



UNIVERSITI  
KEBANGSAAN  
MALAYSIA

*National University of Malaysia*

**CIVIC ENGAGEMENT & SOCIAL  
RESPONSIBILITY IN UNIVERSITI  
KEBANGSAAN MALAYSIA**

**Nurturing Caring Citizens**



## **CIVIC ENGAGEMENT & SOCIAL RESPONSIBILITY IN HIGHER EDUCATION: THE CASE OF UNIVERSITI KEBANGSAAN MALAYSIA**

### **Question 1 : Mission and History**

---

*1.1 What relevant objectives are set for the institution in its founding document (charter or equivalent)?*

---

Universiti Kebangsaan Malaysia (UKM) is a public university established to personify the national aspirations of Malaysia, especially to preserve and promote the Malay language or *Bahasa Melayu*, the national language, in the forefront of the social and cultural milieu of the country. Formed in 1970, the University's philosophy of integrating faith and knowledge is captured in its mission as the National University that safeguards the sovereignty of the Malay language and promotes national identity and culture.

The university aspires to pioneer innovation and produce a society that is imbued with dynamic and civic leadership. We make available our intellectual expertise to serve the wider community at large and equip our students with the tools to be knowledgeable, productive and adaptable in today's complex world. We lay foundations for our students to become more caring citizens. We work actively to contribute to nation building and body of research relevant to the global community, including the preservation of our environment.

---

*1.2 What relevant expectations are held by those who fund your work and support it (including politically)?*

---

As a public university UKM is federally funded, but it is also supported by a number of agencies in various research and community projects. The government and society hold certain expectations of our role in society. The university's management is very much aware that it needs to balance the various expectations and come up ahead.

Under the Ninth Malaysia Plan, UKM was selected as one of Malaysia's four premier research universities in 2006. The expectation is that UKM will be a driver for the K-economy to fast-track

Malaysia's development in an increasingly globalised world, to be a leader in creating human capital, producing graduates who are innovative and economically productive whilst being socially responsible citizens.

The university is also expected to promote the national agenda of unity and integration among the various ethnic groups. Importantly, the government has recognised UKM's lead and entrusted with us the nation's first ethnic studies institute (KITA).

In safeguarding national identity and national language through promoting the Malay language, the expectation is that for UKM to continue pushing the frontiers for the use of Malay in academic, scientific, technological and social-cultural spheres. The premier Institute of the Malay World and Civilizations (ATMA) is testimony of our commitment.

UKM is also expected to abide by the National Higher Education Strategic Plan which calls for the transformation of the higher education sector in Malaysia from now to 2020 and beyond. These include: Widening access and enhancing equity; Improving the quality of teaching and learning; and Enhancing research and innovation.

---

***1.3 Which external groups are represented ex officio and de facto on the institution's governance or senior management bodies?***

---

The university is governed by a Board of Directors appointed by the Minister of Higher Education. Currently, the chair is a retired senior civil servant with corporate sector experience whose expertise is in resource management and training. The board members include two public service officers from the Finance and Higher Education ministries representing the Government. Two other members are from the private sector- one is a community representative and the other has a legal background. The Board members names are listed below.

**Board of Directors, UKM**

**Chair:** Tan Sri Dato' Paduka Dr. Mazlan Ahmad

**Members:** Prof. Dato' Dr. Sharifah Hapsah Syed Hasan Shahabudin  
(Vice-Chancellor, Universiti Kebangsaan Malaysia)  
Puan Sri Zaiton Zawiyah Puteh

Dato' (Dr.) Megat Abdul Rahman Megat Ahmad  
Dato' Azmi Abdullah  
Dato' Dr. Amran Kasimin  
Encik Ab. Aziz Othman  
(Registrar, Universiti Kebangsaan Malaysia)

In addition, every faculty has an advisory panel comprising relevant individuals from industry and community based organisations.

---

***1.4 To whom does the institution regard itself as accountable for its civic mission? For example, is there a "stakeholder group" such as a University Court, and if so, how does this work?***

---

The university's core objectives are education, research, and service and there is an internal audit checked upon by the university's management council. While there is no special group to which the university is accountable to for its civic mission, the university is accountable to the public through mechanisms of accountability that the government has in place.

At the national level, it is governed by several acts of Parliament. The university's annual report is tabled in Parliament through the Higher Education Ministry and the Cabinet. Members of the public can also access the university through Parliament. The Universities and University Colleges Act (1971) as well as the National Higher Education Council Act (1996) and the Malaysian Qualifications Agency Act (2007) hold the university accountable in their relevant areas.

The Malaysian Qualification Agency Act 2007 empowers the Malaysia Qualification Agency (MQA) to implement the Malaysian Qualifications Framework (MQF), audit the university and monitor quality assurance practices, which as noted covers service.

As part of the vision of pioneering innovation in knowledge, we recognise that we have a moral obligation to be the conscience of society and hence we endeavour to preserve values such as social responsibility and taking the right actions. We also recognise that the community at large is a stakeholder and that we need to equip students with the ability to respond to community challenges and we have in place certain mechanisms to engage with the community.

---

***1.5 Are civic engagement and social responsibility objectives (as defined by answers to question 1.1 above) specified in the institution's strategic plan? If so, how, and with what indicators of success?***

---

This starts with our philosophy and vision of leading and pioneering improvements of integrating knowledge with practices for the well being of society. It is to embody the spirit of service in the graduates when they go out into the world. This is exemplified below.

- As part of our national identity and to preserve the national language, we promote the use of *Bahasa Melayu* as the language of knowledge.
  - Role of ATMA: To answer the challenges of globalisation, the Institute of the Malay World and Civilisations (ATMA) espouses Malay civilisation as a mutually-impinging civilising force. ATMA offers programmes at the postgraduate level as well as conducts research in Malay language and literature. It has widened the areas of research to include the Malay World and Civilisation. The recognition of ATMA as a world class institution indicates the measure of success.
  
- We are concerned about the sustainability and preservation of the environment. UKM has emphasised, through 'green' governance, the importance of embedding sustainable development in policy and action.
  - Role of LESTARI:  
The Institute for Environment and Development (LESTARI) is a multidisciplinary institute within the structure of UKM. It fulfills the aspirations of the university, as envisioned by the United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro, Brazil, to realise the goal of sustainable development through research and capacity development. The setting up of this institute and the work it does is already an indicator of success.
  
- We need to maintain harmonious inter-ethnic relations in an increasingly complex society.
  - Role of KITA:  
The Institute of Ethnic Studies (KITA) is the only full-fledged institute in Malaysia focusing on ethnic studies. Its vision is to foster and build inclusive, multi-strategic approaches in addressing the complex ethnic-based and related challenges and sustain stable harmonious intra and inter-ethnic relations among Malaysians. The Government's support to us in setting up this institute is an indicator that we have the capacity and will to further build the community at large.

Other indicators of success include:

- a direct application of knowledge to significant human needs;
- a paradigm shift in students' thinking of how others live and work and a better understanding of humanity when they do direct service or field research; and
- utilising of academic and professional expertise for public good.

---

### ***1.6 How has the institution's engagement agenda changed over time and why?***

---

It has transformed over time, while remaining true to its vision and mission. Previously, UKM had been engaged with the community on a mostly informal basis, but over time formal structures have been put in place, particularly in 2007 with the setting up of the office of a deputy vice chancellor for industry and community partnerships.

