CHAPTER THREE

CHANGE MANAGEMENT AT IIUM

3.0. Introduction

This chapter describes briefly about the background of the management of change with the commencement of quality culture program at IIUM. It also describes about several changes that have been introduced and implemented as to improve its organizational structure, mechanisms, communication system as well as rewards system as to ensure that quality prevails.

3.1. Management of Planned Change at IIUM

The management of planned change at IIUM started with the adoption of quality principles in its academic programs as well as in its management in early 2000. It was officially started with the launching of the Quality Culture Program on 29 April 2000. Starting from this point, the University is developing a new way in which the whole University community cooperates to achieve comprehensive excellence.

Quality culture in the context of IIUM refers to the unified approach through which every organizational member in the organization thinks, acts and feels in quality sense for most of the time (Kanji & Asher, 1993, cited from Kanji et al., 1999b: 363) and the organizational member continually reinforce these common understanding of what is quality beside putting efforts on how to pursue it (Seymour, 1993: 148). In IIUM, the moulding of the
above new culture should be undertaken in the spirit of Hijrah, Jihad, Islah and Tajdid (Quality Quest Jan, 2001: 4). These Arabic words means: (1) Hijrah, i.e., the need for a movement from one stage to another better stage; (2) Jihad, i.e., the need to work hard and struggle for betterment; (3) Islah, i.e., the need for corrective action when it is necessary; and (4) Tajdid, i.e., the need for continuous improvement in the working method.

The Rector as the Chief Executive Officer of the organization, in his inaugural speech during the launching of Quality Culture mentioned that the introduction to implement quality management was imminent. As one of the organizations which received funds from the government, it is pertinent that the implementation of quality management be instituted as adherence to the Malaysian Cabinet's decision. In early 2000, it was decided that by March 2002, all government agencies obtain certification for MS ISO 9002:94 so as to ensure that the standard of services provided to the mass is of high quality. Following this decision, the Ministry of Education established the National Accreditation Board (Lembaga Akreditasi Negara or LAN) which ensures that all public and private universities offer a quality program.

The internal environment of the organization also contributes to the momentum for the implementation of Quality Culture, i.e., the planned change across the university community. According to the Rector, there are several cultures that feature the spirit of complacency and mediocrity. He added that, "the work culture has been rather lax from the point of view of sincerity, dedication, discipline, productivity, efficiency, and trustworthiness. Moral and ethical problems appear to have increased and the quality of intellectual discourse among staff and students leaves much to be desired" (Quality Quest Jan, 2001: 4).
Prior to the implementation of the planned change, the University has conducted a survey on its students' perception towards the quality services offered to them. This research involved a randomly selected 1500 students. The result of the survey indicates that the efficiency and effectiveness of the services provided by the departments of the university which are directly involved with students are at an average level. The said departments are Admission and Records Division, Finance Division, Student Affairs and Development Division, Library, and all Kulliyyahs (in other Malaysian HEIs is known as faculty). Feedback of this research was very important to help the University to identify what needed to be changed, why it is so and how the changes will take place to achieve quality culture.

In addition to the above, the University also developed a strategy to improve its culture, i.e., the 10-year strategic plan (2001 – 2010). Based on the strategic planning, the university will be focusing on the following agendas for the attainment of quality culture: to promote academic excellence, to enhance student development, to enhance human resources development, to promote financial independency, to promote the development of e-university, to promote internalization, to enhance the adoption of quality management, to establish IIUM-Industries relationships, to encourage research & consultancy excellent, to focus on the development of postgraduate studies, to enhance quality administration which is more transparent and to promote Islamization.

3.2. Organization Structure

According to Daniel Seymour in his book entitled, 'On Q: Causing Quality in Higher Education' (1993: 8); 'motivation is not sufficient to generate change. The means
must also be presented. In line with this remark, the University has made several strategic plans on how to make quality prevails. In terms of organization structure, there are no major changes taking place in relation to the organization structure at the University level. However, the establishment of the Quality Assurance Unit, the formation of several committees and the restructuring of several divisions enhance the effectiveness of the daily administration process of the University.

3.2.1. The establishment of Quality Assurance Unit

One new unit, i.e., Quality Assurance Unit (QAU) has been established in December 1998. The main purpose of its establishment is to implement the quality culture in a more systematic and proper way. This Unit is headed by an academic administrator. The Unit's main responsibility is to advise the top management on matters related to the improvement and enhancement of quality culture implementation. It is also responsible to coordinate the implementation of decisions taken by the top management.

