

The Indonesian Experience: Training University Leaders

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UNIFELD MINI WORKSHOP IN HIGHER EDUCATION
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Background and Rationale

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- Number of universities > 3000 (~ 80 public)
- Students > 4.6 million
- Academic staff > 160,000
- *Diverse situation and disparity in quality* is huge, (from non-accredited to internationally accredited programs (e.g. ABET, IFT))
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- Population ~240 million (2010)

Some initiatives (DGHE*) to improve the quality

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- Institution:
 - ▣ Competitive Based Funding (tiered competition)
- Academic staff training and enhancement:
 - ▣ *Scholarship* (MS and Ph.D.) to study abroad (ca 500/year)
 - ▣ *Sandwich –like* program for graduate students (Ph.D.) studying in Indonesian universities: 4 months program in foreign universities abroad
 - ▣ *Academic Recharging (sabbatical)* for senior staff: 4 months in foreign universities abroad

□ * Ministry of Education and Culture

Program for university leaders ?

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- Unfortunately, no *established* programs to improve the quality of university administrators/leaders
- Why we need such training ?

Training for university leaders ?

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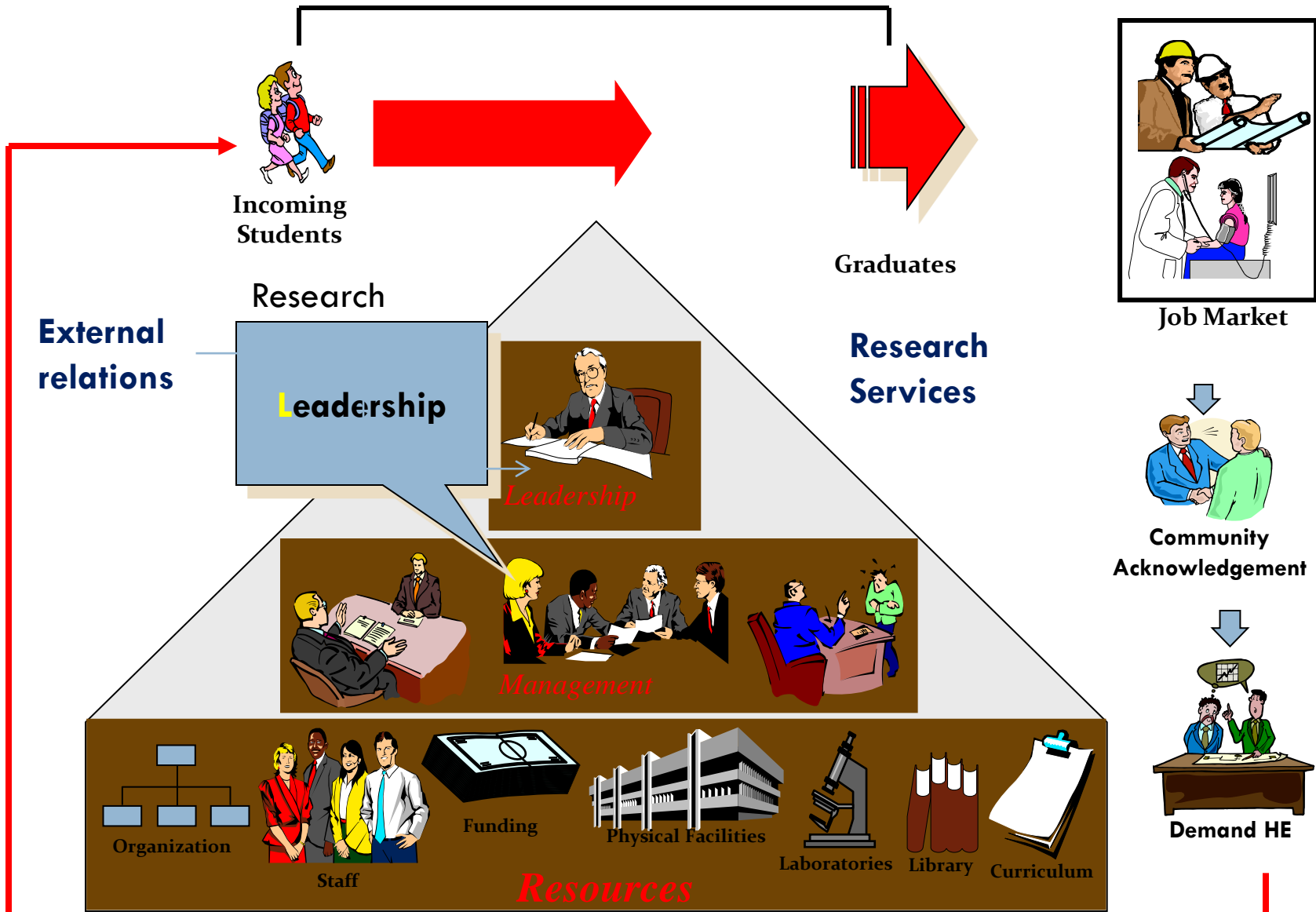
- Faced with various challenges (how to do “more”, with “less” resources but maintain/improve the quality), the job of the university administrator is a difficult task.
- University is a complex and unique organization, and to manage it requires knowledge (*nuance and values*), competencies and skills. -> to be an effective administrator
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Empirical facts