Further, since UKM has been designated one of Malaysia's four research universities with accompanying extra funding, it has started to channel some of the focus of resources and research facilities to position it to contribute to community change relatively quickly and in ways that will ensure deeper and longer-lasting commitment to civic engagement across higher education. The work of the mostly multi-disciplinary research institutes (listed in Table 1 below) contribute to national and global importance.

**Table 1 : UKM Institutes for Research Excellence**

No.	Centres	Background
1.	Institute of The Malay World and Civilisation (ATMA)	<ul style="list-style-type: none"> <li>• Established in 1972</li> <li>• Research on language, literature and Malay culture</li> </ul>
2.	Institute for Environment and Development (LESTARI)	<ul style="list-style-type: none"> <li>• Established in 1994</li> <li>• Research on sustainable development</li> </ul>
3.	Institute for Malaysia and International Studies (IKMAS)	<ul style="list-style-type: none"> <li>• Established in 1996</li> <li>• Research on globalisation and human diversity</li> </ul>
4.	Institute of Microengineering and Nanoelectronics (IMEN)	<ul style="list-style-type: none"> <li>• Established in 2002</li> <li>• Research on micro engineering and nano-electronics</li> </ul>
5.	Medical Molecular Biology Institute (UMBI)	<ul style="list-style-type: none"> <li>• Established in 2003</li> <li>• Research on molecular medicine</li> </ul>
6.	Institute of Occidental Studies (IKON)	<ul style="list-style-type: none"> <li>• Established in 2003</li> <li>• Research on Western culture</li> </ul>
7.	Institute of Space Science (ANGKASA)	<ul style="list-style-type: none"> <li>• Established in 2003</li> <li>• Research on science, engineering and space governance</li> </ul>
8.	Institute of Systems Biology (INBIOSIS)	<ul style="list-style-type: none"> <li>• Established in 2005</li> <li>• Research on biotechnology</li> </ul>



9.	Solar Energy Research Institute (SERI)	<ul style="list-style-type: none"> <li>• Established in 2005</li> <li>• Research on solar / advanced energy</li> </ul>
10.	Malaysia Genome Institute (with Ministry of Science, Technology and Innovation (MOSTI))	<ul style="list-style-type: none"> <li>• Established in 2005 on Cabinet directive</li> <li>• Research on genomics and molecular biology</li> </ul>
11.	Islam Hadhari Institute	<ul style="list-style-type: none"> <li>• Established in 2007 on Cabinet directive</li> <li>• Research on approaches in Islam <i>Hadhari</i> to develop the community in Southeast Asia and the world at large</li> </ul>
12.	Fuel Cell Institute	<ul style="list-style-type: none"> <li>• Established in 2007</li> <li>• Research on fuel cell</li> </ul>
13.	Institute of West Asian Studies (IKRAB)	<ul style="list-style-type: none"> <li>• Established in 2007 on Cabinet directive</li> <li>• Policy research and strategy for East Asia</li> </ul>
14.	Institute of Ethnic Studies (KITA)	<ul style="list-style-type: none"> <li>• Established in 2007 on the recommendation of the Government</li> <li>• Research on ethnic relations in Malaysia</li> </ul>
15.	Institute for Global Health (IGH)	<ul style="list-style-type: none"> <li>• Established in 2007 on the recommendation of the United Nations and Government</li> <li>• Research on public healthcare on a global scale</li> </ul>

There is also more involvement of students in various activities, including through the Students Advancement Centre. This will be elaborated in responses to question 3.

---

***1.7 How do governmental policies affect the institution's civic engagement and social responsibility work?***

---

The Government policy under the Ninth Malaysia Plan is to produce citizens with first class mentality—which includes one who is also civic minded and socially conscious. Here, the Government was instrumental in the move that UKM as a research university set up the Deputy Vice-Chancellor's office of Industry and Community Partnerships. In engaging in social responsibility work, the university is accountable to the National Integrity Institute, and more recently the Malaysian Anti-Corruption Commission (MACC). The Vice-Chancellor submits monthly reports on integrity to the Higher Education Ministry which includes how it upholds values. As part of executing its social responsibility, the university has also adopted cluster schools under a special scheme. Co-curricular activities carried out by students amongst the public are given credit.

**Question 2 : Balance of activities**

---

*2.1 Give a brief assessment of the chief economic and social needs of your society, region and/or locality.*

---

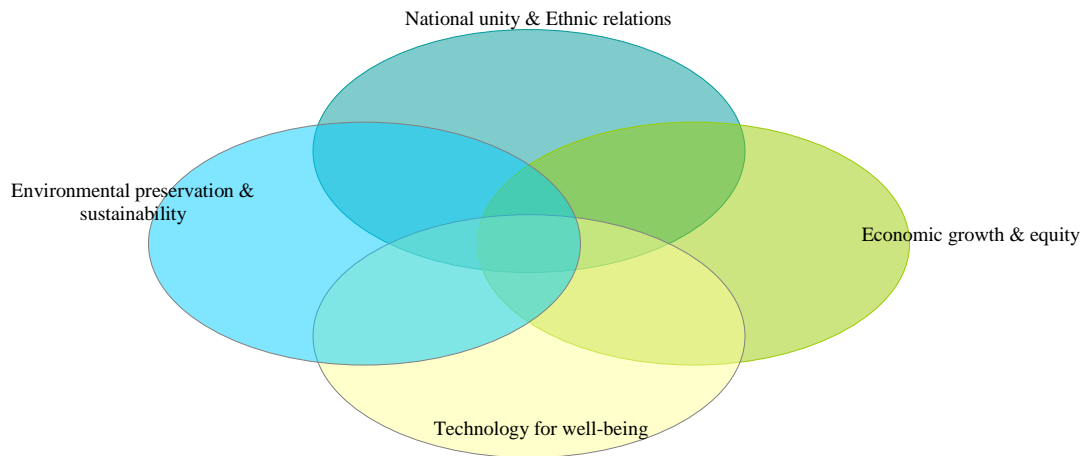
In tabling the Ninth Malaysia Plan (2006-2010), the Government called upon the nation to work at being more developed, and for Malaysians to help in “building a prosperous, progressive, just, resilient and competitive nation” (PM’s speech in Parliament, 31 March 2006). Malaysia generated an average GDP growth of 6.2 percent per annum from 1991 to 2005.

However, more recently, growth rates have slowed down with the looming global financial crisis. Competition with other nations in the region for investment has become more intense and good job opportunities have decreased. We are facing challenges in income and wealth disparities, increasing ethnic polarization, as well as in sustaining balance in the environment.

The Prime Minister has asserted that “Malaysia’s future success depends on the quality of its human capital, not only in terms of intellect but also character. Therefore, in line with this thrust, the Government aims to undertake comprehensive improvement of the country’s education system, from pre-school to tertiary and vocational institutions. A more enabling environment will also be fostered to encourage the R&D. At the same time, a heavier emphasis will be placed on the shaping of values to create more well-rounded individuals” (PM’s speech in Parliament, 31 March 2006).

