



Break out sessions Study tour to Groningen October 21-25, 2019



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[We gained several points of views regarding the research governance. The following are the](#)

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University of Malaya

Research at a social science faculty (Monday morning)

1. Is what you heard comparable with the situation at your own university? What are the differences? What is similar?

Yes. University of Malaya (UM) practice academic freedom where researchers able to conduct research in any area they wish & disseminate research output at various platforms. However as in University of Groningen, UM also has institutional directions that we need to adhere to for purposes of nation building, branding and international linkages and directions such as SDGs.

In the recent years, UM also encourage researchers to disseminate their findings for the Malaysian population via the various local media.

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

Yes, we find that our directions are similar and that UM seems to conform to international practices.

However, the differences in the culture between Asian and European may result in different ways of negotiations in achieving the goals of the institution.

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

We reaffirm that academic freedom is important for the universities to serve its purpose in the long term. There should also be a balance between academic freedom and institutional directions.

UM also adopted the Humboldtian model since its inception although incorporation of research and implementation of research findings into teaching has only be emphasised in the early 1980s. In the next few years, we foresee UM also aspire to integrate arts and sciences through the establishment of The Institute of Medical Humanities as advocated by the Humboldtian model and other models such as Institute of Advanced Studies in Princeton, USA.

University of Malaya

Research school (Monday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the differences? What is similar?

We are evaluated for our research performance. There are similarities and differences. In Malaysia, the assessment for research is university-wide that is organised by the Ministry of Education based on the Malaysia Research Assessment (MyRA) while in the Netherlands, it is by discipline/subject. The panels are peer and appointed by the ministry who were academics from Malaysian universities.

The assessment criteria focuses on the research output such as publication numbers and number of research doctoral students graduated in addition to outcome such as number of citations obtained for the publication and amount of external grants or contract research obtained, based on the merit or strength of the research carried out in the university.

In Malaysia, block grants for research for the 5 research universities are given by the government based on the MyRA outcome and KPI set for each research university. There are also funds that are awarded by the various government agencies that the research universities and other universities (both public and private) can bid for.

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

Yes, since it helps in putting in some initiatives that is carried out in the Netherlands for the Malaysia Research Assessment Criteria such as evaluation of societal relevant and impact of research. Perhaps, to be more objective, we could also consider evaluation of the various disciplines rather than institutional-wide

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Currently, apart from national assessment, UM research is also evaluated by the Asean University Network (AUN) which involves both research and teaching assessment. The panel for the AUN evaluation are peers from universities in ASEAN. In this assessment, all panels appointed comprise of international experts.

In the next few years, we hope that the implementation for evaluation by peers outside the Malaysian universities can be implemented. In addition, the evaluation by discipline/faculties/subject could also be implemented, perhaps at the UM with which we can then revise the criteria for evaluation to suit the different discipline better. The self assessment report described by Prof. Dr. Frank Vanclay is a good document to be used for research assessment.

University of Malaya

Interdisciplinary research Aletta Jacobs School (Tuesday morning)

1. Is what you heard comparable with the situation at your own university? What are the differences? What is similar?

Today's topic is more about the public health issues in Netherland and has not much relevant to Research Governance at the university level. However, we find it the listed public health issues listed are similar to Malaysia.

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

The Aletta's Impact Pillars are good areas to focus on especially for interdisciplinary research where we could focus on 1) Innovative Research; 2) Capacity Building; 3) Community Building; 4) Internationalization and 5) Public Engagement.

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

The university could focus on 1) Innovative Research; 2) Capacity Building; 3) Community Building; 4) Internationalization and 5) Public Engagement.

University of Malaya

Graduate schools (Tuesday Afternoon)

1. Is what you heard comparable with the situation at your own university? What are the differences? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

University of Malaya

Ethics and privacy (Wednesday Morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

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3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

University of Malaya

Talent Development (Wednesday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

University of Malaya

Funding (Thursday morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

University of Malaya

Accreditation (Friday Morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

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University of Malaya

Internationalisation (Friday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Universiti Utara Malaysia

Research at a social science faculty (Monday morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

Yes, it is comparable in some ways but there are also certain areas where it is centralisation. However, there are definitely moves to allow for researchers at the school level to express their views. Nevertheless, it would take time to achieve the kind of system that is being applied at Groningen.

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

The presentation was very helpful as a lot of useful information regarding research was shared with actual examples of how decision making is shared between the various stakeholders within the universities. Although currently research is driven by top down approach.

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

We have gained useful pointers at how academics be at the executive level and for those who have newly joined can make useful contributions.

Universiti Utara Malaysia

Research school (Monday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

Both have established assessment procedures. We have also learnt that this is a very complicated process, it involves a proper selection of people involved in assessment and evaluation. The assessment criteria is a very sophisticated which includes quality relevance to society and particular attention of strategizing for the future. In other words, it is not for a short term.

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

It was very useful as it addressed difficult situation and how to recognize them and act upon them. It also deals with conflict situations, workload and stress issues are addressed. Excellent discussions on the publication issues, citations and h-index. The metrics used for the evaluation was very particularly helpful as the current assessment has addressed many gaps. Very importantly, societal issues are given a lot of importance rather than just measuring the number of publications.

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

DORA can be discussed and considered as it takes into account contextual factors. Research should look into target audiences and we should adapt to the challenges we faced. Plan S was something new to us as it talked about changing the business model which is being used currently. Important discussions about payment for publication authors' rules and the payment for access. Reports are accessed in a way that is open to criticism from external bodies. Finally, PhD students can play the important roles in the research process.