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- Typically come to their position (Gmelch, 1999):
 - Without leadership training,
 - Without prior executive experience,
 - Without clear understanding of the ambiguity and complexity of their roles,
 - Without recognition of the metamorphic changes that occur as one transforms from an **academic to academic leader**.

Complexity of Deans' Role



Filling the gaps

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- ▣ In-house training (in-service administrators) [rarely done]
- ▣ Attending seminar/workshop (personal interest, not institution's)
- ▣ Project based government program
- ▣ Visit other institutions
- ▣ -----
- ▣ The question remains who will give such training?
- ▣ -----
- ▣ German-sponsored programs contribute to fill the gaps

Training program for academic and university administrator

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- DAAD (German Academic Exchange Service) sponsored program for participants from developing countries
 - UNISTAFF
 - IDC
 - UNILEAD

UNISTAFF

- UNISTAFF is a training course that enable university staff from developing countries to gain experience and develop their potential as academics at their respective institutions
- Indonesia has been represented in the program since 1995 [Sahid Sutanto (UGM) and Ama Rustama (ITB)] and now the alumni is ~ 60; many play important role in their respective institutions

INDOSTAFF

- Association of the UNISTAFF Alumni called INDOSTAFF alumni network was established in 2005: to ensure the sustainability of the UNISTAFF values and to make them able to give more contribution to the development of HE in Indonesia
- Lots of activities since 1999- now (Management HEI, QA, tracer study, leadership, curriculum, etc)

UNILEAD and IDC

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UNILEAD

- 2008 – first batch of UNILEAD (University Leadership and Management Course): young university leaders (30- 40 y.o.)
- -> UNILEAD alumni

IDC

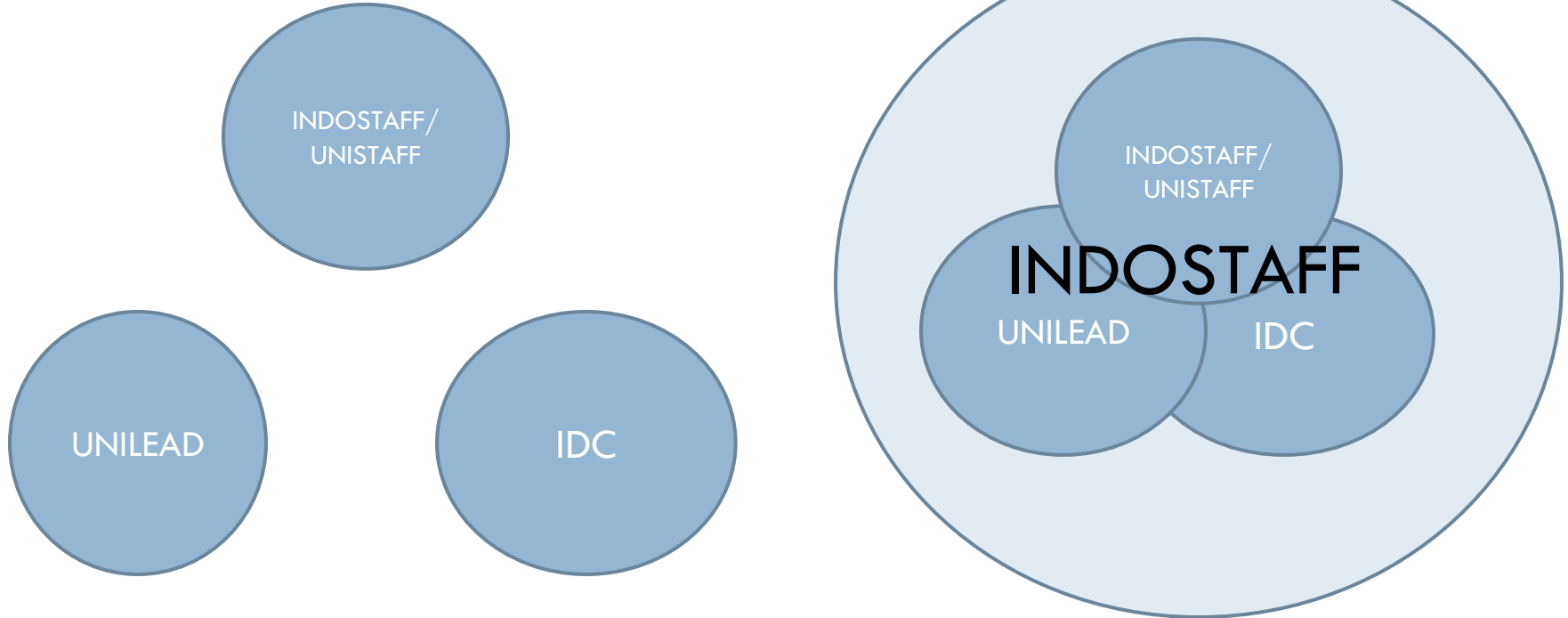
- 2009 – first batch of International Deans' Course (IDC) was launched [mostly deans, 40-50 y.o.)
- → IDC alumni
- 2012: 32 participants (7 from the Philippines)