As we see it, we need economic growth with equity. Racial or ethnic unity underpins economic development and stability. It is critical to bridge the gap between the ‘have’ and ‘have not’, especially in urban areas for continued stability. Environmental preservation is needed for physical well-being and global sustainability. We need to work on raising awareness and action on environmental preservation and sustainability. We need to develop further the use of technology for a better quality of life. We need to start developing some really ‘meaty’ research-based competitiveness. Productivity is one of the key performance indicators and we need to work this through a stable strategic framework of development and highlight continuous improvement. This is diagrammatically represented below:





**Figure 1: Economic and Social Needs of the Malaysian Community**

---

*2.2 How does the institution's teaching profile (by subject and level, and including continuous professional development [CPD] and lifelong learning) reflect the needs of the society, local community and region? To what extent does the curriculum incorporate relevant features of the following:*

- (a) structured and assessed work experience and/or work-based learning;*  
*(b) "service learning"; and/or*  
*(c) prior or concurrent informal work experience?*
- 

a. Academic programmes at both undergraduate and graduate levels are based on the core areas of knowledge required of each discipline, based on international standards. A number of programmes have three to six credit units of industrial / practical / civic engagement training.

Some academic programmes have a fusion of classroom instruction, field work and experiential learning with community/civic engagement in place. Instances include:

- Faculty of Medicine

Community health which emphasises rural health is taught throughout the five year programme. In addition to an eight-week rural health posting and another eight-week district hospital posting which stresses primary care, students are also encouraged to select a community-oriented project for their

five-week elective posting. This is an instance of direct application of knowledge to significant human needs.

- Faculty of Law

Year 1 students have to take Co-Curriculum as one of their subjects in Semester 2.

- Faculty of Engineering & Built Environment

A component of student evaluation is ethics under industrial training. In research-based industrial training, the faculty has had students working on waste water treatment and water quality projects with the relevant water agencies.

- School of Social, Development and Environmental Studies, Faculty of Social Sciences and Humanities

The undergraduate academic programme is focused on society and culture, development and environment, to fulfil short and long term goals for knowledge and career. In this programme, new knowledge is being generated all the time as there is a substantive link with important issues such as the environment.

The Industry Liaison office supports in communicating with corporations, government agencies and NGOs for work placement and practical/industrial training opportunities for students. Students have undergone industrial training from a cross-section of industries and at international-based companies which include:

- **German-based companies**

- BASF
- DaimlerChrysler Malaysia Sdn Bhd
- Siemens Malaysia Sdn Bhd

- **French -based companies**

- Roche (Malaysia) Sdn Bhd
- Technip Geoproduction (M) Sdn Bhd

- **British- based companies**

- BP Chemicals (Malaysia) Sdn Bhd
- Rolls-Royce
- Unilever (M) Holdings Sdn Bhd

b. The Co-Curriculum Centre conducts a course on community service where credit is given for practical work in the community and it was introduced in 2005 to encourage volunteerism among

university students. The average enrolment for this course each semester is 900 students. The service work that the students do has led to a paradigm shift in their thinking of how others live and work and a better understanding of humanity.

Overall, at UKM, there has been a shift to an outcomes based approach which gives students a holistic learning experience for individual development and responsible citizenry. Eight competencies are deemed very important to nurture in students which include knowledge, social responsibility, values, ethics, and professionalism. Teaching/learning activities are supported by practical or industrial training as well as co-curricular activities in residential colleges, students' associations, sports and the performing arts fields. Students may undertake soft skills short courses, such as problem solving, communication and entrepreneurial skills, in supplementary programmes where they are graded although these marks are not included in Cumulative Grade Point Average. An IT based development system to monitor students' achievement in generic skills has been developed at the Centre for Students' Advancement and will be launched in February.

In addition, from time to time, short courses are conducted to raise civic consciousness and promote service learning amongst students. One such example is the *Potential Student Leaders* course which the participants found to be a platform for them to understand better the workings of the university, and ways on how to reach out to the community and society. Such courses enable UKM to work towards developing human capital relevant to both the industry and the community.

Students may also participate in community service projects coordinated by the Students' Affairs Division and are usually co-sponsored by the relevant government agencies, corporate sector organizations and non-governmental civic organizations (NGOs). Students' community service is about allowing students a platform to engage in community projects to apply academic and other knowledge for the good of the community and society.

Instances of such service learning projects include:

- Village adoption project. UKM has adopted a village in Pagoh, Johor which was badly affected by floods a few years ago. More than 1000 UKM students of all ethnic backgrounds volunteered to help clean up the Pagoh area and they travelled over several weekends to clean up schools, places of worship, community centres and homes. As a result, the village asked UKM to adopt it and to help with a comprehensive development plan to look into poverty reduction, health promotion/disease eradication, and environmental conservation. This is an example of the positive change brought about in the community as well as a commitment to long term engagement.

- Youth Companion programmes co-sponsored by the Youth and Sports Ministry to promote youth activities for youth development.
- Health community programmes as part of community service carried out by both Allied Health Sciences faculty and Medical faculty.
- Programmes with NGOs such as a six months service learning project with the humanitarian aid agency MERCY; and an ongoing Home-Stay programme with the National Council of Women's Organisations (NCWO) to promote inter-ethnic understanding.

On the international front, students are encouraged to participate in student mobility programmes abroad to enhance their world view. Similarly, students from partnering overseas universities may come to UKM to participate in two new short programmes namely *Sustainable Tropical Heritage* and *Indigenous Communities* to better appreciate the environment and the local indigenous cultures.

c. With reference to students with informal prior work experience coming to university, it needs to be noted that entry into Malaysian public universities is centralized by a unit under the Education Ministry. As such academic and other considerations factor in more than informal work experience. The selection criteria also include a component for sports and co-curricular activities in school. There is a 10 % weightage given. However, there is a second channel of entry to include those who may not have paper qualifications but have prior work experience. As such while informal work experience is not incorporated into the curriculum of regular academic programmes, it is an advantage for those who do possess it.

In addition, the Centre for Educational Extension offers industry relevant programmes, specially designed for working executives at the post-graduate diploma and Master's levels, including distance education. Among the areas offered are Information Technology, Occupational Safety and Health, Industrial Management, Manufacturing Systems, Business Administration and Economics.

