



USM

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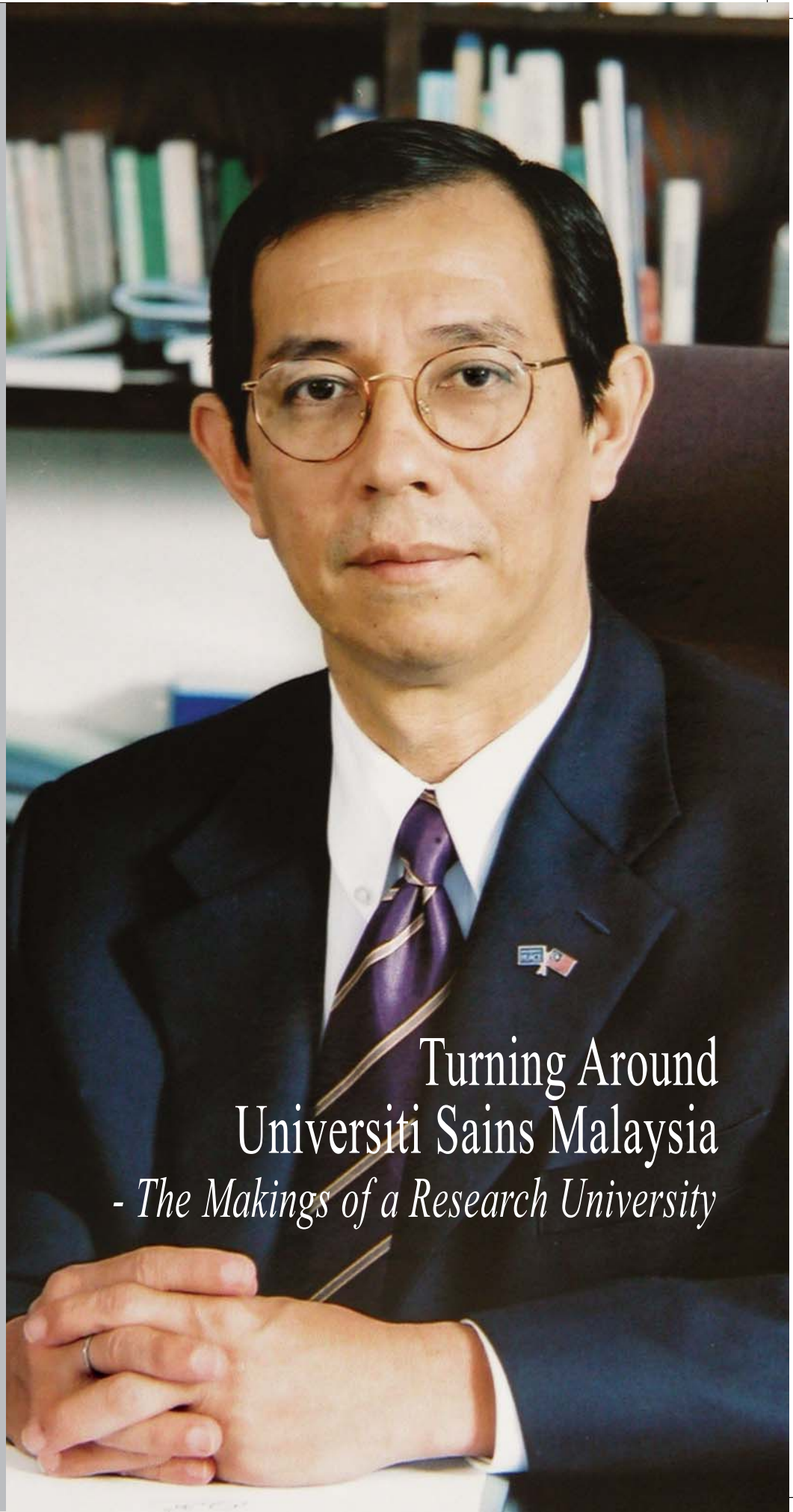
USM Alumni Magazine

# The Leader

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Turning Around  
Universiti Sains Malaysia  
*- The Makings of a Research University*

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# From the Editor

Welcome to the inaugural issue of *The Leader*, a magazine published by the Alumni Liaison Office (ALO), USM focusing on issues, happenings and events in the University exclusively for the alumni. It is our intention for *The Leader* to bridge the University and its alumni to strengthen relationships and to spin a web of networks for our mutual benefits. *The Leader* was conceptualised to trigger memories of the *alma mater* and, at the same time, to keep alumni abreast of the dynamics in the University.

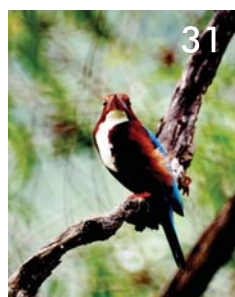
In this first issue, our Special Feature is on the Research University (RU). USM was declared a RU in October 2006 by the Prime Minister. It was received with much excitement by the campus community. It came not without challenges. We approached the Vice Chancellor to give us his views on the RU vis-à-vis USM. How is USM reinventing itself to be a RU? What policy structural changes must be implemented with RU? How do we sustain a RU? What role can the alumni play in a RU? These are some of the questions addressed by the Vice Chancellor in *Turning Around Universiti Sains Malaysia: The Makings of a Research University*.

In *A Step Ahead with Tan Sri Musa Mohamad*, the former Vice Chancellor and Minister of Education, shared with *The Leader* his memories and contributions to USM, his idea of higher education philosophy and his thoughts about the role and challenges for USM as a research university. We profile Mr. Idris Jala (USM, 1982), the Managing Director of Malaysia Airlines (MAS,) in a show of support in his determination and conviction to turn around the national carrier to profitability in *I'MPOSSIBLE with MAS*. *The Leader* also focuses its attention to *The Other Residents* in campus that we often ignore or even consider as pests. We urge you to look at the other residents again. I assure that you will be pleasantly surprised.

These are some highlights in this inaugural issue. There are more waiting for you. *The Leader* will be published thrice annually. We hope for your support and welcome your contributions and comments.

*Kami Memimpin*

Mohammed Zin Nordin  
Chief Editor



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*The Leader, a manifestation of USM's motto "We Lead" (Kami Memimpin), is the creative effort by the alumni of the University to bring back the alma mater into our lives, and the recesses of our minds. This is perhaps the easiest way to stay connected by keeping our consciousness constantly alert towards our alma mater.*

At another level, with more than 80,000 alumni scattered all over the globe, it is imperative that we also begin to build a cohesive network beyond what has been attempted thus far. In a world that is increasingly becoming more complex networking is undoubtedly a desirable strategy to keep on top of things. It allows various expertise to be tapped and experiences to be shared, or simply exchanges to be made without too much difficulty. In turn, the benefits that could be gained from such a strong and systematic network is unlimited, be it to the individual, or more importantly to the University as a whole. *The Leader* is precisely intended to be the catalyst that would spur the formation of such a network on a voluntary basis.

By reaching you through *The Leader*, it is hoped that it will stir enough memories and nostalgia to persuade you, in turn, to reach out to the University, or the School or Desasiswa that at one time forms part of you life, brief though it maybe. And now, it is payback time!

The launching of this inaugural issue of *The Leader* is special for many reasons. Notable among them is to mark the conferment of USM as a research university beginning from the Ninth Malaysia Plan as announced by the YAB Prime Minister in March. This new-found status has several implications for the future of the USM. It is as though it will re-invent itself in meeting the challenges of the future of USM. And we want you to be part of shaping the future USM. Although the University has been gearing up to this new role in the last five years, much still need to be done. There are plenty of rooms for the alumni to contribute and participate in this process. More so through the envisaged network which will invariably be a useful tool for mobilising ideas, resources and assistance from the alumni, given not only their number but more importantly talents and expertise.

*The Leader* at the same time will also attempt to update members of the alumni on breaking news, happenings and events at the campus, and where possible look forward to your participation in some of the in-campus activities as a way of keeping in touch.

We hope you will find *The Leader* exciting and interesting, and will move each and everyone of you to contribute to our alma mater in whatever way you can.

Salam memimpin

Dzulrifli Abdul Razak (USM, 1976)



# Turning Around Universiti Sains Malaysia - The Makings of a Research University<sup>1</sup>

■ By Dzulkifli Abdul Razak (USM, 1976)<sup>2</sup>  
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When I was given the responsibility to lead the second oldest university in Malaysia, the expectation is to "turn around" the university. It was appropriately so, since I will be at the helm as the University transit into the new millennium, with its plentiful new demands and challenges. Since then these two words have been the lynchpin of most, if not all, of the thinking, planning and actions taken towards shaping the future of USM. One of the strong push is to turn USM into a research-intensive university, a global hallmark of any successful university. In this context, research and publications are the internationally recognised measure of excellence, especially as determined by their peers in the academic community.

This article is an attempt to update the alumni and let them feel the pulse of USM today by providing an insight into the steps taken thus far to turn around their *alma mater*. And in the process call on the alumni to join the University in the journey to position itself as the top research university in the country.

<sup>1</sup> This article is partly based on a paper "Dis-Endangering Research and Knowledge Creation Inertia Amidst Constraints in a Teaching University: The Experience of Universiti Sains Malaysia," to be presented at the Global Colloquium of the UNESCO Forum on Higher Education, Research and Knowledge, 29 Nov-1 Dec, UNESCO, Paris, France. The assistance and contribution of Prof. Ramli Mohamed (USM, 1974) and Mr Saw Cheang Kee is duly acknowledged.

<sup>2</sup> Professor and Vice-Chancellor, Universiti Sains Malaysia



#### The Aspiration

As a public-funded university, USM, like many of its counterpart has to comply with a set of policy and regulations in meeting the human resource needs deemed essential to the country's economic growth. That the basis of allocation of annual funds for operation by the central agencies is based on the per capita enrolment of undergraduate students, implies that the focus of managing the university is closely associated to the "production" of undergraduate students.