Several mechanisms have been identified to perform the above responsibilities. The Unit is to identify strengths and weaknesses of lecturers and their methods of teaching through the distributions of Teaching Feedback Survey Form at the end of each semester. The Unit is also to gather useful data from all Kulliyyahs and Divisions from time to time to know the progress of the implementation of the activities planned to ensure quality culture prevails. Such mechanisms would enable the top management to make strategic plans and decisions for the enhancement of quality programs. Based on its responsibility in the management of change process to achieve quality culture, QAU is mandated as the internal change agent by the top management.
3.2.2. The Formation of Several Committees

The formation of several committees at the strategic, managerial and operational levels has been done after the establishment of QAU. The decision of the committees during the change process would determine the course of action in order to ensure the effective implementation of the planned change. The committees that have been formed are:

(1) **Council of Quality Culture** at the University level chaired by the Rector of the University. Its main task is to monitor the implementation of continuous improvement programs that is in line with the University vision and mission. These committees meet twice in a year;

(2) **Quality Culture Coordinating Committee** chaired by the Director of the Quality Assurance Unit and its main task is to coordinate the implementation of quality culture;

(3) **Quality Culture Committee** at the Kulliyyahs/Departments/Divisions Level chaired by their respective Deans/Heads and their main responsibility is to take appropriate actions in the change process to strengthen the quality practices.

Unlike the Auburn University (as discussed in Chapter Two), the committee members appointed to manage the change process - planning, executing, implementation and evaluation - at IIUM consist of organizational members at the strategic and managerial levels. The participation of those at the lowest level such as supportive staff, students' leadership and the like in the above committee formed is at the minimum level.
Even though students, the main clients of the University, are not included in any of the above committees directly, their feedbacks on the teaching and learning services need to be obtained. Thus, the University has taken effort to gather responses from its alumni since the year 2000 through the tracer study. In the past years, i.e., 2000 and 2001, the tracer study was conducted by individual academic researchers and the Alumni Relations Unit respectively. However, as the findings of such studies are very beneficial to improve the quality of teaching and learning services of the University, the recent 'Tracer Study 2002' was conducted. The study is greatly supported not only by the University top management but also by the Evaluation Unit of Ministry of Finance.

Among the recent tracer study findings are as follows: (1) 85% of the graduates are satisfied with the program offered in preparing them for the working world; (2) 85% of the alumni are satisfied with teaching staff of IIUM; (3) the majority of the graduates are satisfied with the facilities provided especially the library and lecture room; and (4) a majority of 88% of the students are satisfied with the evaluation system at IIUM.

3.2.3. Restructuring of Student Affairs Division

The Student Affairs, Discipline and Development Division is the division that is responsible to help the University to produce excellent graduates in both academic and co-curricular activities. Thus, the senate members of the University, in its 273rd meeting had approved the establishment of Co-Curricular Activity Centre and agreed to grant three (3) credit hours for co-curricular activities. It is believed that this decision would accelerate the realization of the University's Vision, Mission and Objectives. This decision is also in line
with the Ministry of Education aspiration to see that all students of public institutions fully committed to actively involve in the co-curricular activities.

In relation to the above decision, the IIUM Majlis, i.e., the management authority of the University has endorsed the need for restructuring of the division on its meeting No. 62/2003 held on 23 March 2003. The restructuring has been implemented on 1 July 2003. Among the objectives of the restructuring are: (1) to further improve services for students; (2) to enhance students' development; and (3) to equip students with leadership and entrepreneurship skills. The restructuring exercise offers a more organized organizational structure in line with the objectives to produce a well-rounded personality. It also help the division to scrutinize and streamline it functions more effectively.

The name of the division is changed to Student Affairs and Development Division. There are three main umbrellas identified to cater to the functions of the division. They are as follows:

1- **Student Affairs Division**, responsible for providing services needed by students such as counseling, scholarship and transportation. This Division is also responsible to handle disciplinary problems of the students.