---

### ***2.2.1 How can representatives of the local, regional and national economy and community influence curriculum and other choices?***

---

There are several modes of engagement. These include:

- Through the Higher Education Ministry which approves all proposed programmes or courses;
- Elected representatives could use the platform of Parliament;
- Through dialogue sessions directly with the university, or government, or occasionally the media as a forum for change; and

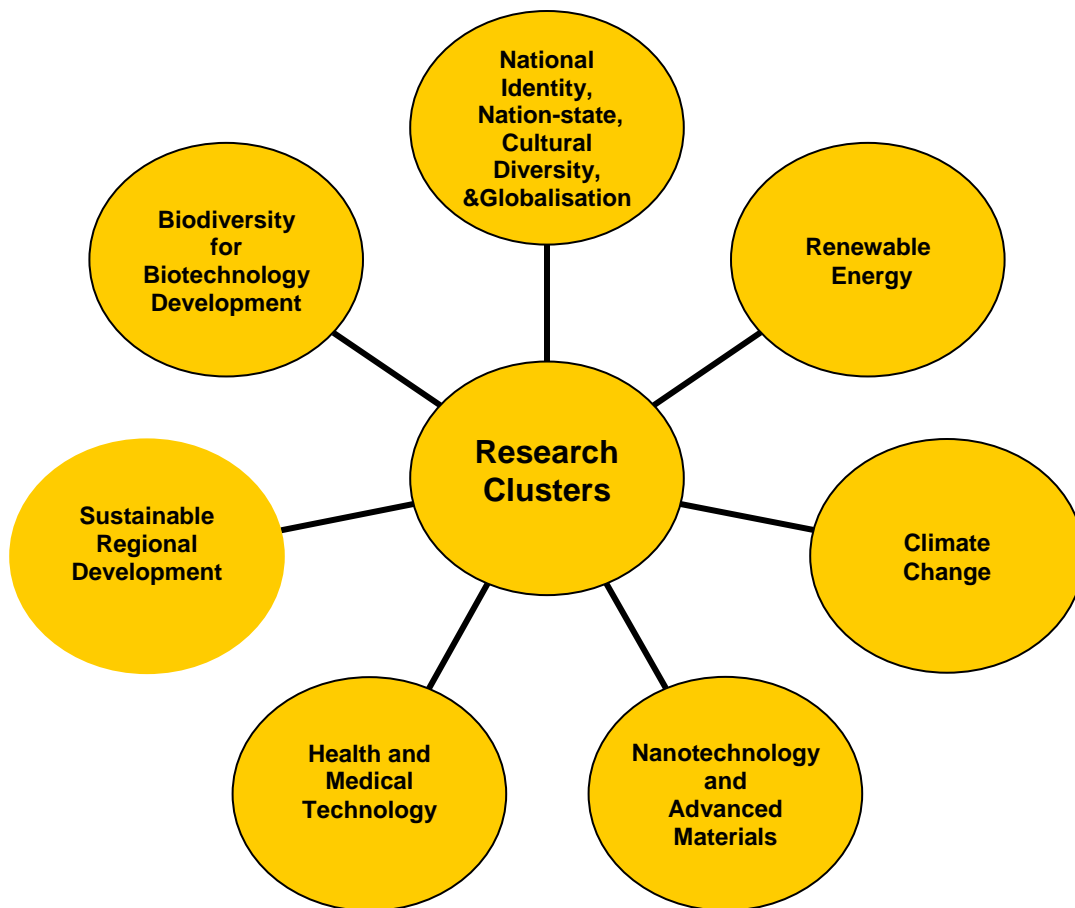
- Members of Advisory Panel of faculties could communicate their ideas verbally or in reports to faculty or university management.

---

***2.3 What proportion of the institution's research activity is directed towards the needs of the local, regional, and national economy and society?***

---

UKM has moved to focus its efforts on strengthening seven niche research cluster areas which would also serve the nation's strategic interests and be a precursor of responsible development for the betterment of humanity. The research clusters given in Figure 2 below provide the strategic direction of research at UKM.



**Figure 2: Niche Areas of Research at UKM**

In addition to the Institutes listed in 1.6, there are research centres of excellence under various faculties to encapsulate the seriousness of doing research to benefit society at large. These are.

- Advanced Surgical Centre
- Climate Change Research Centre
- Earth Observation Centre
- E-Community Research Centre
- Tasik Chini Research Centre
- Centre for Intelligence System

A great proportion of these research initiatives are focused on economic and human-social needs. Research examining environmental sustainability or technology would impact upon society and how people live.

Table 2 below indicates the scope and number of projects undertaken by UKM researchers.

**Table 2 : UKM Research Activities : Type & Number of Projects**

<b>Local/University Funds</b>	<b>Regional &amp; International</b>	<b>National Economy</b>	<b>Society</b>
653 projects : ScienceFund (308) Fundamental research grant scheme (345)	372 projects	324 projects : Commercial Research Development Fund (7) TechnoFund (12) Biotechnology Fund (13)	372 projects

A wide range of research projects are being carried out that impact directly upon the economy and society. The sampling of research topics below gives a glimpse of some of these and their scope.

➤ Economic needs

- Economic Freedom and Banking Development in Malaysia, Indonesia and Thailand
- Corporate Finance Behaviour: Towards Key Financial Performance Index (KFPI) of Malaysian Firms
- A Comprehensive Study on the After Market Behavior of Malaysian IPOs
- The effect of Institutional Investors, Capital Structure and family ownership on Disclosure Quality of Firms Listed on MESDAQ Bursa Malaysia
- A Flexible Legal Framework for the Central Bank Malaysian in Overcoming Problems of Vulnerable Guarantors in Banking-Guarantee Transactions
- Islamic Bank Financing, Allocation of Capital and Economic Performance
- Issues in Malaysian Corporate Financing Decisions
- The Dynamic Relationship of Asset prices, Trading volume, Volatility and Monetary policy: The Case of Malaysia
- Managing Intellectual Property Rights (IPR) for Malaysian Small and Medium Enterprises (SME)
- Growth of Intreprenurial Tech-Based Firms: Influence of Innovation Team Capability and Industry Contexts
- Modeling of Junior Entrepreneurship Attitude and Intention
- Graduates Labour Market Study

➤ Human-Social Needs

- Lifestyle of the Elderly in Rural and Urban Malaysia
- A National Study of School Dropouts Characteristics, Risk Factors and the Development of Dropout Prevention Strategies
- The Scientific Culture of Malaysian Students: Towards the Realization of Scientific and Technological Human Capital Development
- Human Security: The Development of Malaysian Human Security Index
- Language Policy in Malaysia: Sustaining Ethnic, National and International Identities
- Narrating the Nation in Malaysia Literature in English: Exploring Issues of Nation-Building
- Factors for the Rise of Terrorism in the Muslim World and Its Influence on the Muslim Community in Malaysia
- Gender Constructs and Social Realities of Malaysian Women

- Designing and Developing a Module for Teaching Autistic Children

---

***2.3.1 How can representatives of the local, regional, and national economy and community influence research priorities?***

---

There are several modes of engagement and participation.

- Legislative representatives and national/state economic agencies could use platform of development plans and dialogue.
- Business / Industry representatives may influence through business matching/licensing/technology transfer activities.
- Members in Advisory Panels of faculties/centres could communicate with the faculty management.
- Business/ Industry/ Community could influence through consultancy activities.

---

***2.4 How would the institution describe its service objectives (i.e. its commitments to business and the community)?***

---

Service is integral to UKM's core processes as noted in 1.4. To show our commitment to develop stronger alliances and partnerships with business, industry and the community, we are making better linkages with the delivery system. We have given priority to transparent, inclusive, representative and participatory governance. We have been rewarded with the Prime Minister's Quality Award for our attention to quality of services and their management.

In recent years, the focus has taken the following:

**a. Environmental preservation and sustainability**

We put in practice our own sustainability policy. This is in the context of sustainable development to meet the needs of the present without compromising future generations' ability to meet their needs. UKM aspires to demonstrate environmental best practices by taking the following measures:

- Being serious about preserving the natural eco-system on campus and giving the remaining forested land on campus, which harbours a wealth of diverse flora and fauna, the status of a forest reserve to be preserved. *Hutan Simpan UKM* is a living laboratory for research on biodiversity and tropical rainforest ecology.
- By maintaining the nation's only fernarium and third largest in the world located at UKM. *Taman Paku Pakis* which has rare, endemic and threatened ferns and fern allies as well ferns for



medicinal purposes, is a conservation botanical garden under the care of the Faculty of Science and Technology. UKM hopes to instill awareness among visitors to sustain biodiversity in caring for the environment.