Universiti Utara Malaysia

Interdisciplinary research Aletta Jacobs School (Tuesday morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Universiti Utara Malaysia

Graduate schools (Tuesday Afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Universiti Utara Malaysia

Ethics and privacy (Wednesday Morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Universiti Utara Malaysia

Talent Development (Wednesday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Universiti Utara Malaysia

Funding (Thursday morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Universiti Utara Malaysia

Accreditation (Friday Morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Universiti Utara Malaysia

Internationalisation (Friday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

NUOL

Research at a social science faculty (Monday morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

After listening to the presentation, we can find that there are several differences with our universities in term of the academic freedom due our academics have some limitation in term of choosing the topic. At our university, we have two level of selecting the topic of the research: faculty and university level. The academics are supposed to get the approval from the university before they can do the research. It is not like the academics in GRON because the academic has the freedom to choose their own research based on their own interest. Also, the academics and students head to same direction. The academic career focuses on the publication and research at GRON. There is a similarity in term of funding because the academics could get the fund from the government, but the NUOL academics get the small amount to do the research. It can be said that it is not such an easy task to obtain the fund to do the research because there is a limitation of the fund too.

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

For our university, it is useful to hear what the research system like at the faculty level as well as the university. When the dean shared idea about the challenges the research at GRON, we can keep in mind that we will meet this kind of situation when we want to be a research university like GRON.

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

We may think about how the administrative staff could encourage the academics to do their own research not just only force from the administrative staff. Our university can select the appropriate system to apply at our university. .

NUOL

Research school (Monday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

There are some similarities and differences as follows:

Structure of panel or committee is different. At National University of Laos we also have the research assessment at university level, but the assessors are the vice-deans who are in charge of research in different faculties, but they are not experts in the field. We do not have international experts and students involved in the assessment process.

Aim of assessment is also different. In Netherland, all universities are continuously assessed from outside in six year cycle. In NUOL we only assess researchers to give reward for the performance. We do not have the system to evaluate each field and whole of the university research performance.

Procedure: NUOL does not have the interview of stakeholders such as students, researchers, industries and so on.

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

After hearing the presentation we found some useful information and solutions that we can use in our system as follows:

- Structure of assessment panel or committee of Universities in Netherland (University of Groningen) is very diversity and specialized in the field that they conduct the assessment.
- Procedure of assessment is very useful. In Netherland they have very strong system that all universities have to be assessed every six year to evaluate the performance of researchers and the whole university.
- Method of assessment is practical and comprehensive. The way they collect data and information for evaluation is very diverse such as (1) assessment of report from faculty level and each field of the university (2) source information from the internet to compare with the report and real data and information (3) interview researchers, PhD students,

industries and society.

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

- Next year: training, raise awareness the importance of research from top- down, restructure the system of research governance, restructure the assessment panel, guideline
- In the next two years: conduct the assessment of the researcher performance, faculty level and university level, set up database of researchers and panel,
- Five year: conduct assessment, set up the assessment cycle

NUOL

Interdisciplinary research Aletta Jacobs School (Tuesday morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

We can find that this

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

NUOL

Graduate schools (Tuesday Afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

NUOL

Ethics and privacy (Wednesday Morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

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NUOL

Talent Development (Wednesday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

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NUOL

Funding (Thursday morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

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NUOL

Accreditation (Friday Morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

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NUOL

Internationalisation (Friday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

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3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

SU

Research at a social science faculty (Monday morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

The research process in SU is more directed by the university council which is also supervised the ministry of education and sports. In comparison to the Groningen University is research-based.

In addition, academic staff in SU is more multitasking which it means academic staff several responsibilities apart of teaching careers.

Teaching is more focused in SU rather than research-focused.

Research funding from the government is limited compared to Groningen university.

There is no international programs.

Promotion of academic position is not yet implemented at SU. It is in the process of developing.

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

Researchers in Groningen University have more academic freedom. This is very significant for SU to transform its academic status into research university in the future. Dissemination of research outputs such as academic seminars not just within schools but also cross universities as well as international conferences. More importantly the another way to disseminate the research outputs is to be published on social media.

The impact of research on society is focused and connection between university in terms of research and society is also prioritized.

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Academic freedom can motivate researchers to be more involved in conducting research. The impact of research on society (Research outputs is more likely to tackle society's challenges.

collaboration between university and society (Gain a deeper understanding of society's issues).

Interdisciplinary research (Provide more ample opportunities for academic staff from different disciplines to engage in research).

Qualification of researchers (To ensure researchers have the capacity to deal with research and produce the quality of research).

SU

Research school (Monday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the differences? What is similar?

Differences

Interdisciplinary research is conducted at the department level but researchers have not selected from different faculties.

The external evaluation committee does not exist at SU.

the Standard evaluation protocol is also unavailable.

Research ethics is also unavailable.

Self-assessment is not conducted or implemented.

Similarities

The review of the research process is done at every faculty and the review is submitted to the Research Office for final review and provide feedback for revision.

Assessment criteria exist at SU, but it needs to be revised and refined to meet the demands of current research.

Assessment procedure is not properly implemented.

The internal evaluation committee has already established at SU.

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

Research ethics

Self-assessment

External evaluation

Assessment criteria

Standard evaluation protocol

3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Self-assessment (Criteria, evaluation and report)

Standard evaluation protocol (Assessment criteria)

Assessment procedure (Review of the research process, committee or panel and societal impact)

SU

Interdisciplinary research Aletta Jacobs School (Tuesday morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

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SU

Graduate schools (Tuesday Afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

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SU

Ethics and privacy (Wednesday Morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

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SU

Talent Development (Wednesday afternoon)

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SU

Funding (Thursday morning)

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SU

Accreditation (Friday Morning)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

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SU

Internationalisation (Friday afternoon)

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?

2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?

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