2- **Student Development & Co-Curricular Activity Centre**, responsible to equip and cultivate basic and specific identifiable skills that integrate Iman, Ilm and Amal among students, offering credit hours for the students' co-curricular activities that are beneficial for the development of students' personality and provide a platform for the students to continuously develop their leadership skills and talents. The establishment of this Centre provides a better-organized system to recognize students' participation in co-curricular activities. It also provides
equal opportunity to all students to actively involve in the co-curricular activities which are important for their self-development.

3- **International Students Office**, responsible to cater to the needs of the international students from their arrival until their completion of study. The Office is considered as the one-stop centre for international students. The formation of this Office facilitates the affairs of the international students. This Office helps students to obtain and extend students' visa, to provide related training programs, to help them to get scholarships and to handle the air-ticket matters. Every matter related to international students is handled at this office. Previously several different offices dealt such matters.

3.3. **Mechanisms**

The University has provided helpful mechanism to manage the change processes to ensure quality culture is in place. The following are the mechanisms that have been introduced since the launching of quality culture.

3.3.1. **The Creation of Quality Policy**

The University has endorsed the creation of *quality policy*, i.e., "IIUM strives towards comprehensive excellence in teaching & learning, research & publication, consultancy & student services & facilities consistent with its vision and mission". These quality policies are to guide for the supposed change on how to identify and measure the targeted important university activities either in curriculum design, research, teaching and daily operation.
3.3.2. *The Quality Day*

The *Quality Day* is seen as a formal occasion to revitalize the need to enhance quality philosophy in the university. On this day, the University community is briefed and informed on the progress of the activities targeted to achieve quality culture. In conjunction with each Quality Day, there are several themes that have been chosen with the aim to instill certain values among the organizational members.

On the first Quality Day, 'Quality Culture – The Key to Comprehensive Excellence' has been chosen as the theme. In the following Quality Day, 'Steadfast' / 'Istiqamah' (an Arabic word which has the same meaning as steadfast) has been chosen to be the theme. Recently, in the third Quality Day, 'Teamwork' was chosen. With the selection of these themes, it was hoped that all employees would strive to inculcate and incorporate the meaning as well as its significance in their daily works and activities throughout the change process to achieve quality culture, be they administrators or academicians.

A random interview with several organizational members during the recent Quality Day revealed that they agreed that the selection of the above themes is a wise step in order to reinforce and incorporate positive values among its members. In addition to that, they also suggested that the University should be more serious in the reinforcement and incorporation process of such values among its members. There should be a follow up action or systematic standard measurement to ensure whether these themes have been internalized by its members, instead of giving them freedom to interpret and to measure what is expected from them.
3.3.3. The Certification for MS ISO 9002: 94

The University has been certified for MS ISO 9002: 94 for teaching and learning services on 5 November 2002. With this certification, the University has been recognized as meeting and having the world-wide accepted standard process in teaching and learning services. This process will be a continuous activity to improve the teaching and learning services.

The pilot project for the certification of MS ISO 9002: 94 was participated by one Kulliyyah that is the Kulliyyah of Economics & Management Sciences and other relevant departments. They are: (1) Admission & Records Division – focuses on providing quality process related to academic matters such as students' admission, examination and registration; (2) Management Services Division - focuses on providing relevant quality training for both academicians and administrators; (3) Finance Division – focuses on quality process related to the management of budget and procurement; (4) Quality Assurance Unit – focuses on the coordination of the main processes for ISO certification; (5) Student Affairs & Development Division – focuses on quality process related to sponsorship, ta'aruf (orientation), and counseling; (6) Development Division - focuses on providing quality processes related to maintenance of the physical condition of the hostel and academic building; (7) Information & Technology Division - focuses on providing quality system of communication of the university; (8) Office of the Deputy Rector (Academic) - focuses on providing quality processes related to convocation; and (9) Office of the Deputy Rector (Student Affairs) - focuses on providing quality processes related to discipline matters.
This certification helps the university to have more helpful mechanisms which facilitates the effectiveness of the daily working activities in order to satisfy their customer. With this achievement, the university is now in the process of imposing the systematic work procedure on other Kulliyyahs and Divisions which are not involved in the pilot project. At the same time, the University has targeted to upgrade the existing version to *MS ISO 9002: 2000* by December 2003.