- By monitoring environmental compliance with integrating it into our policies and processes. We have started practical schemes such as efficient management of resources and energy, treatment of waste and recycling of paper, glass and plastic.

**b. Economics and business**

- UKM's pilot project with Small and Medium Industries Development Corporation (SMIDEC) and SME Bank to enhance entrepreneurship and business management.  
SMIDEC is a specialized agency to provide advisory services, guidance and assistance required to enhance the development of small and medium industries in Malaysia. Through UKM's Faculty of Economics and Business, students are working with Small Medium Enterprises (SMEs) to help identify and upgrade the business processes and /or products, and in so doing assist the SME's in applying for credit from the SME Bank. These students in internship programmes work in SMEs to help develop business plans as well as to get into self-employment. The School of Business has been accorded excellent business schools status by the Higher Education Ministry.
- Technology Transfer
  - Products from R&D activities are commercialised via licensing, direct sales to companies and government corporations such as the Malaysian Technology Development Corporation, and Biotechnology Corporation through the Centre for Research and Innovation Management.
  - Technology transfer through collaborative research with companies located in the nation's Northern and Southern Economic Corridors.
- Contract Research  
UKM is involved in research activities with national corporations such as Petronas, Sime Darby, and Perbadanan Nasional Berhad.

**c. Medical**

We have jump-started an initiative to make UKM a leader in key hole surgery or minimally invasive surgery. The Advanced Surgical Skills Centre at Hospital Universiti Kebangsaan, is to provide training, research and services in laparoscopy and minimally invasive surgery.

---

***2.4.1 How can representatives of the local, regional and national economy and community influence activities in this area?***

---

UKM has a policy on community and industry partnerships, and organizations are our partners. We engage with their representatives or organisations locally, nationally and we are serious about contributing in the international arena where our expertise is required. Influence is brought about through:

- Partnership programmes
- Joint-venture activities
- Equity sharing
- Locating business activities in UKM's Incubator; UKM-MTDC Technology Centre
- Organization of R&D Innovation and Service to Community Awards and
- Various Financial incentives such as seed funding for industry prototyping, know-how payment for technology, support for intellectual property (IPR)

---

***2.5 Using as a proxy an estimate of staff time (academic and support), how far is engagement in each of the areas outlined in this section (teaching, research and service) directed towards:***

***(a) large business and industrial interest (including global and national organisations present in the region);***

***(b) small and medium-sized enterprises;***

***(c) other public services (e.g. education, health, social services);***

***(d) the voluntary sector, community groups and NGOs; and***

***(e) cultural and artistic organisations?***

---

In recognition of the importance of service and civic engagement, the university has increased the service contributions in the annual performance valuation of academic staff to a maximum of 20% (this used to be 5% for many years), and for support staff it is 10%. This includes service to both the university and the community. This increase will take effect in 2009. This is further explicated in 4.6.

Given that we are designated a research university, the percentage allotted for research is 50% and this will include research that has a socio-economic impact on community, which in turn will encourage academics to work on research which is of benefit to society.

Some of the projects in which staff members are engaged are described in 3.6.

---

*2.6 Does the institution have any other policies (e.g. on environmental responsibility, equality of opportunity, recruitment, procurement of goods and services) which can act positively or negatively on the society, region and the locality?*

---

We have a Sustainability policy for a sustainable campus. Apart from preserving our forested land, we are constantly improving our landscaping to be in tune with nature. UKM buildings were designed and built to save energy and maintenance costs wherever possible. The response to 2.4 helps demonstrate our commitment to the environment.

### **Question 3 : Organisation**

---

*3.1 Does the institution have specialised services to meet civic and related objectives (e.g. web-based resources, business advisory services, help-desks, formal consultancy and related services)?*

---

UKM has recognised that it needs to strengthen civic and social connectedness and conduct active applied research on building community and social capital in a diverse society which is in a global changing environment.

We manage community focused initiatives and activities through a formal system with a clear policy and formal organizational structure. A Deputy Vice-Chancellor with the portfolio of Industry and Community Partnerships heads the university's endeavor dedicated to university-community partnerships.

This office is responsible for initiating and coordinating multidisciplinary initiatives and acts as one-stop centre for community and industry outreach. The Office of University-Community Partnerships (OUCP) is headed by a Director who initiates, plans and facilitates all University-Community partnerships with industry. Community based services are also driven by community focused research funded by the university and externally.

The university's faculties, institutes and centres are encouraged to be actively engaged in service. These services are carried out through:

- community-focused research;
- the academic co-curriculum; and
- voluntary activities.

Some of the specialized services include:

- OUCP has developed a web-based “Request Assistance” that facilitates on-line request assistance from the community. This web-based resource also receives and keeps an inventory of all volunteers that may be called upon to assist in community projects.
- The university’s Cultural Centre through ARTISUKMA (UKM artists club) provides cultural advisory and consultancy services to schools and community.
- UKM’s Sports Unit provides consultancy services for outside agencies to carry out their sports events. Among these are:
  - Malaysia Statutory Bodies Sports meet involving 52 agencies and 7000 participants;
  - Ministry of Finance sports meet involving 8 agencies and 2000 participants; and
  - Indah Water Konsortium National Level Sports meet involving 1000 participants.
- Centre for Research and Innovation Management manages all results and outcomes from pre-commercialization and development activities, technology transfer, and research contracts. It is also responsible for managing patents.
- Business advisory services: The Research Entrepreneurial and Innovation Research Group, Faculty of Economics and Business has a SMIDEC Internship Entrepreneur programme that provides advisory services for budding student entrepreneurs from all local universities.
- A web based directory of its experts for public and interested parties to view and consult.
- Centre for Students Advancement for community engagement by students.
  
- Under UKM Holdings, the commercial arm of the university, the following are provided:
  - UKM *Pakarunding*, the first consultancy company among our public universities, manages consultancy services of mostly academic staff to the government and non governmental agencies. It covers various areas of expertise such as environmental management, information, communication and technology services and business management.
  - Centre for Educational Extension that offers training services and short courses for the public and corporate sectors.
  - UKM *Kesihatan* (Health) which owns and manages a specialist centre, polyclinic, pharmacies, clinical trial lab, and optometry clinic to support the health and medical services of the university.

---

***3.2 Does the institution have either dedicated or shared services which are community-facing (such as libraries, performance or exhibition spaces, and sports facilities)?***

---

We have outstanding facilities for use of students and staff which have also been made available to the community. Some of these shared services are:

**a. Library**

UKM's *Tun Seri Lanang* library, the main library in UKM, provides lending facilities to the community at minimum service charge. We also have specialised libraries such as the Law library, UKM hospital library and the Malay Civilisation World library. In 2007, the Publication Lending System of the library served 1942 applications from other institutions. We provide library memberships to individuals, government officers, retirees of UKM, and family members of UKM for minimum fees. These services include references to research collections, media collection, journals and cyber services. Every year the library also carries out reading campaigns for schools situated locally, near the university.