Teaching of undergraduate students thus represents the fundamental function and indicator to match the source of its recurrent expenditure. Developing and nurturing postgraduate programmes will have to be managed within whatever funds made available. So goes for academic positions which are primarily created based on teaching needs with their qualifications assessed according to the courses to be taught. While merits for research capability and experience are taken into account as the criteria for acceptance, still the priority is by and large towards teaching. At times, it could lead to frustration when the balance could not be properly configured.

It is against such a background that USM must transform itself. It is challenging and by no means an easy feat to provide the impetus for heightening R&D commitment when the overall culture is founded on teaching comes first. To place R&D on the same pedestal with teaching-learning activities in an examination-oriented education system seems a formidable task to overcome. However, it must be done.

Seen from a different perspective, teaching and learning is the basic portfolio of a good university as a means to disseminate knowledge. The contribution of R&D is when it is able to plough back the discoveries made to enrich its teaching content, and making learning a unique experience in itself. As such the University need to start encouraging its academic staff, preferably the administrative and professional staff as well, to undertake reputable research activities in the quest, not only to discover new knowledge, and push the boundaries of

knowledge, but also as an investment to invigorate teaching and learning at the same time. Where necessary the invention of new products and services that are equally innovative could be an added bonus, better still, it can be commercialised to create economic wealth.

Further, it was considered important for academic staff, and hence the entire university, to excel and be imbued with the R&D culture that seeks cutting-edge knowledge as well as generate 'big' ideas. Translating and transferring new knowledge into teaching-learning material will be the next challenge to assuredly add quality to USM as a centre of academic excellence. In this way, the University can lead in some areas of knowledge, and become identified with specific discipline(s) as a point of attraction for students and scholars near and far.



Succinctly, the USM "turn around" formula is to promote research excellence without sacrificing the core business of teaching and learning in the dissemination of new information, knowledge and hopefully wisdom too. The continuum of teaching, learning and research must be strengthened instead as much as the continuum of basic, applied and transformational research in an academic institution worth its name. The overall outcome of this framework sees not only theoretical discovery of new knowledge, but also functional ones in terms of products and services that are rather innovative. It also seeks to promote knowledge as a whole rather than any one fragmented piece in isolation.

Indeed, towards this end the drive is to articulate research intensiveness as one of the strategic directions for USM that was agreed upon at the turn of the new millennium.



### The Initiatives

Generally, university research endeavour can be grouped under two broad categories i.e. academic policy relating to research *and* graduate programmes supported by some of the important elements listed below:

- Policy and procedures on research including administrative monitoring
- Trends and developments (technology transfer, competitiveness, best practices, etc.)
- Postgraduate research policies and practices
- Funding mechanisms and support
- Promotions and marketing of products and services (commercial take-up)
- Networking and collaboration
- Talent search and retention

In the case of USM, the initiative to re-brand R&D activities commenced in earnest in early 2001. For a start, the university set into motion a comprehensive university-wide exercise to inventorise the available best practices for enhancing the image and reputation of USM as a measure of its global competitiveness. To meet this goal, the drafting of a USM roadmap began by carrying out an overall audit of the entire R&D system, and then building upon it an indigenous framework to turn around the University.

The cooperation of every Schools/Centres at USM were vital at this point. They were requested to identify projects, programmes, courses and structures which they considered to possess 'top of the class' standing; and subsequently submit to the Vice-Chancellor's office, the specific suggestion with detailed justifications, including evidences from independent assessors that could corroborate the standing of each listed submission, for evaluation.

The goal was to audit all the submissions and determine their standing against a set of criteria collectively devised by the University for the purposes of in-depth assessment. The strategy is to help nurture those that show promise and present potential in meeting international recognition. At the same time, to launch those that has already arrived as being "top of the class." This will set USM on the course of constantly redefining the limits of its R&D capability and be very visible in its ambition to re-invent itself as a research-intensive university.





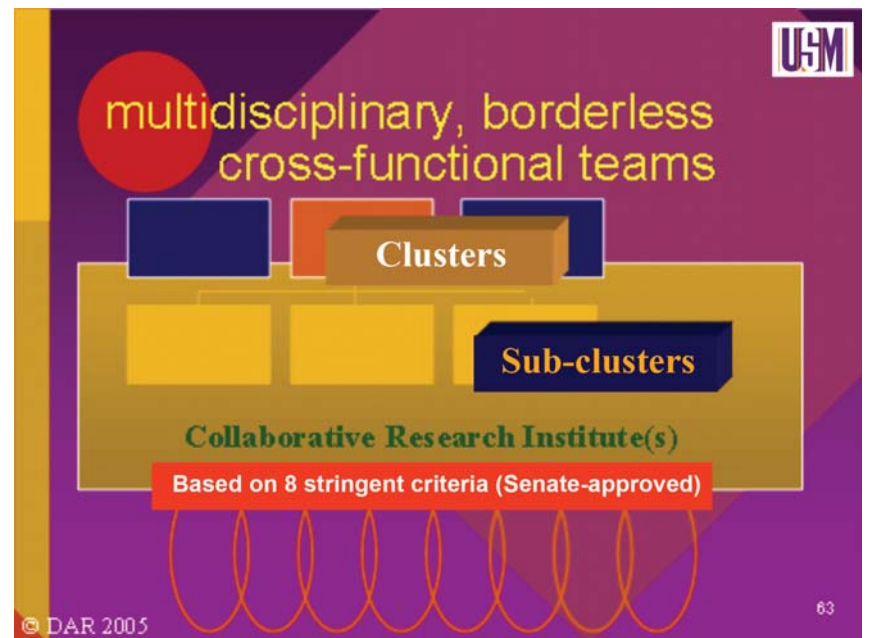
An Advisory Committee to the Vice-Chancellor on World-Class Programmes was tasked to assess and carry out the audit of the submissions made by 21 Schools and 8 Centres with due diligence. For this purpose, after much research, it adopted two main criteria viz. sustainability and impact as a basis of evaluation. The former covered the spectrum of human resource, funding, physical facilities and networking; whilst the latter includes evaluated publications, technology transfer, patents/marketable products and copyright, impact on consultancy, impact on government policy and regulations, and honours as well as awards accrued.

### The Journey

After an intense 8-month effort, the Committee reported on its findings in 2002 listing the top five submissions as having top of the class standing and/or with potential to be so. Among them research programmes in areas of Medical Biotechnology, Ecological Drainage System, Vector Control, Anti-Infective Drugs and Aquaculture.

The Committee too came out with a set of recommendations and suggestions as to how to go about levelling up R&D in the University. It includes the structural, operational as well as motivational aspects. Some of the recommended lines of action are listed below in some details so that member Alumni could gain insights as to how they can best offer help and make meaningful contribution to the *alma mater*.

- > Establishment of a one-stop centre for R&D, Research Creativity and Management Office (RCMO), to provide management, administration and implementation needs as well as support, liaison and sustain R&D activities of and at the university
- > Creation of borderless thematic platforms (cutting across physical School/Centre boundaries and virtual barriers) to power new transdisciplinary research clusters viz. social transformation; engineering and technology; information technology and communication as well as education; life sciences; health and biomedicine; clinical sciences; and fundamental research.



- > Establishment of the portfolio of Research Deans to initiate and integrate research across Schools/Centres as platforms to execute the respective research themes

### Turning Around Universiti Sains Malaysia - The Makings of a Research University

- > Creation of collaborative laboratories and other common facilities ("collaboratories") to promote cutting-edge research amongst the staff and graduate students in order to attract prestigious researchers and funding
- > Creating of fellowships and financial assistance to attract and support excellent students as a strategy to improve the intake quality of graduate student managed by the Institute of Graduate Studies
- > Enhancement of international relations to forge greater collaboration and networking between the University and its counterpart globally in building research partnership and exchanges
- > Enhancement of academic-industry/external agencies liaison to continuously strategise and improve economic competitiveness, both at home and abroad; apart from addressing the technical competency gaps between industries/workplace and students
- > Creation of commercial programmes to attract and negotiate with venture capitalists/funding agencies and private investors interested in jointly commercialising USM research products and services
- > Enhancement of centres of excellence based on specific and stringent criteria to ensure that top class research niche(s) could be identified, nurtured and cultivated to produce innovative outcomes
- > Establishment of new types of learning strategies, priorities and roles as well incentives in motivating young researchers and students to conduct value-added and discovery-oriented research led by eminent persons



- > Establishment of an idea powerhouse through the creation of innovation system to move towards the development of knowledge enterprises and research parks





### The Outcomes

Since the beginning of the above initiatives, the University has been able to undertake a multi-tiered approach to continuously improve R&D in many spheres. In particular, this includes increasing human resource capacity and expertise particularly in the prioritised areas of Science and Technology area as determined nationally; an increase in the quantum and sources of research grants; the emergence of newer clusters and creative research programmes and projects; and a more efficient and accountable research management system.