INDOSTAFF-Networking for university transformation

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2005-2010

2010-now



INDOSTAFF is legal entity

The INDOSTAFF Alumni Network facilitates exchange of knowledge, ideas and experiences

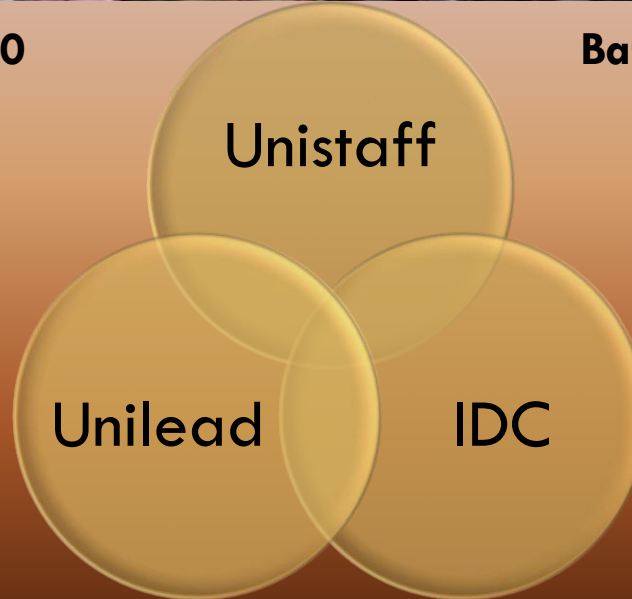
A good turning point!



11 - 14th February 2010

Batu, Malang – East Java

- Advisory Board:
- Hendrawan Soetanto
 - Dahrulsyah



- Presidium:
- Abraham Simatupang
 - Setyo Pertiwi
 - Wahyu Supartono

- Treasurer:
- Setyarini Santosa

Roles and contributions

- A pool of trained and experienced alumni (~90) in the field of HE management
- Roles and contributions:
 - ▣ Institution building in their respective universities (agent of change)
 - ▣ Establishment a of new study program at UI, UGM, UB and IPB : Higher Education Program (Masters level)
 - ▣ Various workshops and training for HE leaders (leadership, strategic planning, management, etc.; in cooperation with DGHE)
 - ▣ Helps DGHE through involvement in various taskforces (QA, CBF, curriculum, accreditation, etc.)
 - ▣ Consultancy

Final remarks

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- Indonesian UNISTAFF + UNILEAD + IDC Alumni Network (INDOSTAFF) **play** important roles in Indonesia's Higher Education development.
- *--commitment from everyone*
- To have a training for university leaders is a good one, but do not forget to give others (young faculties) opportunities to develop their leadership capacity

- Thank you for your attention