**b. Performing Arts**

Members of the university's Cultural Centre perform in shows which are mostly open to the public. Every year the centre also organizes cultural trips overseas to promote Malaysian culture and to bridge cultural diversity. Among cities and countries they have visited to promote Malaysia's culture are:

- i. Beijing, China (October 2000)
- ii. Istanbul, Turkey (October 2001)
- iii. Bali, Indonesia (October 2004)
- iv. Perth, Australia (May 2006)
- v. Beijing, China (May 2007)
- vi. Hong Kong (December 2008)

The Cultural Centre also makes available space and equipment service for arts and cultural activities. The centre also provides advisory and choreographic services upon request. Some examples are:

- i. Cultural-Technical workshops have been held every year since 2006
- ii. Royal Malaysian Customs Technical Workshop, 2006
- iii. Choir and traditional drums for Jalan Tiga Bandar Baru Bangi Secondary School
- iv. Traditional dance class for Sony and Meditop industries employees in Bangi, Selangor

**c. Sports**

We offer our sports facilities (e.g. soccer field, halls, courts, and even sports equipment) at minimum cost to be used by members of the local community as well as government, private sector and schools. Examples of such arrangements have included:

- i. UKM was a venue for ASEAN Universities Games (golf, karate, squash and table tennis) as well as training ground for 200 ASEAN athletes in 2008.
- ii. UKM's Sports Unit partnered with *Ulu Langat* District Council to jointly sponsor the Bangi Community Sports, a sport's programme for the local community.
- iii. UKM has an Olympic-sized swimming pool that is open to the public for a minimum entrance fee.
- iv. UKM partners with private companies in running the university Danau Golf Club. This 18-hole golf course is open to the public and has been the venue of many important local, national and international competitions. In 2008, Danau Golf Club was the venue for the ASEAN University Games.

**d. Recreation**

UKM is fortunate to be bestowed with a large pristine jungle with an area of about 100 hectares adjacent to its campus, where many environment-based activities are carried out.

- The Centre for Students Advancement conducts here its Jungle for Environmental Education for the university community as well as for communities outside. Among the activities carried out at this Jungle for Environmental Education include:
  - i. Motivation programmes;
  - ii. Camping;
  - iii. Jungle trekking;
  - iv. Flying fox; and
  - v. Group training
- There is also a fernarium for the public to enjoy. Under the education programme, school and other institutional visits are encouraged. This has included visits from orphanage homes.

**e. Accommodation facilities**

UKM has 10 rooms in 3-star equivalent *Puri Pujangga* hotel, operated by UKM Holdings. This hotel is expected to be upgraded to 45 rooms by June 2009. We also offer 27 University guest houses and university colleges for rent to the public during university semester holidays.

---

***3.3 On what terms and with what frequency and volume of uptake are the institution's campus or campuses accessible to the community?***

---

We are open to the public all year round. Academic talks and conferences, university social functions, sports events, as well as cultural performances are held throughout the year as already informed in 3.2.

Members of the public and local community are invited to most of these activities and functions. We announce our activities on a large digital information board strategically located at the main entrance to the campus as well as on our web-site.

---

***3.4 What arrangements are made for the security of the members, guests, and property of the institution?***

---

UKM considers seriously the security of property, students, staff and visitors alike. The Security Office which manages security maintains round the clock surveillance at both the main campus and the branch campuses. Apart from the security centre, there are a number of security posts at key buildings and halls of residence. There is a reporting procedure for guests and the university has started installing CCTV campus wide to enhance its security.

The university has a dedicated OSH policy and a committee headed by the Vice-Chancellor. The Safety Security committee chaired by the Vice-Chancellor meets quarterly to plan, implement and review Occupational Safety and Health (OSH) related matters. The committee comprises employees and management representatives to look at issues related to chemical hazards, fire prevention and are in the process of developing a sexual harassment code. OSH issues are not limited to university staff and students but also encompass university guests. UKM is legally bound to ensure the safety and health of those who deal with the university.

---

***3.5 How much financial support does your institution allocate to its civic and social responsibility activities? What is the source(s) of these funds?***

---

There are two sources of financial support for all civic and social projects carried out by the university. One source is the university bursar's office through the Centre for Students Advancement. Such financial support goes directly to students' activities, including for community services. The second source of financial support comes from the government through research grants. The latter is provided to academic staff.

In 2008, the university through the Centre for Students Advancement spent RM315, 580 (approx. USD 92,817.00) on 308 community related projects carried out by students. The university also sponsored community-focused research through its Office of University-Community Partnerships. In 2008, the university approved a grant of about RM500,000 (approx. USD 147,058.00) for four such research projects. Three projects involved community health, computer competency skills, and education centre at

a village and three schools in the state of Johor. The fourth project involved developing an educational module for autistic children in the adjacent community to the university.

But this costing does not include expenses incurred for activities related to the arts, sports, and staff salary for time spent on these activities as well as maintenance of the facilities and student mall. There is no special budget, but expenses incurred are paid.

---

***3.6 Does your institution collaborate with other organizations in planning and conducting its civic engagement and social responsibility work (for example: community partner agencies, higher education associations)? With which other organizations and how does it collaborate?***

---

While UKM conducts its own civic engagement and social responsibility work, we also partner with industry and non-governmental organisations (NGOs) when implementing such initiatives. UKM believes that such partnerships synergize outcomes of all community projects since both parties complement each other for a common goal in enriching the community. A key element in all collaborative projects is its sustainability.

Examples of such collaborations and partnerships include:

**a. Humanitarian/ Social Initiatives**

- *Disaster Relief Effort:* UKM signed a memorandum of understanding (MoU) with MERCY Malaysia, a renowned Malaysian medical relief society, with an objective to collaborate in efforts to provide medical and humanitarian services at home and abroad. Through this MoU, UKM agrees to facilitate staff's involvement in disaster relief effort led by MERCY Malaysia. The MoU also facilitates collaborative disaster relief and risk reduction-based research between the two parties.
- *Kundang Ulu Community Enrichment Programme* where staff and students are committed to in Pagoh, Johor that was devastated by the floods two years ago. UKM officially adopted the village and the Office of University Community Partnerships identified significant concerns and needs of the community. Issues being addressed in this community's development are:
  - Poverty; Literacy & Education; Water resources/ Sanitation; Environment/ Conservation; Health; HIV/AIDS prevention, education; Skills development (business, trade); Conflict Resolution; and Cross-cultural understanding.
- *Unity:* In a joint project with the National Council of Women's Organisations (NCWO) - the umbrella body of women's organisations in Malaysia - UKM students of various ethnic groups



are participating in an ongoing home stay programme in the Klang Valley to stay for short periods of time with families of different cultural backgrounds for both parties to better understand and appreciate each other. This effort will contribute to national unity and nation-building.

- *Capacity building:* With the Ministry of Women, Family and Community Development in gender studies research and other capacity building research initiatives.

**b. Environment - for sustainable regional development**

- *Tasik Chini programme*



Tasik Chini, Pahang

The Lake Chini Research Centre at the Faculty of Science and Technology and the Pahang State Government are collaborating to restore the Lake and its surrounding wetlands to achieve the category of a UNESCO Biosphere Reserve. The team members include environmental engineers, botanists, biotechnologists, chemists, anthropologists, health professionals, economists, business / marketing experts, and psychologists.