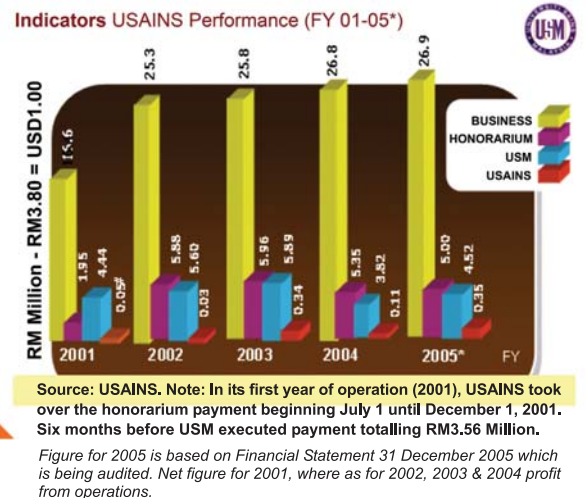
At a glance, the selected outcomes of the USM scorecard (2001-2005) include:

- > The number of professors continuously increased from 86 in 2001 to 109 in 2005, whereas that of staff in the fields of Science and Technology alone increased from 646 in 2001 to 837 in 2005
- > Academic staff with PhD qualifications totalled 840 or 70 per cent in 2005 - the highest among the institutions of higher learning in Malaysia
- > Equally significant, in terms of generational cohorts of those with more than 20 years of research experience leaped to 313 in 2005 as against 190 in 2001
- > The numbers of graduate students enrolment increased multi-fold to more than 6,500, with the numbers for international students making up more than 15 per cent
- > About 50 per cent of the graduate enrolment are research students with more than 21 per cent reading doctoral degrees
- > Grants for Science & Technology from both government/public and private sectors, including from external research funding, at the national and international levels during the 2001-2005 period totalled RM 248.5 million, more than doubled for the period 1996-2000 (RM 111.4 million)
- > Two additional centres of excellence were nurtured viz., Institute for Research in Molecular Medicine [INFORMM] and River Engineering & Urban Drainage Research Centre [REDAC] leading the University to global eminence
- > The establishment of two more national centres of excellence viz., specialising on pharmaceutical and nutraceutical research (as part of the Bio-nexus), as well as semiconductors and microelectronics application and development
- > One of seven pioneering Regional Centres of Expertise on Education for Sustainable Development worldwide under the auspices of the United Nation Universities - Institute of Advanced Studies was established in USM in June 2005.
- > The establishment of a research park was initiated as part of the effort to growing knowledge enterprises and expand collaborative research
- > The number of PhDs completion and graduation improved significantly over the 2001-2005 period to 357 graduates, from just 87 between 1996-2000



- > The number of publications in citation-indexed journals (ISI Web of Science) increased from 265 in 2001 to 364 in 2005, with an increased in impact factor totalling 408.04, from 309.84 previously
- > The cumulative number of patents approved increased from 57 in 2001 to 64 in 2005; with another 7 pending and 8 commercialised products
- > The showcase of innovative research products and services invented by academic staff that won awards at both national and international competitions during 2001-2005, numbered 458; many coveted international awards and recognitions
- > Over 2001-2005, R&D has become the central core of USM's activities bearing its "brand" of quality products and services, and at the same time showing promise as a potential wealth-creator for the University.

Quite apart from the tangible results enumerated above, the value-add intangibles that could be observed and felt in USM (at least perceived) would include the enhancement of creative ideas, the nurturing of new research skills and talents, increasing level of competency and competitiveness, better communication of new knowledge in creating a knowledge-based community of learners.





#### Conclusion

As evident from the brief description above, it has been an unstinting effort on the part of the USM community (given limited available resources at hand) to turn the University around as initially envisaged. Consequently, USM is now better poised to move to the global centre-stage as it gains more recognition for its research excellence without compromising on its commitment of providing the highest teaching-learning standards. The process of identifying, evaluating and successful implementation of the top of the class research programmes has indeed propelled the University to be the leading Malaysian university based on a 8-criteria-cum-32-subvariables audit conducted early this year. This is testimony to the fact that USM is accorded by the Malaysian Government as the top Research University in the country.



The USM experience demonstrated that it is possible to turn around and synergise R&D in a teaching university environment. This is vital to enables the University to move up the value chain of R&D by incorporating internationally accepted practices/standards and linking with industrial partners that are global players. It put in place a creative and innovative continuum of research and teaching-learning that will allow greater enhancement of quality and excellence. Moreover, it fits well into the framework of five thrusts as proposed under the Ninth Malaysia Plan (2006-2010), especially that of the second thrust: raising the capacity for knowledge and innovation, and nurturing "first class mentality"; the fourth thrust: improving the standard and sustainability of the quality of life, and also the first thrust: moving the economy up the value chain.

#### The Call

Now that USM has taken the journey towards research excellence, it is important to sustain it with vigour and resolve. It is here that the University needs all the help that it can get as the process to turn around the University continues and intensifies. Members of the Alumni, now numbering more than 80,000, can definitely play a proactive and constructive role in paying back to the University by making the vision of USM as a renowned research-intensive university a reality. After all, the best judge

as to how distinguished the alumni of a particular university, mirrors closely as to how successful their alma mater is!

In other words, at no time in the history of the University that its potential to be a vibrant centre of internationally significant research and scholarly work has been well articulated as presented above. Whilst at the same time, it creates tremendous opportunities to

become the richest possible learning space for outstanding researchers to converge and translate new and challenging ideas for the enhancement of quality of life.

Now, its your move.

# Foundation of Excellence

A resolution passed by the Penang State Legislative Assembly on 11 April 1962 sowed the seed for the establishment of Universiti Pulau Pinang in the state. It resolved that **"In the interest of Penang especially and North Malaya as a whole, representations should be made to the University of Malaya authorities for early action with regard to the establishment of a University College or an institution of similar status affiliated to the University of Malaya which could be the nucleus around which ultimately, the University of Penang could be developed"**.

7 August 1967 -  
Tunku Abdul Rahman Putra Al-Haj,  
Malaysia's first Prime Minister,  
laying the foundation stone of  
Universiti Pulau Pinang.



## Sustaining Heritage

### Foundation of Excellence

A piece of land covering 600 acres was acquired in the suburb of Sungai Ara (south of the present campus) and on 7 August 1967, the foundation stone was officially laid by the then Prime Minister.

In November 1967, a report presented by the Higher Education Planning Committee to the Cabinet was passed by Parliament.

At the time, the only university in operation in Malaysia was the University of Malaya located in Kuala Lumpur, the capital of the country. It soon became evident that there was an increasing demand for graduates and diploma holders. As a result in mid-1968, the initial proposal to create a university then called Universiti Pulau Pinang, free and independent from the University of Malaya.

In October 1971, the University was officially founded when the Incorporation Order was signed by the then Minister of Education, Dato' Hussein bin Dato' Onn. In April 1972 at the request of the Government, the University was renamed Universiti Sains Malaysia (USM). This name was to emphasise the leadership role of the University in "gathering and disseminating scientific knowledge as well as applying such knowledge for the use not only of the people of Penang but for all Malaysians".

(Source: *We Lead: Universiti Sains Malaysia 1969-2004*)



*A section of the Library at the Malayan Teachers College (early 70's).*



*The present Library at Minden.*



*Class of 1974.*



*1972 - New students taking their oaths.*



**Tan Sri Dato' Musa Mohamad is a man much-respected for his brilliant intellect. As someone who is knowledgeable and forward-looking, Tan Sri Dato' Musa has contributed much to the development of higher education in this country.**

Tan Sri Dato' Musa was born on 29 November 1943 in Bagan Datoh, Perak. He received his early education at the Government English School in Sungai Sumun, Perak. He then continued his studies at the Clifford High School and then at the Malay College, both in Kuala Kangsar, Perak. He then pursued a degree in Pharmacy at University of Singapore and graduated with a Bachelor of Pharmacy Degree in 1964. He then joined the Ministry of Health, Malaysia, and after gaining experience at the ministry, enrolled in the M.Sc. in Pharmaceutical Technology course at the University of London. He graduated with a M.Sc. Degree with a Mark of Distinction in 1972 and was awarded the Abbot's prize for best student.

During Tan Sri Dato' Musa tenure as the Vice-Chancellor of Universiti Sains Malaysia for 13 years, from October 1982 until 1995, Universiti Sains Malaysia experienced many changes and rapid development. Tan Sri Dato' Musa managed to introduce new courses, for example, in the fields of engineering, architecture, industrial science, applied science, computer science, communication and management. In terms of research, he proposed the development of several areas which were thought to be able to contribute directly to the development of Malaysia, for example, aquatic biology and archaeology.

Beside his strong and visible commitment to the university, Tan Sri Dato' Musa is also known for his vast contribution to professional services in the government sector and in non-government organization [NGO's]. He is also recognized for his contribution to the development of the higher education in the country.

## A Step Ahead with Tan Sri Musa Mohamad



**A Step Ahead with Tan Sri Musa Mohamad****ALO: How should you describe your experience as Vice Chancellor and Education Minister?**

**Tan Sri Musa:** They were both challenging positions. The experience had been the most interesting and gave me the ability to contribute in many ways to the educational scene. As a Vice Chancellor, I had different focus; on the university, the mission and objective of the university and I have to be fully aware of what happened from time to time, what needs to be done from time to time, what things to be added and when to change the direction. It was the question of the leader leading the university to achieve the mission and objective set forth. It was simple enough in a sense. As a Minister, I had to deal with many institutions, missions and objectives. Of course, there were political constrains that made it more complicated. What you think you could do, sometimes couldn't be done the way you think it could be done. You need to maneuver within that particular limitations and that's what I found very interesting. It kept me alert. It was very interesting experience and I must thank God that I was given the opportunity to do it.

**ALO: Twelve years being a Vice Chancellor of USM is a long time for anyone. What would you consider as your greatest contribution to USM?**

**Tan Sri Musa:** I was the Vice Chancellor for 13 years in fact. When I took over as the Vice Chancellor, the University was 10 years old. It was still developing and many things needed to be done. In fact, at that time, the country was going through a tough time due to the 13 May '69 episode. I would consider my focus as the Vice Chancellor was largely toward achieving the aims and objectives of Malaysia in terms of the New Economic Policy and to ensure the university plays a very significant role.

I also need to make sure the University stands out as a very strong academic and research institution through the interdisciplinary approach. I inherited the approach or philosophy from my predecessors to use as the basis to put USM forward in teaching, research and service. This philosophy was very well understood by every member of the university's community. Hence, we avoided single discipline approach. When we set up the Centre for Policy Research, for instance, it was interdisciplinary in nature. At the centre, experts from various fields work together to achieve its objectives. This had been the model for the setting up of other centres as well. The approach had enabled USM to create a niche for itself. I think at that time, if anything at all, USM was known for its dedication toward solving problems that were multi disciplinary and interdisciplinary which others were unable to do. We were able to create a name for ourselves locally, as well as, internationally because of it.