With this effort, the University is seen as trying to involve organization-wide improvement in not only the process of teaching and learning but also the process of working in the related divisions and departments. Training for organizational members has been and will be conducted to ensure the success of this exercise. Among the training that is related to quality that has been and will be conducted are as follows: (1) Understanding and Implementing an ISO Quality Management System; (2) ISO Documentation; (3) Internal Quality Audit; (4) Problem Solving Through 7 QC Tools; (5) Quality Management Representative Skills Development (for Academic Administrators & Professional Groups); (6) Training Needs Analysis (for Managers); (7) Effective Implementation of Documentation Control; (8) Benchmarking; and (9) Filing System. In addition to this type of training, other types of training that is related to management, related to Information Technology and Spiritual Enhancement are also provided for non-academic staff to ensure and enhance their integrated development.

It is hoped that by providing and giving the quality-related trainings, the University members will be more knowledgeable, skillful and conscious; this effort would facilitate the effectiveness of the management of change process to ensure quality culture prevails.
3.3.4. The Staff Handbook

In early 2003, all members of the University, academicians and administrators, were equipped with the 'Staff Handbook'. The production of Staff Handbook is an attempt to ensure that every one of the members has basic important information about the University: its background; philosophy, vision and mission; organizational structure; policies and rules of its staff development and movement; fringe benefits offered for the members; facilities available within the campus; discipline issues; etc.

The Rector advised all members to be conversant with the above matters. It is hoped that members become aware of what is offered for (or expected from) them in order to make the daily working life effective. He added that this is seen as an attempt to practice good governance where all members know their responsibility and he encouraged them to contribute to the achievement of being a high standard of quality organization. Members of the University are also advised to update their information about the progress or changes in the University as well as its policies through the intranet or University's website.

3.4. Communication System

A preliminary interviews with several organizational members shows that the communication system of the University needs to be improved. One example which indicates the dissatisfaction of the constituents of the University with the communication system was the sudden changes in the internal traffic system, i.e., from two-ways traffic system to only one-way traffic system, at the beginning of the year 2003. Several
complaints by students and staffs were lodged in the daily newspaper (Utusan Malaysia, 14/1/2003; 17/1/2003; 14/2/2003).

Such an incident happened due to miscommunication between top management and the University's constituents. The constituents claimed that they were not informed about the rationale of the changes. On the other hand, the top management explained that brochures and notices have been prepared two (2) weeks prior to the implementation to notify the campus constituents; however these materials did not reach the change recipients (please refer to the Newsletter of the Academic Staff Association No. 12 & 13 which is meant for the academicians only).

The dissemination of information about what is and will be happening in the University is a need in any organization. This is a way to update the constituents with the affairs of the University. The University uses both printed and advanced technology such as Internet for this purpose. There are several printed newsletters issued by each respective division or department such as 'The Researcher' which contains news about the researches conducted by the academicians and it is produced by the Research Centre; 'Echoes of Student Activities' which contains news about students' activities and it is issued by Student Representatives Councils; 'News Bulletin' which reported the events of the University and it is produced by Public Relations Offices; 'Reach' which contains news about alumni and it is issued by the Alumni Relation Unit; and 'Quality Quest' and 'Quality News Update' which contains issues about the quality and on the latest information about the process to obtain certification for MS ISO 9002: 94 issued by the QAU.
At the same time, the University also make use of the advancement of the technology. The creation of the University's website (which was done before the launching of quality culture program) is an effort to disseminate information to the members and mass within a second. The information contain in the website is updated from time to time. Unfortunately, not all Kulliyyahs/Divisions take this opportunity to display the latest information that should be made known to the constituents. For example, if the related department, maximize the utilization of the intranet effectively, then the issue of changing the two-way traffic to one-way traffic could be make known to the public efficiently and complaints about it would not appear especially in the daily newspapers.

3.5. Rewards System

The introduction of Quality Awards has been organized with the aim to appreciate and recognize those who have contributed excellently to the attainment of quality culture in both academic and administrative functions, in addition to the formal rewards system such as salary, promotion and the like. The award recipients are selected upon meeting criteria set by the University. It was first introduced in the year 2000, the same year of the launching of the 'Quality Culture'. These awards are presented during the Quality Day which is held once a year since 2000.

The awards categories introduced are as follows: Quality Agency Award (academic); Quality Agency Award (non-academic); Quality Customer Service Award; Quality Administrative Staff Award; IIUM Quality Research Award; Ismail al-Faruqi Publications Award; Excellent Teachers Award; Excellent Researcher Award; Quality Research Award; and Rector's Award for Special Contribution.