- *Langkawi Geopark*



Langkawi Geopark

The Institute for Sustainable Development (LESTARI) and the Langkawi Development Authority (LADA) collaborated to make Langkawi the first UNESCO Geopark in Southeast Asia.

➤ *Fern Garden Rejuvenation Project*



Fern Garden, UKM

UKM and ExxonMobil have collaborated to rejuvenate an internationally accredited fern garden in UKM for promoting fern awareness among the public especially school children as well as improving the local fern germplasm. UKM and ExxonMobil jointly financed the project. UKM's Faculty of Science and Technology will subsequently take all necessary steps to continually improve the fernarium and ensure the sustainability of the project.

- The Institute of Malay World Studies (ATMA) and LESTARI are working together with the Ministry of National Heritage and Culture as well as the Kedah State Government to develop the 5th century Bujang Valley archaeological site and the rich flora and fauna areas of Mount Jerai for archaeology and ecotourism.
- The Institute of Solar Energy Research (SERI) has collaborated with an NGO to install and test stand-alone solar panels in remote indigenous people's (*Orang Asli*) villages.

**c. Business/ Technology Initiatives**

- Large business and industrial interest  
UKM researchers are working in the Technology Fund, Technology Acquisition Fund, and Commercial Development Fund among others. One of our Science and Technology lecturers recently received funding from Exxon Mobil to research use of power.
- Small and medium enterprises  
Staff and students at the Faculty of Economics and Business are engaged with a number of corporations and agencies through the internship programme as well as the staff business mentoring programme.

#### Question 4 : People

---

***4.1 Who takes primary responsibility for the institution's work in civic engagement and social responsibility as defined in response to question 1.5 (above)?***

---

Every faculty, institute and centre plans and implements civic engagement and social responsibility independently and in accordance to their requirements. However, the Deputy Vice-Chancellor for Industry and Community Partnerships undertakes primary responsibility in initiating and facilitating as well as documenting all work in civic engagement and social responsibility (Please refer to 3.1 for related information).

The main thrust of this portfolio then is to consolidate further the relationships and partnerships between the university, industry and community in a structured manner rather than the previous largely ad hoc measures taken. This deputy vice-chancellor is responsible for three offices headed by directors, namely Industry Liaison, University-Community Partnership and Chancellor's Foundation, all of which are service oriented and whose value lies in being able to meet with the needs of the university's faculties/centres and that of industry and community.

The current Vice-Chancellor herself has led the way in community engagement to have made impressive strides in working with the community at large. She has been actively involved in community work and holds high positions in various NGOs and external committees, including being the president of the National Council of Women's Organisations (NCWO). She has brought that background to the university and its management. In her tenure, more academic staff and students have come to realise that quality education is not just about learning facts and figures, but also experiencing and responding to real life situations and challenges thereby creating responsible citizenry.

---

***4.2 Does the institution's policy for student recruitment have a local or a regional dimension? If so, how is this determined and what impact does it have on the make-up of the institution community?***

---

UKM is proud to be the only Malaysian university that has been accorded the name "National University". With it comes the aspiration and responsibility to fulfill national needs. Although it was formed initially to cater for students from schools using the Malay language as medium of instruction, the scenario changed when the medium of instruction in all public schools became Malay. In fact, UKM has become a preferred choice for local students seeking tertiary education. Tertiary education is highly

prized in Malaysia and since places are limited in public universities, enrolment at the undergraduate level is mostly restricted to local students as decreed by the Government.

However, at post-graduate level, we have expanded student intake to have international outreach. The 2007/2008 international students intake for doctoral and master's programmes was 25% and 10% respectively. In the 2008/2009 session, the percentage of doctoral and master's international students rose to 28% and 14% respectively.

---

***4.3 To what extent are civic engagement and social responsibility objectives built into contractual terms for, and evaluation of:***

***(a) senior managers; (b) academic staff; and (c) support staff (including the specialised staff referred to in question 3.1 above)?***

---

UKM assesses the performance of its staff annually through a Performance Valuation Report (*Laporan Nilai Prestasi* (LNP)). There are three aspects considered in this evaluation, i.e. academic, research and service. Several performance indicators are used to assess "service". Among them are services to the community either as board members of civic engagement voluntary organisation, participation in university sanctioned community initiatives and the like. A maximum of 20% of the overall LNP is allocated to 'service'. The ability to work and communicate effectively with people is important for promotions and leadership positions.

---

***4.4 Reflecting on the answer to question 2.2 (above), how far is the student body engaged in the economic and cultural life of the community through formal requirements?***

---

The depth of student body engagement in the economic and cultural life of the community may be viewed through the following activities:

- a. **ARTISUKMA.** ARTISUKMA OR UKM Artistes is a committee under the Cultural Centre of the university. This committee comprises members from numerous students clubs. Among these clubs are the Art of Movement Club (dance, theatre and *silat*), *Seni Tampak* or arts related to sculpture, Music Art Club (e.g. classical, traditional and contemporary music), and Vocal Art Club (e.g. choir and *nasyid*). Members of these clubs are required to carry out community service related to promoting and enhancing Malaysian culture, particularly traditional art or music. Members of ARTISUKMA have taught the playing of *Gamelan* (traditional music) to students of more than 20 schools over the past 10 years. They also have introduced Malaysian arts and

dances overseas during their annual overseas cultural trips and outreach programmes. Because of these activities, in 2007, ARTISUKMA was awarded the most active cultural club across all universities in Malaysia. In 2008, the dance club was chosen as the most active dance club across all Malaysian universities. We have choreographed a signature dance called ‘Moving forward together’ which demonstrates the richness of our performing arts.

- b. Part of requirements at faculty level.** This is well demonstrated in the Faculty of Medicine and Faculty of Allied Sciences. Faculty student associations collaborate with their respective faculties to carry out community activities as a partial fulfillment of their degree programme. In addition, student associations have in their community service calendar a community engagement termed *Operasi Khidmat Masyarakat* (OPKIM) or Community Service Operations. Under OPKIM, students carry out activities related to economic, health and cultural life of the community.
- c. Uniformed Associations.** Uniformed associations such as the university’s Malaysian Red Crescent are formally required to perform first aid related services at university as well as at community functions. Such services are required as they provide a means of assessing their members’ competency in providing first aid.

---

***4.5 What proportion of the student body (for example, postgraduate or post-experience students) is concurrently in full-time local or regionally-based employment?***

---

The Centre for Educational Extension co-ordinates programmes for working adults (please see 2.2). Their statistics indicate the following:

- a. Work sector

Sector	Number	Percentage
Government	141	50%
Private	186	38%
Others (Entrepreneur, Self-employed etc.)	44	12%
TOTAL	371	100%

- b. Employment status

Employment	Number	Percentage
Full-time employment in Malaysia	354	95%
Full-time employment overseas	17	5%
TOTAL	371	100%

---

**4.6 What encouragement is there for members of staff to undertake aspects of community service (e.g. service on boards of other organisations, pro bono advice, elected political office)?**

---

The following are some of the formal measures to encourage staff to undertake community service:

- **Annual Performance Valuation Report (LNP) of all staff.** A maximum weighting factor of 20% is given for the ‘Services’ component in the overall staff performance evaluation. This 20% includes being a member of organisation, providing community services as well as applying research innovation for the betterment of community and the environment.
- **Community Service Award.** This is one of 15 awards that the university gives out to excellent and distinguished service performed by tenured and contract staff at the Annual Quality Awards ceremony. The Community Service Award is a special award given to university staff specifically for their outstanding contributions in community service.
- **Vice-Chancellor’s Quality Award.** This is an award given to Faculty/Center/Institute/Unit staff in UKM in recognition of their overall quality performance. A weighting percentage of 10% is given for performance that has impacted upon society.
- **Community Focused Research Grant.** These are research grants that encourage academic staff to carry out research that has direct and immediate impact on society.