It was also a question of leadership in the sense of putting USM onto the world stage. Foreign experts were brought to teach and research in USM and, at the same time, good international relations was established with foreign universities. Even at the time, I think, USM was already well known internationally.



A Step Ahead with Tan Sri Musa Mohamad

**ALO: What is the philosophy of higher education in Malaysia?**

**Tan Sri Musa:** I always shun answering this question. I do not believe that higher education should have a single philosophy by which we should be guided. Philosophy of higher education is quite different. It is tough building a certain kind of philosophy for an education institute to be comfortable with and to use to create a niche. Hence, USM, for example, had the interdisciplinary approach philosophy in everything that it does. For example, when I started the university college focusing on engineering, the educational philosophy was to make sure that our students and graduates are given very good hands-on experience without neglecting the academic fundamentals. This is necessary today for employers' demand that university graduates not only are knowledgeable in the subject matter but are also capable of operationalising what they have learnt in the working environment.

So, that is the approach of the new university colleges ensuring a much greater interaction with the industries. There need to be co-curriculum around industrial needs and also bring the multi disciplinary approach in with stronger focus. This is what many universities in the west did. The traditional universities tend to focus on academic alone, while the new and the more resourceful universities tend to have a blend of both.

At Harvard, for instance, the teachers are consultants themselves. They know what they are talking about not just from the practical perspective but also from the theoretical perspective. When they talk about turning around a company, they have done it several times. They know the works and that what makes it different. So, the university of tomorrow, I think should look seriously into what they teach, how they teach and who teaches it. It is no longer adequate sending students for one to three months industrial training. Teachers themselves must also have the industrial experience and if not, should be sent for training. This is because technologies have changed so much and teachers need to be abreast of the new developments. Most teachers are not inadequate in the subject matter but are deficient in the technology know-how.

When I was the Vice Chancellor, people use to frown on the idea that we allowed architects, for example, to teach as well as practice outside. I allowed that during that time because, in the first place, no architects would want to be a university lecturer and teach for a small salary. They don't mind being a part time

lecturer. But being a part time lecturer is not good because they will not concentrate fully. In order to encourage them to become full time lecturers, I allowed them to carry out consultancy work like any other academic staff.

I believed USM staff is allowed to do that now. In this manner, they bring their experience into the lecture halls and studios. They know what they are talking about or whether the drawing of the students will work or not. Students do not have to suffer with an experience that they learn after they graduate. At that time, it will be too late and the damage has been done. Employers will say that the university is not teaching the right thing. But it is not about the university not teaching the right thing but they are teaching proprietary knowledge. So, if there are many problems with our universities, it is because we are doing things the old way. It is not that the old training was not good, except that today's employers cannot anymore dabble too much in that kind of things.



*Tan Sri Dato' Haji Musa Mohamad (second from right), the then Vice Chancellor of USM, at the archaeology excavation site at Lenggong, Perak.*

**A Step Ahead with Tan Sri Musa Mohamad**

So, I started of by saying, I always shun this question because I do not believe that every university should have the same philosophy, the same thing dictated from the top. That's not how the university work. University must work in an independent environment and able to create quite several niches. It must be able to focus and give general guidelines to change.

A lot of the universities did well on its own. It has to look at the strength and style it has and use the staffs' expertise to develop the educational philosophy that will be its niche. This is what it should be. Any other way then will become contradictory to the effort of wanting the university to contribute much more.

**ALO: What is the role of USM in the context of a Research University (RU)? What would be the challenges?**

**Tan Sri Musa:** If USM is talking about RU, the university must develop a culture where everybody in the university is talking about research. The university should think very deeply and look at its research inventory. In a RU, the post graduate population must be high and the university should put a lot of money into research. Research is not cheap and we are not sure of the outcome too. The university must secure funds for the researchers. The key to success in the context of RU is its fine implementation. Whatever philosophy that the university subscribes, we need to implement it. This is where we always fail. Competition is very important and we need to set milestones. Only then we will succeed.

In the context of RU, we need to rework the university's culture and ask ourselves, is USM fully a Research University? Are we among the tops? Are we on the top? Do we have good researchers? We can say we are successful when the staff published articles internationally, staff that write or have the ability to publish 4 to 5 articles per year. If we are only good on paper, we're not there yet. The university should have money but still money is not everything. We need to look for funds (example, Harvard University's and MIT's research funds are in the millions of dollars). The university should develop the research culture and do it because it's not only the Vice Chancellor who's thinking about RU, it should be in the minds of everybody even the gardener. The students must be thought to think differently. We need to build the right culture. While the government is looking into it, we should also create outside the university a culture of research. It is good to know that the government is now spending a lot of money in creating R&D institutions.

**ALO: USM is proud to have alumni all over the world. What would you say to these alumni vis-à-vis their alma mater?**

**Tan Sri Musa:** I am proud of all the alumni, locally or foreign. For me, strong universities require strong Alumni because without support from them especially in endowment funds, it is difficult for a university to develop. Harvard University, for instance, has a third of its finance coming from the alumni endowment. It has 200 years of support from the alumni. There aren't really many USM alumni who are big tycoons but there are many alumni that are influential and could give their support to the alma mater. They could set the example by being proud that they are an alumnus and portray themselves as an alumnus. I am glad that there is USM Alumni Liaison Office [ALO] and USM Alumni Association and probably these two entities could synergies their energies to ensure the alma mater be distinctive.



*Tan Sri Musa Mohamad (first from left), the then Vice Chancellor of USM, with Tun Dr. Mahathir Mohamad, the former Prime Minister of Malaysia, during his visit to Minden campus.*

**ALO: What do you think are the challenges facing universities 10 years from now?**

**Tan Sri Musa:** The future is about the phenomena of globalization. The threat to local universities comes from top foreign universities which offer programs virtually. However, I think, students generally still prefer interpersonal contacts and face-to-face teaching environment as opposed to virtual teaching. Local universities should also support students who wanted to further their studies by encouraging them to participate in student exchange and cross campuses programmes.

*Interview was done by Mohammed Zin Nordin, Sharifah Munirah Syed Mohamed and Nur Fadhlina Mismi on 13 Sept 2006.*



## *I'MPOSSIBLE* with MAS - Idris Jala

**Idris Jala was not a familiar name in the Malaysian corporate circle until he was unveiled as the new Managing Director of MAS in December 2005, following the resignation of its former Managing Director, Datuk Ahmad Fuaad Dahalan.**

Born in Sarawak, from the Kelabit ethnic group, Idris Jala, 47-year old, obtained a Bachelor of Social Sciences from USM in 1982. Upon graduation, he immediately joined Shell Malaysia Ltd. In 1986 he graduated from the University of Warwick (UK) with a Masters (in Industrial Relations).

During his stay with Shell, Idris rose to become the Executive Director of Gas & Power, and was considered as the key person responsible for the company's strong performance. His decision to leave Shell for MAS was a courageous and challenging one.

On his new appointment, observers ruled that Idris was not 'the guy' for MAS as his professional experiences were incongruous with the operations of MAS. He was considered as not having "the right stuff" to turn the ailing national carrier around.



"It will be difficult for him. He is new to the airline industry and MAS needs someone who is well-versed in that industry," as one analyst said.

These observations made his job even tougher, since his decisions and moves will be scrutinized by the Malaysian government, member of parliaments, and the press, among others. Despite these odds, Idris has expressed the desire to turn MAS around in the space of 2 years.

So far, his corporate decisions have been high profiled, making them the subject of hot debates. Examples of these include his plan to sell off MAS' current building, its resorts in Langkawi as well as the Mutual Separation Scheme offering to MAS employees.

*Idris Jala having a discussion with USM Alumni.*



*I'MPOSSIBLE with MAS - Idris Jala*

Since taking over the position, Idris has been working hard to alleviate the company of its financial difficulties. For example, in February 2006, he announced a Business Turnaround Plan - The MAS Way, a plan focussing on the growth of MAS and making it a profitable corporation by 2008.

So far, he is making progress. With the implementation of The MAS WAY, Idris plans to turn MAS into a growing and profitable venture by 2008. Since the implementation of The MAS WAY, the monthly losses was cut from RM404 million in December 2005, to RM184 million in January 2006. By March 2006, a profit of RM 7 million has already been registered.

Idris diagnosed the problems through 4 key aspects: low yield, inefficient network, low productivity and high cost. MAS has also improved yield by 14 per cent. He has introduced a Mutual Separation Scheme to right-size its manpower in order to reduce operational costs.

All in all, Idris has been outstanding in his career. From a very humble beginning in Bario, Sarawak, Idris has made it. His appointments in Shell and MAS, have made him an excellent role model for USM Alumni.



*Idris Jala presenting a souvenir to the Vice Chancellor, Professor Dato' Dzulkifli Abdul Razak.*



# In Honour of Excellence: Tan Sri Dr. Noordin Sopiee

## *Professorial Chair for Global Studies*

Universiti Sains Malaysia has established the Noordin Sopiee Chair for Global Studies (*Kursi Noordin Sopiee untuk Kajian Global*), in recognition of the late Tan Sri Dr Noordin Sopiee's contribution to the nation. Tan Sri Dr. Noordin Sopiee, one of Malaysia's most respected intellectuals, was former Chairman of the Institute of Strategic and International Studies (ISIS), Malaysia.

The Chair is a joint venture between USM and ISIS to address global issues such as human rights, education, environment, globalization and international trade.

