicable to all pathways; however, for each pathway the recommended weightage for each academic responsibility is differentiated based on the core responsibility of that pathway.

1 Teaching Pathway	2 Research Pathway	3 Professional Practice Pathway	4 Institutional Leadership Pathway ¹
Teaching 50-65%	Teaching 20-30%	Teaching 30-50%	Teaching 5-10%
Research 20-30%	Research 50-65%	Research 5-10%	Research 10-40%
Services 10-15%	Services 10-15%	Services and Professional Practice 30-50%	Services 10-30%
Management/ Leadership 5-10%	Management/ Leadership 5-10%	Management/ Leadership 5-10%	Management/ Leadership 30-60%

GENERAL CRITERIA FOR ASSESSMENT	INDICATORS
Teaching, supervision, and related activities	<ul style="list-style-type: none"> • Quantity and quality of teaching • Innovation in teaching and learning • Publications related to innovation in teaching and learning, including case writings • Recognition at national and international level • Involvement in learned or professional society for teaching and learning • Quantity and quality of supervision • Involvement as examiner and assessor
Research, publication, and related activities	<ul style="list-style-type: none"> • Quantity and quality of research • Journal papers and patents • Citations or H-index • Impact of research on community or industry • Books published • Amount of accumulated research grants • Recognition at national and international level • Involvement as grant evaluator, journal reviewer and editor

GENERAL CRITERIA FOR ASSESSMENT	INDICATORS
Services and contributions of Practitioners, and related activities	<ul style="list-style-type: none"> • Quantity and quality of services • Involvement at centre/department/faculty/university level • Contribution to community or industry • Membership and positions in learned and professional society • Recognition at national and international level • Winning prestigious awards for design and innovation, or in competitions in the profession • Innovation in practice
Management/Leadership- related activities	<ul style="list-style-type: none"> • Quantity and quality of leadership positions • Recognition for leadership excellence – university, national and international level • Professional/academic leadership – university, national and international level • Internationalization initiatives • Impact and Influence - university, national and international level • Innovation in leadership



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NATIONAL AWARDS FOR TALENT EXCELLENCE



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Malaysia



MSQ Edusys Sdn Bhd (1138322-D), No.4, Next2U@Putra, Aras 1, Putra Science
Park, Universiti Putra Malaysia, 43400 Serdang, Selangor

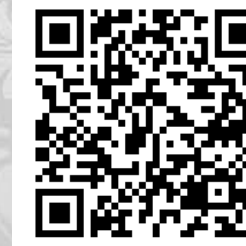


msj@upm.edu.my



MSQ WEBSITE

**Contact us: admin@msq-edusys.my
www.wasap.my/60123323302**



FB PAGE

MSQ Edusys Sdn Bhd (1138322-D), No.4, Next2U@Putra, Aras 1, Putra Science Park, Universiti Putra Malaysia, 43400 Serdang, Selangor



msj@upm.edu.my