

TRANSFORMATION OF UNIVERSITY
COLLEGE TO UNIVERSITY

SARA ASMAWATI BINTI SHARIFFUDDIN

Doctor of Philosophy

UNIVERSITI MALAYSIA PAHANG



SUPERVISOR'S DECLARATION

I hereby declare that I have checked this thesis and in my opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Doctor of Philosophy.

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I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

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ABSTRAK

Transformasi kolej universiti ke universiti penuh merupakan salah satu usaha untuk mencapai visi dan misi ke arah menjadi sebuah negara maju. Proses transformasi ini melibatkan pelbagai prosedur dan banyak pihak terutamanya kakitangan akademik. Tekanan kerja untuk memenuhi syarat-syarat menjadi sebuah universiti dan mencapai objektif transformasi tersebut telah meninggalkan kesan besar kepada mereka. Oleh yang demikian, kajian ini dijalankan untuk meneroka kefahaman, cabaran yang dihadapi oleh mereka dalam proses tersebut serta bentuk sokongan yang telah diberikan. Pendekatan campuran (mixed-methods) telah digunakan dengan kajian kes tunggal (single case study) sebagai pendekatan kualitatif yang utama diikuti dengan kaji selidik untuk mendapatkan data daripada sampel kajian di sebuah kolej universiti di Malaysia. Bagi pendekatan kualitatif, dua belas kakitangan akademik telah ditemubual dan pelbagai dokumen dari lima jabatan telah dikumpul. Manakala, bagi pendekatan kuantitatif satu set soalan kaji selidik telah dihantar melalui e-mail kepada kakitangan akademik dalam proses pengutipan data. Analisa berdasarkan tema dan statistik deskriptif juga digunakan untuk menganalisa data yang diperolehi. Analisis mendapati bahawa kakitangan akademik memahami proses dan cabaran yang dihadapi dalam proses transformasi ini. Di samping itu, hasil dapatan menunjukkan bahawa terdapat dua belas jenis cabaran yang mereka hadapi iaitu pengajaran dan pembelajaran, penyeliaan, kajian, penerbitan dan pengkomersialan, konsultasi, program masyarakat, budaya kerja dan persekitaran, pengurusan, dana bantuan, institusi, identiti akademik dan jaminan pekerjaan. Malah, kajian ini juga mendapati kakitangan akademik terbabit memerlukan sokongan daripada pihak pengurusan kolej universiti bagi merealisasikan proses transformasi ini. Selain itu, kajian ini juga mengemukakan satu model/kerangka sebagai panduan merealisasikan transformasi ini. Yang terakhirnya, hasil dapatan turut menyumbang bagi implikasi secara teori, metod dan praktikal yang bukan sahaja sesuai untuk kajian transformasi kolej universiti ke universiti tetapi juga bagi membentuk polisi yang berkaitan dengan transformasi institusi pengajian tinggi di Malaysia secara amnya.

ABSTRACT

The transformation of university colleges to universities is one of the efforts to achieve the national vision and mission towards becoming a developed country. The transformation process involves various procedures and many parties in particular the academics. The work pressure to fulfill the requirements and to achieve the transformation objectives leaves huge impacts on them. Therefore, the study was conducted to explore the academics' understanding, the challenges they experience in the transformation process and types of supports provided by the management to manage the challenges. Mixed-methods approach was employed with a single case study as the primary qualitative approach followed by a survey to obtain data from a sample of a university college in Malaysia. Whilst, for qualitative method, twelve academics were interviewed and various documents were collected from five departments; for quantitative method, a set of questionnaire was distributed via e-mail to the academics in data collection process. Thematic analysis and descriptive statistics were used to analyse data obtained for the study. The findings indicate that the academics understood the transformation process and the challenges experienced in the process. Apart from that, the findings also reveal that twelve types of challenges were experienced by the academics in the transformation process including teaching and learning, supervision, research, publication and commercialization, consultation, community program, working culture and environment, management, funding, institution, academic identity and job security. Furthermore, the research discovers that the academics required supports from the management of the university college to realize the transformation process. In addition, the research proposes a model or framework as a guideline for transforming university colleges to universities. Finally, the findings provide theoretical, methodological and practical implications that contribute not only to the study of transformation of university college to university but also in promulgating relevant policies pertaining to the transformation of higher education institutions in Malaysia in general.

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LIST OF ABBREVIATIONS

APEX	Accelerated Programme for Excellent
Assoc. Prof.	Associate Professor
Prof.	Professor
BM	Bahasa Melayu
Dr.	Doctor
HEIs	Higher Education Institutions
ICT	Information and Communications Technology
KPI	Key Performance Indicator
KUIITHO	Kolej Universiti Teknologi Tun Hussein Onn
KUIM	Kolej Universiti Islam Malaysia
KUKTEM	Kolej Universiti Kejuruteraan dan Teknologi
KUKUM	Kolej Universiti Kejuruteraan Utara Malaysia
KUSTEM	Kolej Universiti Sains Malaysia
KUTKM	Kolej Universiti Teknikal Kebangsaan Malaysia
MOE	Ministry of Education
MOHE	Ministry of Higher Education
MQA	Malaysian Qualifications Agency
PhD	Doctor of Philosophy
PPERU	Program for Promoting the Enhancement of Research Universities
T&L	Teaching and learning
UMT	Universiti Malaysia Terengganu
UNESCO	United Nations Educational, Scientific and Cultural Organizations
UniMAP	Universiti Malaysia Perlis
UMP	Universiti Malaysia Pahang
USIM	Universiti Sains Islam Malaysia
UTeM	Universiti Teknikal Malaysia Melaka
UTHM	Universiti Tun Hussein Onn Malaysia

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