ISIS was established on April 8, 1983 and is engaged in a wide range of activities focusing on objective and independent policy research and fostering dialogue and debate between the public sector, the private sector and academia. In general, its programmes are directed towards five central areas of national interest:

- i. **Defence, Security and Foreign Affairs;**
- ii. **National and International Economic Affairs;**
- iii. **Strategies for Nation-Building and National Unity;**
- iv. **Policies on Science Technology, Industry, Energy and Natural Resources;**
- v. **International Understanding and Cooperation**

The Chair is the 8th Chair to be established at USM. The others are:

- 1) **The City of Georgetown Foundation Chair for Urban Studies**
- 2) **The Malayan Sugar Manufacturing Co. Sdn Bhd Fund for Applied Sciences**
- 3) **The Institute of Rubber Research Golden Anniversary Professorial Chair for Science and Polymer Technology**
- 4) **Dr Ungku Omar Professorial Chair for Community Medicine Studies**
- 5) **Tuanku Syed Putra Jamalullail Professorial Chair**
- 6) **PLUS Professorial Chair for Accountancy**
- 7) **Ibn Sina Professorial Chair for Medicine**



*The late Tan Sri Dr. Noordin Sopiee*



Honour of Excellence - Tan Sri Dr. Noordin Sopiee

The late Tan Sri was known to many people as a world-class strategic thinker and planner. The late Tan Sri loved to write and for that reason he was dubbed by some as "Bapa Kewartawanan Moden". He was always churning out novel and sometimes unusual ideas, all for the betterment of his country. He died from thyroid cancer on Dec 29 2005 at the age of 61.

"Universities should produce thinkers who can provide input and feedback in a productive, neutral and rational manner", said Prime Minister Datuk Seri Abdullah Ahmad Badawi in his speech during the launching of the Chair. He also said that "universities should not be mere factories of human resources production and they should mould intellectuals capable of answering big and small problems that may cross geographical boundaries and knowledge disciplines."

A friend of the late Tan Sri, Dato' Mohd. Annuar Zaini, Chairman of Bernama, spoke of him fondly and remembers him as a humble, helpful, supportive and caring individual. The late Tan Sri was also a person who really understood the meaning of love, friendship, patience and loyalty.

The holder of the Noordin Sopiee Chair for Global Studies will fill the position for a two-year term, which is renewable, and will be selected after consultation with the Prime Minister and Puan Sri Shamsiah Md. Hashim, the widow of the late Tan Sri.

The late Tan Sri was known to many people as a world-class strategic thinker and planner.



The Prime Minister, Datuk Seri Abdullah Ahmad Badawi, visiting an exhibition in conjunction with the launch of the Chair, with him are the Vice Chancellor of USM, Professor Dato' Dzulkifli Abdul Razak and the Chief Minister of Penang, Tan Sri Dr. Koh Tsu Koon.



# Her Majesty The Chancellor



### Her Majesty The Chancellor

Her Majesty, The Raja Permaisuri Agong Tuanku Fauziah binti Al-Marhum Tengku Abdul Rashid, is known for her keen interest in the advancement of knowledge and education. Her Majesty has given special attention to tertiary education and constantly follows and supports activities related to it. During her tenure as the third Chancellor, succeeding His Majesty, Tuanku Syed Sirajuddin Ibni Al-Marhum Syed Putra Jamalullail, USM has continued to excel, and now being identified as one of the four research universities in Malaysia.



Her Majesty was born on 6th June 1946 and received her early education at the Zainab English School in Kota Bharu, Kelantan until 1963. During her school days, Tuanku Fauziah was active in sports including netball, tennis and rounders. Her Majesty's other interests include interior decoration, cooking, sewing and voluntary work. Tuanku Fauziah married Tuanku Syed Sirajuddin on 15th February 1967 and is blessed with a prince and princess.

In 1967, Her Majesty was conferred the Darjah Kebesaran Negeri S.P.M.P. by Almarhum DYMM Tuanku Syed Putra Jamalullail. Her Majesty was conferred the title Raja Puan Muda Perlis in 1968. From then on, Her Majesty was addressed as the Duli Yang Teramat Mulia Raja Puan Muda Perlis.

Tuanku Fauziah is widely known for her voluntary work. Her Majesty organized the 'Rayuan Binaan Wisma Pahlawan Negeri Perlis' on 1st April 1970. Her Majesty is active in other societies and organizations in Perlis such as Darul Farah Tengku Hajah Budriah Nursery in Perlis and Lembaga Kebajikan Perempuan Islam Perlis. Currently, Her Majesty is the Patron of the Malaysian Association of Girl Guides.

Her Majesty was bestowed the Darjah Seri Setia Tuanku Syed Putra Jamalullail Order (S.S.P.J.) in 1997. In 1999, Her Majesty was awarded Darjah Kerabat Negeri Perlis (D.K).

Her Majesty became the Raja Perempuan of Perlis in 2000. Her Majesty was then crowned as The Raja Permaisuri Agong on 13th December 2001.





# USM 35th Convocation

16 -20 August 2006



During the 35th Convocation, University Sains Malaysia (USM) awarded 6,237 first degrees, 1128 postgraduate degrees, 5 honorary degrees and 1 Emeritus Professorship.

The grand event was presided by the Chancellor, DYMM Seri Paduka Baginda Raja Permaisuri Agong, Tuanku Fauziah binti Almarhum Tengku Abdul Rashid.



USM 35th Convocation

1



Picture 1: Tan Chin Chin (left) received the Chancellor's Gold Medal Award. Ling Yoke Lin (right) received the Conference of Rulers Royal Education Award. Both were also awarded the USM Women's Association Gold Medal.

One Emeritus Professorship and four Honorary Degrees had been conferred to prominent individuals for their contribution in the respective fields.

2



Picture 2: Theatre personality, Y.Bhg. Dato' Faridah Merican binti Basha Merican (left).

3



Picture 3: Institute of Physical and Chemical Research (RIKEN) Executive Director, Professor Yoshiharu Doi.

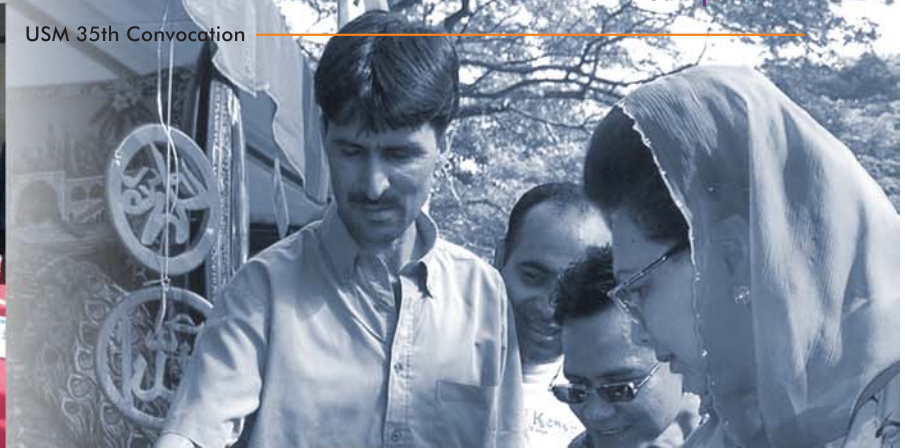
Picture 4: From left: Emeritus Professor Abdullah bin Hassan, T.Y.T Yang Di-Pertua Negeri Pulau Pinang, Tun Dato' Seri Utama (Dr) Haji Abdul Rahman bin Haji Abbas, and Federation of Malaysia Manufacturers (FMM) President, Y.Bhg. Datuk Mustafa bin Mansur.

4





USM 35th Convocation



# Convocation Exposition & Open Day 2006





## Empowering The Disabled - Close Up with Tan Chin Chin

Tan Chin Chin was born in Penang 24 years ago, the youngest among two siblings. Despite having cerebral palsy, Tan had always excelled in school. Tan started studying at the Persatuan Kanak-Kanak Cerebral Palsy when she was 4 years old. At the age of 8, she went to Methodist kindergarden in Jelutong. Her father, a labourer, and her mother, a housewife, were always there to support and motivate her.

She then continued her studies at Sekolah Menengah (Perempuan) Sri Mutiara obtaining 5A's for her Sijil Pelajaran Menengah (SPM). She then proceeded to do her sixth form at the Methodist Boys School and obtained 4 principal in her Sijil Tinggi Pelajaran Malaysia (STPM) examination.

A defining moment in her life was when Tan was accepted into a degree programme at USM. Tan chose to do Social Science as she wanted to help people who are similarly disabled. Tan admitted that she faced a lot of obstacles during her years at USM. Getting materials needed for her assignments was no mean feat. She, however, managed to overcome those obstacles with help from close friends.

Tan does not have a specific role model in her life but it is clear that she thinks very highly of her mother, her lecturers and friends for they have always been helpful, caring and supportive. She is also ever grateful to lecturers and friends from the USM Kelab Penyayang, particularly one Mrs. Jamaeyah who became her best friend on campus. The two together was indeed a familiar sight on campus.

About disabled students at universities, Tan suggested that any institution which has made the commitment to accept disabled students is obligated to provide facilities for them. Tan added that social support is also equally important.

**Tan Chin Chin received a Bachelor of Social Science Degree in Anthropology and Sociology. She was the recipient of the Chancellor's Gold Medal Award at Universiti Sains Malaysia 35th Convocation Ceremony in August 2006. It is the university's highest award for best student and Tan is the first OKU [Orang Kelainan Upaya] or differently-abled student to receive it. She was also awarded the USM Women's Association Gold Medal Award.**





Chin Chin actively involved in student activities during her campus days.

Partly due to the support she received during her university days, Tan has many fond memories of USM. She is a registered member of the Persatuan Alumni USM. She hopes that she is able to come back to the campus and use the library and other facilities as well as give back to the university which has given so much to her.

Currently, Tan is a teacher at the Persatuan Kanak-Kanak Cerebral Palsy in Penang. She hopes to pursue a Master degree in the near future.

## KAMPUS SEJAHTERA

One of the objectives of "**Kampus Sejahtera**" is to empower, to provide opportunities for and take into account the needs of the minorities, such as people with disabilities, (or differently-abled people). It is important that the needs, concerns and rights of people with disabilities are brought to the public's attention. Providing disability education dispels myths and enables the public, especially the decision-maker, to incorporate sound disability issues into policy decisions. Continued education and access to information related to the disabled can mobilize the disabled as well as resolve everyday family and work life situations. In the workplace, for example, understanding disability perspectives enable employees to contribute to the disabled full work potential to corporate success. A supportive committee of disabled-friendly people in campus was formed to educate people about the differently-abled people.