Academic staff is also given time off to participate in community projects or meetings.

---

**4.7 What is the extent of student volunteering in the community, and how is this organised? Does it attract:**

**(a) Formal support (e.g. timetable concessions, payment of expenses); and/or (b) academic credit?**

---

Student volunteerism in community services is largely managed and organised by the Centre for Students Advancement, the Department of Students Services, and the residential colleges.

The following are some of the formal support measures accorded by the university for students volunteering in the community.

- The university’s Centre for Students Advancement, through its co-curriculum programme offers a 6-credit course in Community Services.
- The Union and Internationalization Section of the Centre for Students Advancement offers a 2 - credit course on volunteer work involving outside parties (e.g. Malaysia’s Red Crescent, and the Malaysian Youth Association)

- The residential colleges are proposing that their community services programmes be given a 2-unit credit beginning academic year 2009/2010. These colleges are involved in:
  - Natural Disaster Relief Brigade, a brigade formally set up at university level under the directive of the Ministry of Higher Education;
  - Yayasan Amal Yatim, a welfare service for orphanage;
  - Community service projects in villages and homes for senior citizens;

### **Question 5: Monitoring, evaluation, impacts and communication**

---

*5.1 What steps does the institution take to consult upon and publicise its civic engagement and social responsibility agenda? [It may be helpful to review such publications as Annual Reports, newsletters and alumni communications.]*

---

- We have established a corporate communication division that plans and executes a systematic communication plan, including publicizing its civic and social responsibility agenda.
- Our communication publications *Senada* (Malay) and *Resonance* (English) as well as our website and electronic bill-board disseminate information on our activities.
- On a regular basis, some of our staff, particularly the Vice-Chancellor who has a monthly column in a leading newspaper, contribute articles to the print media. For instance, she has written about students' work in disaster relief (NST, 21 January 2007) and universities as conscience of society (NST, 19 August 2008).
- Some of our academic staff are actively involved in unity and nation-building work and sit in high level committees and this is reported in the media and their work cited in research.
- We conduct regular health camps and clinics via the Medical and Allied Sciences faculties for the public.

---

*5.2 What do you regard as the level of public confidence held at national, regional and local level in the overall performance of your institution? What steps can be taken either to maintain or improve this level?*

---

Level of public confidence in our performance at local and national levels is perceived to be quite high. At regional level, it is satisfactory. This is reflected via the following awards and recognition.

- The Prime Minister's Quality Award

- UKM has been given a clean certificate for performance on financial audit by the Auditor-General for seven successive years, a record for any university.
- Our extensive use of ICT in managing our core processes and in administration, including our hospital has been commended as good practice by the auditors.
- Our comparative performance:  
OIC ranking in 2008 – 8<sup>th</sup> place and highest among Malaysian universities  
THES ranking in 2006 – 185; 62 in Science and 52 in Biomedicine  
Discipline ranking in Malaysia – 1<sup>st</sup> place for Engineering; 2<sup>nd</sup> place for Medicine

The steps to maintain or improve levels of public confidence include:

- Rewards in the form of awards, promotions etc. given to staff to ensure that they do good work;
- Greater transparency in the processes of staff recruitment and promotions, grant of research awards, academic programmes evaluations and financial accountability;
- Regular dissemination to society in the print and broadcast media of UKM's initiatives to upgrade (for example, the Vice-Chancellor's media article *Universities as conscience of society* in NST, 19 August 2008);
- Participation in international networks of higher education that impact on academic performance, civic engagement and social responsibility;
- Presentation of papers on UKM's initiatives for improvement at national and international conferences, seminars etc;
- Participation and leadership demonstrated in community programmes or projects;
- Regular civic engagement reports of the university's activities that could be shared with the relevant partners in industry, NGOs, and government agencies;
- A web-site that is weighty in both substance and style and where through appropriate word search via search engines such as Google, people can access information on UKM's academic, research and service activities.

---

***5.3 How successful is the institution's civic engagement and social responsibility work? What are, or have been, its most effective engagement activities?***

---

The community has benefited from efforts to protect the environment and active efforts to develop the Malay language as the language of knowledge. We have contributed to the crucial foundation for peace and economic prosperity. Participation in sustainable development has led to good outcomes for UKM and a better quality of life for the community.



Specifically, the Community has benefited through:

- Jobs and entrepreneurial activities generated by ecotourism, archaeotourism, and the development of other services (for example, Langkawi Geopark and Lake Chini projects).
- Multidisciplinary research and integration in Lake Chini and its wetlands which includes the effectiveness of phytoremediation in removing pollutants from wastes, the effects of water changes in the lake on the lives of the indigenous people (*Orang Asli*) who live on the shores, the use of reeds from the lake for paper production by the *Orang Asli* and training them in entrepreneurial activities.
- In the Institute of Solar Energy Research (SERI) solar panels collaborative project, the panels have made a difference to the quality of life of the *Orang Asli* by providing power for productive activities and communication.
- Honour of the first UNESCO Geopark in Southeast Asia.

---

***5.4 What factors have supported and reinforced the institution's engagement activities and how? What factors have limited or obstructed this work, and how?***

---

Annual appraisal systems and awards for both academics and non-academics (please refer to 4.6) have supported UKM's engagement activities. More awareness has also been generated for research and teaching that impacts on society.

But there are still non-performers and staff who need a mind-set change. There is also a need for greater resources to encourage inclusion of community service activities in the curriculum.

---

***5.5 What are the institution's future plans with respect to civic engagement and social responsibility?***

---

We have aligned our strategies with the National Higher Education Strategic Plan and are laying a foundation towards becoming a premier university. We intend to further spearhead the university, both nationally and internationally, as a leading player in civic engagement and social responsibility activities via the three core activities of teaching, research and service.

Our future plans include the following:

- Build a comprehensive and strong transformation management system that will also benefit our civic engagement activities;
- Develop a model on inter-cultural and inter-religious unity in a plural society;

- Internationalise Malay publications;
- Ensure inclusion of aspects of civic engagement and social responsibility systematically in curriculum across the disciplines;
- Partner with more national and international NGOs for students' internship programmes; and
- Move forward UKM's collaboration with organisations such as Mercy Malaysia (a leading humanitarian aid organisation) in the spirit of volunteerism and research.

In conclusion, the guiding principle for UKM's being is to benefit the nation and the community at large, whether directly or indirectly. Balance is sought between meeting utilitarian market demands and producing knowledge for the advancement and protection of humanity and the environment.