### Responsibilities to the "Orang Kelainan Upaya" (OKU)

1. Make a strong corporate commitment to include persons with disabilities as part of the campus community.
2. Educate staff on disability.
3. Provide ongoing information on disability.
4. Form and maintain a disability support group.
5. Provide accessibility facilities and services - buildings, parking areas, work spaces and communication systems - to persons with disabilities.
6. Encourage staff volunteer in community projects for the disabled.
7. Do not park your car in the disabled parking.
8. Do not hesitate to voluntarily help a disabled person in need.



Top: Chin Chin having a session with The Chancellor during the USM Convocation.  
Middle: In jovial mood with other participants during a student exhibition.  
Bottom: Chin Chin (second from left, in white shirt) chatting with USM Vice Chancellor (second from right), Professor Dato' Dzulkifli Abdul Razak.



# An Inspiring Alumnus

Datuk Mustafa is currently Group Chairman of Manewtech-Belle Sdn Bhd, Chairman of Applied Chemical (M) Sdn Bhd, MMC Metal Industries Sdn Bhd and Soltronic Sdn Bhd; and Executive Chairman of Pembinaan Kwang Sdn Bhd. He is a board member of Johan Ceramics Berhad, and he also chairs the Audit Committee of Johan Ceramics Berhad. He is also Chairman of the Board of Governors of the International College of Health Sciences, Kuala Lumpur.

Datuk Mustafa is equally active in social activities. His involvement in Universiti Sains Malaysia started in his student days as Vice-Chairman of USM Interim Student Union Council (1975/76). He was a member of the Council of Universiti Sains Malaysia from 1978 to 1999 and has been a member of the Board of Directors of Universiti Sains Malaysia from 1999 to the present. He was also a member of the Board of Management of Universiti Sains Malaysia in Kota Bharu, Kelantan from 1984 to 1988. Datuk Mustafa has also served as Chairman of the Parent-Teachers' Association of Seaport Secondary School, Petaling Jaya, and was on the Tun Hussein Onn Eye Hospital Negeri Sembilan Fund Raising Committee and the Board of Visitors for the Drug Rehabilitation Centre, Tampin, Negeri Sembilan. He is also a member of the Board for Trustees of Yayasan Tuanku Najihah; Yayasan Hoki Malaysia; and Yayasan Tun Hamdan.

Because of all his contributions, USM conferred him the Honorary Degree Doctor of Economics during the 35th Convocation in August 2006.

*Datuk Mustafa bin Mansur was born on June 29, 1941 in Padang Gajah, Perak. He received his primary and secondary education at Clifford School, Kuala Kangsar, Perak from January 1949 to January 1959, and then at St. Michael's Institution, Ipoh, Perak. Realizing the importance of education, he joined the Language Institute, Kuala Lumpur in January 1962, to be trained as a teacher.*

*Upon graduation, he taught at various secondary schools, in Segamat, Johor from 1964 to 1969, and in Ipoh, Perak from 1970 to 1973. His thirst for knowledge led him to Universiti Sains Malaysia (USM), Penang in May 1973. He graduated in 1976 with a Bachelor of Social Science (Political Science) degree.*



Datuk Mustafa Mansur with his family.





## Campus Life

*At the World Summit on Sustainable Development in Johannesburg in 2002, world leaders agreed to significantly reduce biodiversity loss by 2010. It was also agreed that this target needed to be translated into projects at national and local levels.*

*Though the term "biodiversity" has become yet another buzzword, the translation of the infused spirit of Jo'berg '02 into reality has not yielded the intended results.*

*Universities can play a vital role in projecting an exemplary approach in this matter. As a Regional Centre of Expertise (RCE) in education for sustainable development, USM has the potential to lead the rest of the academic communities in demonstrating that the health of campus residents is inevitably dependent upon that of its 'other residents', the wildlife.*



• Pictures and Text by  
Mohamed Talhah Idrus '74

# The Other Residents

*With this in mind, this column intends to bring about a greater awareness of USM's own richness of biodiversity, particularly its resident wildlife. It is hoped that this in turn can inspire our alumni to assist the university's management in preserving the habitats of what still remains of our other residents.*



The Other Residents

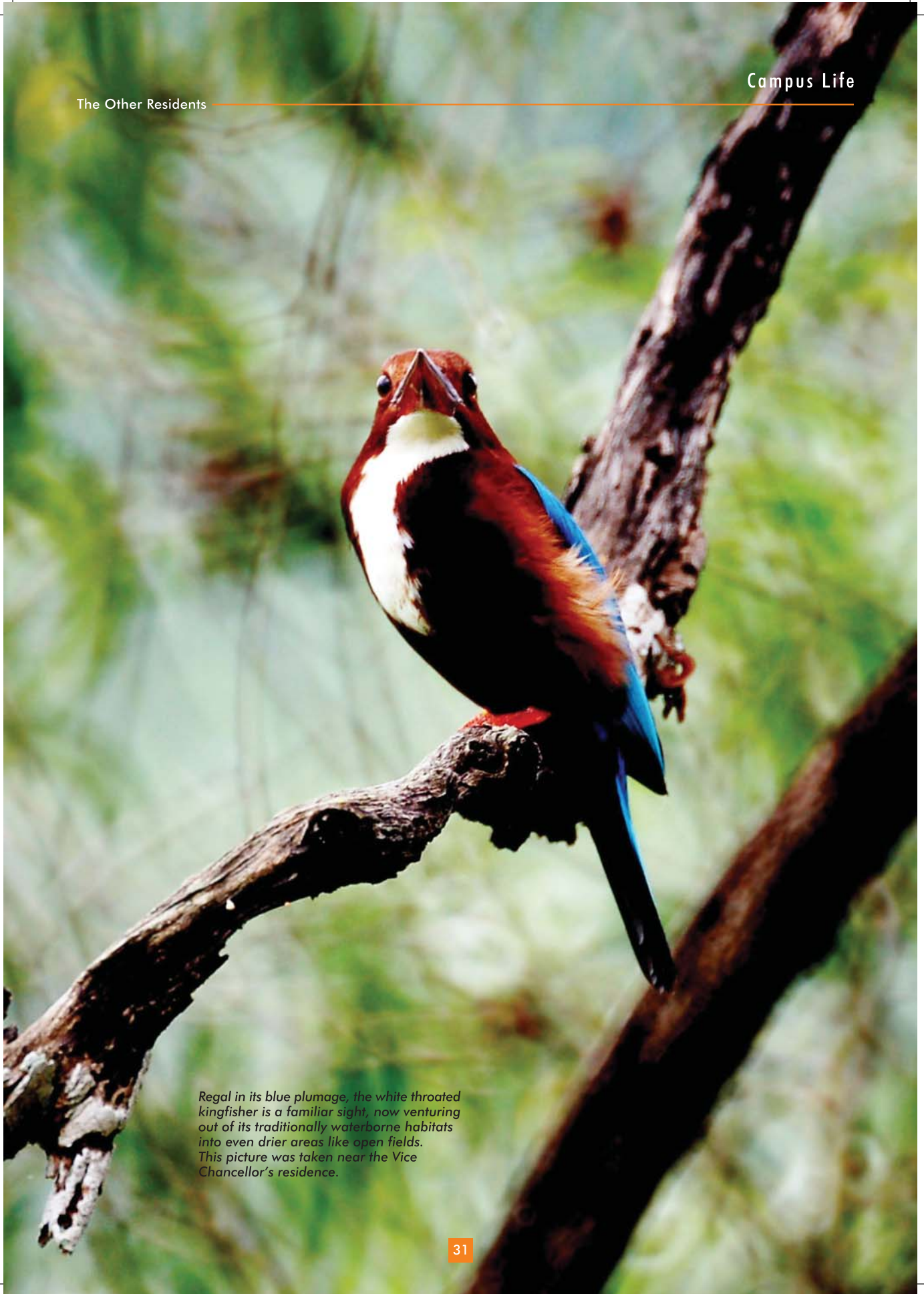


*The monitor lizard is probably the most recognisable wildlife in Minden, found almost everywhere, with the largest colony in Tasik Harapan (formerly the Rumah Panjang/Desa Aman area)*



*The squirrel is quite elusive, though common in the "Bird Valley" (Durian Valley to the seniors), Desa Bakti (Hilton area) and other more heavily wooded areas.*





*Regal in its blue plumage, the white throated kingfisher is a familiar sight, now venturing out of its traditionally waterborne habitats into even drier areas like open fields. This picture was taken near the Vice Chancellor's residence.*



The Other Residents



*The house sparrow (above) is almost "semi- domesticated", and can be seen all year round. This picture was taken in the vicinity of the School of HBP.*



*The male yellow-vented flycatcher (above) is an annual visitor which can be sighted mainly in the remaining wooded patches in the Durian Valley.*

The Other Residents



*Diverse species of insects and other smaller creatures abound on campus, like this ladybird, although found in abundance among grasses, lalang and creepers, go about almost unnoticed.*



The fear of public speaking ranks number one in the minds of many people. In fact, to many people public speaking is a bigger fear than death itself. Public speaking is, however, at the same time thought by many people to be one of the most important skills in life. Research has shown that better presentation skills can result in success at school and in the workplace as well as a more positive image and improved self-confidence. In other words the more skillful we are at getting our ideas across, the better we become at achieving better results in life. In spite of this, most of us still have butterflies in our stomach and tremble in fear when asked to speak before an audience.

This column intends to help you overcome the fear of public speaking. The following are some of the things that you can do to conquer the fear of public speaking.

## Not Just Words...

### *Effective Communication and Dynamic Public Speaking*

■ by Asha Suresh Chand '92

#### Learn to Manage Speech Anxiety

Sweaty palms, quavering voice, shortness of breath, rapid breathing, racing heart, blushing, a dryness in the mouth. Many of us who have had to speak in public probably have experienced one or some of these symptoms. The following are tips to manage your public speaking anxiety.

1. Realize that your audience will probably not recognize your fear.
2. Remember that the audience is normally supportive and wants you to succeed.
3. Don't try to be someone you're not.
4. Concentrate on your subject matter and your audience; not yourself.
5. Exercise or take a few deep breaths before you begin, pause and go slowly with short sentences in your introduction. Breathe from the diaphragm.
6. Prepare and practice. (Use mirror, audiotape and videotape).
7. Have mental rehearsals and try to visualize success.
8. Apply relaxation techniques and act confident.

The next time you are asked to give a speech and you find yourself sweating and feeling nervous, turn that nervousness into positive energy using some of the tips above. Your audience will be impressed with your confidence and enthusiasm.

### Understand the elements of communication

There are three main factors at play in any form of communication: 1. the communicator, 2. the message, and 3. the recipient. In the case of public speaking, we have 1. the speaker, 2. the speech, and 3. the audience.

1. **The speaker:** His or her personality, appearance, attitude and behavior must be impeccable. He or she must be with the audience, get their feel and speak for their benefit.
2. **The speech:** The content, style, thought and expression must be suitable and acceptable to the audience. Cut, colour, tone and tune the speech to suit the audience.
3. **The audience:** Find out about the audience. It is important to know what they are interested in, what their needs and expectations are, what mood they are in, what they like and what they do not like.

### Be Audience-Oriented

Speak in a way that will enable members of the audience to give their undivided attention to you, and to listen, understand and reflect on what you say. If you are interested in them, they will be interested in you. Your speech may be excellent but may not be suitable for the audience. No speech is of any value unless it goes home to the listeners, neither above their reach nor under their feet.

### Organize Your Speech

An effective speech is well-organized with an appropriate opening, a body and a conclusion. It enhances a speaker's credibility, demonstrates clear thinking and increases comprehension and retention. As such it makes perfect sense to spend some time to organize your talk into a logical order. An effective speech should be divided into three basic units: 1. the introduction (Tell them what you're going to tell them). 2. the body (Tell them). and 3. the conclusion (Tell them what you've told them).



The writer conducting the Toastmasters meeting in USM.

*An effective speech is well-organized with an appropriate opening, a body and a conclusion. It enhances a speaker's credibility, demonstrates clear thinking and increases comprehension and retention.*

**The Introduction:** The criteria for a successful opening are to get the attention of the audience, to introduce the topic and to establish rapport with the audience. This will take five to ten percent of the entire speech time.

**The Body:** This contains the main points and supporting materials or evidence. It is here that you develop your ideas and add depth to your subject matter. For your audience to comprehend and retain your major points, you need to organize your material in a straightforward manner.

**The Conclusion:** Successful speech closings normally meet the following requirements: with them, you are able to achieve a sense of closure, to summarize the main points and to make an impact. This will take five to ten percent of the entire speech time.



### Plan Your Speech

Allow ample preparation time in order to produce a good speech. The following checklist will help you.

1. Find sources from which you can draw information and inspiration.
2. Arrange your thoughts in order.
3. Use visual aids.
4. Mind the physical structure: the beginning, the middle and the end.
5. Ensure a logical structure, unity and coherence of thoughts.
6. Plan a rhetorical structure to hold the interest and stir the feelings of the listeners.
7. Use repetitions tactfully, using different words and expressions to get across the main idea.
8. Weave illustrations and anecdotes.
9. Use vivid concrete examples.
10. Use comparison and contrast for interest and emphasis.
11. Plan, prepare and practise.
12. Don't memorize! Speak as it comes to your mouth.
13. Be well-informed, courteous, non-controversial and brief.



### Mind Your Speaking Voices

Your voice is your best tool. Is it musical, easy to listen to, harsh, monotonous or tiresome? The voice is one of the most important tools to impress others. A good speaking voice is balanced between extremes of volume, pitch and rate and has a pleasant sound quality. The tone should be pleasant and friendly. It should not be monotonous and emotionless. It must also be easily heard.

### Watch Your Language

We make use of language to inform, to convince, to persuade, to entertain and to inspire. When giving a speech, we should give information, not merely by telling the audience what we know, but by doing so in an interesting and captivating manner. You can do this by enriching your grammar, vocabulary and expressions.

### Make Use of Gestures

Gestures are motions of the body, meant to add grace and expression to your speech. They are effective, natural aids a speaker can use in expressing himself or herself. The body in general and the face and the hands in particular can communicate a concept, a sentiment or response, even without spoken words.

### Speak With Your Eyes

The eyes have an eloquence of their own. Use your eyes to express inner feelings and convictions. Look at the audience; not at the floor, the ceiling, the walls or outside the door or window. Let your eyes say that you are glad to meet all those people. Do not keep gazing at one person or spot, but keep the entire gathering in the range of your eyes, not in a fleeting manner but in a communicative and commanding manner. By looking at the audience, you can easily recognize their reaction and responses.



Universiti Sains Malaysia (USM) recently organized the Commonwealth Universities Study Abroad Consortium (CUSAC) Conference entitled 'Sustainability in Student Exchange'. A total of 25 representatives attended the conference held at Universiti Sains Malaysia. The conference was officiated by Dr. John Kirkland, the Executive Secretary of CUSAC.



CUSAC is a group of universities from Commonwealth countries which are committed to the internationalization of their institutions. CUSAC was formed in 1993 with a small number of institutions. Membership was expanded in 1999 to include around 80 institutions. CUSAC has a regionally elected executive committee which works with the secretariat and is responsible for taking forward the strategy and policy of CUSAC and determining the use of CUSAC funds. The committee comprises institutional rather than individual members. One institution each from Africa, Asia, the Americas, Oceania and the UK is elected by CUSAC members within that region to sit on the executive committee for a period of three years. Elected institutions will nominate an individual to serve on the executive committee on their behalf.

USM is one of the pioneer institutions in CUSAC and has been elected as a committee member. In 2009, USM will represent Asia in the CUSAC Executive Committee, and USM will be represented by Norpisah Mat Isa, the Principal Assistant Registrar and Head of USM International Office.

CUSAC functions as a network to facilitate the formation of partnerships to provide student exchange and study abroad opportunities, and also as a forum for members to share good practice and policy in all areas of internationalization. Although activities are carried out at all levels, emphasis has always been on exchange at the undergraduate level. Early activities had focused on establishing contacts and also on developing a framework based on which collaboration could take place.



# Leading The Way

## *A Beacon in South East Asia*



Penang is acknowledged as among the most successful and liveable places in Asia. It is rich in tropical and cultural treasures. However, like any other state with rapid economic development, Penang faces challenges such as rapid urbanization and large scale property development that are causing environmental and social stress.

Penang's challenges need to be addressed with an educational framework that is capable of ensuring sustainability in the region. Thus, educational programmes form the backbone of the **Regional Centre of Expertise (RCE)** Penang and USM is the core organization of RCE. There is a high level of concern and awareness among the communities on environmental issues, and a variety of programmes and activities are in place to address these as well as the social and economic aspects of sustainable development. While these awareness-raising programmes are very important, a more comprehensive education-based approach is still needed. The mission of RCE Penang is to build capacity to deliver, support and generate innovative education for sustainable development (SD) in Penang. This will be achieved by working with partners and by developing a coordinated communication and dissemination framework for regional Education for Sustainable Development (ESD) projects and programmes.

The goals of the RCE are to create public awareness and understanding on SD and the needs for ESD, move the higher education institutions to spearhead ESD, activities and awareness in the region, coordinate the compilation of current ESD practices from across Penang and the neighboring states in order to share and generate regional ESD good practices.

In addition, the objectives of the RCE are to cultivate sustainable development competence of the existing workforce, to promote the regional commitment to sustainable development, to advance the sustainable development competence of all the region's citizens, to facilitate social inclusion and to activate participation in SD, to increase opportunities for sustainable development volunteering and to promote sustainable management and use of the community's physical, cultural and environmental assets.

Beside USM, there are other potential actors for RCE identified which are the Department of Environment, Penang State Government, Municipal Council, and NGOs such as Social and Environmental Research Institute (SERI), Sahabat Alam Malaysia (SAM), Malaysian Nature Society (MNS), Consumer Action of Penang (CAP), Third World Network, Pesticide Action Network-Asia Pacific, Penang Environmental Working Group (PEWOG), Water Watch Asia and Asia & West Pacific Network for Urban Conservation.

### Leading The Way - A Beacon in South East Asia

Centre within USM such as the Centre for Education and Training in Renewable Energy and Energy Efficiency (CETREE), Centre for Marine and Coastal Studies (CEMACS), Centre for Archeological Research-Malaysia and Museum, River Engineering and Urban Drainage Centre (REDAC), Unit of Woman and Human resource Studies (KANITA), Basic Education Research Unit (BERU), are also involved.

Activities at the university level are the Healthy Campus Programme, programmes on energy saving, and the University and the Community Programme in which Faculty members disseminate research findings to benefit the community or in which students' club and societies work on various SD-related activities with the outside community. Several awareness and capacity building seminars have been conducted, National Seminar for Teachers Development of ESD, International Healthy University Conference, ASEAN-EU EfSD Workshop, Training

of Trainers' series, and the ASAIHL International Conference on Education for Sustainable Development.

RCE Penang through USM as the leading actor and main operation centre has contributed to the expected functions of RCE in several ways. Awareness on ESD among the university communities and in Penang has been raised through seminar and workshop. ESD awareness has also been raised nationally through the government representative working on ESD and through the recognition of the RCE. Contributions have been made to reorientate the approach towards environment education, and ideas and information on implementing the Decade of Education for Sustainable Development (DESD) strategy have been disseminated. Collaborations and a network among various stakeholders in the region are also being developed.



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## Alumni CAUCUS Group

The idea of having the CAUCUS Group was mooted by the Vice Chancellor, Y.Bhg. Professor Dato' Dzulkipli Abdul Razak as a platform to share experiences among the successful alumni as well as to give input and exchange ideas towards the development of their alma mater. To provide an opportunity for them to share insights and challenges in their areas of expertise and provide networking for the university and the campus community at large.

### CAUCUS Members

1. **Y.Bhg. Profesor Dato' Dzulkipli Abdul Razak**  
*Vice Chancellor, USM*
2. **Y.Bhg. Dato' Mohd Sidik Sheikh Osman**  
*Chairman, Pelabuhan Tanjung Pelepas Sdn. Bhd.*
3. **Y.Bhg. Dato' Mohd Yahya Nordin**  
*Chairman, Board of Directors, Kolej Lagenda*
4. **Y.Bhg. Dato' B. Bhaskaran Pillai**  
*Director, Performance Consulting International (M) Sdn. Bhd.*
5. **Mr. Shaifubahrim Saleh**  
*Chairman, Frontline Resources Sdn. Bhd.*
6. **Mr. Mohd Zulkifli Itam**  
*Director and Professional Advisor, Mark Edge Sdn. Bhd.*
7. **Y. Bhg. Datin Rafidah Jalil**  
*Senior Marketing Manager, Kuala Lumpur City Center*
8. **Y. Bhg. Dato' Abdullah Abdul Wahab**  
*Former Secretary to Senate, Parliament of Malaysia*
9. **Ms. Shirley Lim**  
*Director of South East Asia, McGraw Hill (Malaysia) Sdn. Bhd*
10. **Associate Professor Dr. Mohammed Zin Nordin**  
*Dean, School of Communication, USM  
Executive Chairman, Alumni Liaison Office USM*
11. **Mrs. Sharifah Munirah Syed Mohamed**  
*Senior Deputy Registrar, Academic Management Division, and Secretariat of Alumni Liaison Office, USM*
12. **Ms. Nur Fadhlina Misni**  
*Assistant Registrar, Alumni Liaison Office, USM*



# USM Publications



**Editor:**  
Mohamad Md. Yusuf  
et al. (Eds.)  
**Mass-Media: Diversity in  
Changing Times**  
RM30.00  
| 983-3391-83-4 | 2006

Media are diverse in Malaysia. Yet, its contours and historical developments and concomitant growth are somewhat least understood let alone analyzed. In fact, several studies by some communication scholars in and around the region found that

newspapers (press), broadcasting, film, and marketing communication, especially advertising, have had come of age as industries and became major players in the nation-building process. Their respective impacts and effects have been overpowering and ostensibly ominous and potent on our society at large.

Hence, this book offers readers some interesting insights on not only the history of newspapers in early part of Malaysia's nationhood but also poses some concerns on the trajectories of Malaysia's media scene vis-à-vis the dilemma faced in particular by the Media Council, the educational television broadcasting, and the teaching of television production courses at Institutions of Higher Learning. Yet, some discussions and debates on the need to conceptualizing territorialized cinemas and the need for understanding the dynamics of Integrated Marketing Communications and its convergence in an advertising industry are imperative if not relevant as well. However, this book concludes that media effect and its heuristic theoretical framework of Third-Person Effect are relevant in understanding and analyzing the political communication process in Malaysia.

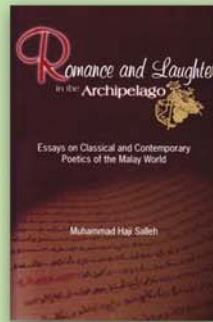


**Editors:**  
Gurjeet Kaur  
Abd Hamid Mat Sain  
**Advanced Topics in  
Oncology**  
RM30.00 | 983-3391-42-7 | 2006

This book targets medical professionals engaged in managing patients with advanced cancer. It gives an update on important topics in molecular and basic sciences to modern clinical applications of various therapeutic strategies. The role of surgery, radiotherapy and chemotherapy, as well as more sophisticated tools of radioguided surgery and immunotherapy is discussed.

Most of the authors chapters are based on their talks at a continuous medical education program entitled 'Seminar on Advances in Oncology - Treating Advanced Cancers' held on 7 August 2003 in Penang, Malaysia. These chapters end with a question and answer session, discussing pertinent issues faced by practicing professionals. All chapters are well referenced.

## Highlights



Muhammad Haji Salleh  
**Romance and Laughter in  
the Archipelago: Essays on  
Classical and Comtemporary  
Poetics of the Malay World**  
RM80.00 | 983-3391-52-4 | 2006

Romance and Laughter in the Archipelago retrieves traditional concepts of Malay literature embedded in the texts of the Malay Archipelago - including Malaysia, Singapore, Brunei and Indonesia. It defines the perimeters of the literary art, its function, author and texts, and

subsequently seeks out elements of literary beauty, as defined by numerous writers and oral story tellers. However, with modern Malay literature's new predicament and confrontation with the west a clash of cultures is strongly discernible in the lines and tones of these works.

These essays are among Muhammad Haji Salleh's most seminal works, offering a new insight into the rich earth of an extraordinarily fecund literature and sophisticated literature.



Ramli M.I.  
**Editor Umum:**  
Muhammad Haji Salleh  
**Tunggu Padi Jemoq:  
Serangkaian Pantun Kedah**  
RM84.00 | 983-3391-29-X | 2006

Buku ini mengumpul untaian pantun tradisional daripada khazanah lisan kedah, sebagai contoh kepada suatu warisan yan tua dan langka. Suara desa yang tulen dan pandangan hidup yang tumbuh dari alam dan persekitaran manusianya mewarnai setiap pantun ini. Untaian-untaian ini

juga memperlihatkan kejayaan pemantun Kedah yang terungkap dalam kata-kata terpilih, pandangan hidup dan kebijaksanaannya.



Wan Khazim  
**Editor Umum:**  
Muhammad Haji Salleh  
**Bukit Lagi Bintang  
Berkarang**  
RM64.00 | 983-3391-28-1 | 2006

Buku ini mengumpul untaian terbaik daripada bakat pemantun terkenal Wan Khazim, yang sudah menyerikan dunia pantun tidak kurang daripada 40 tahun. Temanya yang pelbagai, kejituan dan kehalusan bahasa serta ketepatan kiasan mewarnai setiap buah pantunnya.



Abdul Halim "R"  
**Editor Umum:**  
Muhammad Haji Salleh  
**Setaman Pantun Kenangan**  
RM92.00 | 983-3391-69-9 | 2006

Buku ini mengumpul untaian daripada bakat pemantun terkenal Abdul Halim "R", yang sudah menyerikan dunia pantun tidak kurang daripada 40 tahun. Temanya yang pelbagai, kejituan dan kehalusan bahasa serta ketepatan kiasan mewarnai setiap buah pantunnya.



# Strengthening the Fellowship

## *Persatuan Alumni USM*

As a graduate of Universiti Sains Malaysia (USM), you automatically become a member of the Persatuan Alumni USM. Only members who pay RM20 are considered as "Active Members" and are entitled to the Alumni Membership Card. The purpose of this organization is to promote fellowship among alumni, to foster continued growth, and to support the mission of the association and the university. Many successful and influential alumni represent their graduating classes and voice their concerns to the association.

All board members are committed to supporting the three USM Alumni task forces, each relating to a specific aspect of the USM Alumni Association. They are the Alumni Fund Club, Alumni Activities, and the Business Centre at Rumah Alumni.

### **Mission**

The mission of the Persatuan Alumni USM is to encourage alumni members to maintain a lifelong connection with the university through the association's support of and participation in a variety of programs and services.

### **Goals**

The primary goal of the association is to communicate vital information to alumni, to encourage alumni to financially support our association, to formally recognize outstanding alumni achievements, to plan alumni events, and to preserve USM Alumni history for future graduates.

### Highlights





# Membership Form



## PERSONAL DETAILS

Full Name : \_\_\_\_\_

Identity Card No : \_\_\_\_\_ Gender : \_\_\_\_\_ Cell phone no: \_\_\_\_\_

Email 1: \_\_\_\_\_ Email 2: \_\_\_\_\_

Correspondence Address: \_\_\_\_\_

Post Code : \_\_\_\_\_ Town: \_\_\_\_\_ State: \_\_\_\_\_

Telephone Number (Residence): \_\_\_\_\_

Name of Organisation: \_\_\_\_\_ Post: \_\_\_\_\_

Office Address: \_\_\_\_\_

Post Code: \_\_\_\_\_ Town: \_\_\_\_\_ State: \_\_\_\_\_

Office Telephone No: \_\_\_\_\_ Fax No: \_\_\_\_\_

## GRADUATION

Course \_\_\_\_\_ Year \_\_\_\_\_  Bachelor  Master  PhD.

I hereby attached the cash/money order/cheque no. .... amounting

RM ..... payable to PERSATUAN ALUMNI UNIVERSITI SAINS MALAYSIA.

For:  Registration Fees (RM 20.00 for life)  Contribution for the ALUMNI Club House Fund

Signature: \_\_\_\_\_

Date:

For secretariat use only:

Received by: \_\_\_\_\_ Membership No: \_\_\_\_\_ Name (on card): \_\_\_\_\_

Membership Card:  Printed  Posted

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# The Alumni Club House Fund

The setting up of the **Alumni Club House Fund** is jointly organized by the Universiti Sains Malaysia Alumni Association (Persatuan Alumni USM), Alumni Liaison Office and Kelab Jasa Budi USM.

Proceeds collected for the fund will be used mainly for renovating the Alumni Club House. USM has kindly allocated the former Jabatan Keselamatan (facing the present Alumni House) as the site for the new Alumni Club House.

The Alumni Club House will function as:

- A **University landmark**
- **Venue for various activities that can assist the general development of the university**
- A **Fraternity Center for fostering ties and strengthening attachment to the alma mater**
- A **Center of Opportunities in business and employment**
- A **Service Center for current students who are interested in carrying out work with the Alumni Association**

Its strategic and ideal location fronting the present Alumni building, with its panoramic view overlooking such green surrounding is going to be one of the prominent landmarks of the university.



*Artist Impression of the Alumni Club House.*








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