INAUGURAL LECTURE

TAPPING THE POWER OF ANALOGY:
FROM GEOGRAPHER TO QUALITY MANAGEMENT STRATEGIST

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TAPPING THE POWER OF ANALOGY: FROM GEOGRAPHER TO QUALITY MANAGEMENT STRATEGIST

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1 July 2016
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SYNOPSIS

Setting up and institutionalizing a quality framework alongside a quality management system in a higher education institution is an enormous challenge. This is not only due to the fact that quality assurance is a contested concept in higher education but also due to the acute lack of experts and human resources required of such an exercise. Often time universities have to resort to the academicians and academic leadership as strategic thinkers for this purpose. The University of Malaya (UM) is of no exception. From the very initial stage, UM has relied on academicians in the development of the quality management system. Once initiated and formalized, members of the academic staff from various backgrounds and disciplines took the helm of quality management supported by the university's professional and support staff. To date, academic custodians are still entrusted with the leadership of the quality agency as well as its management team. This inaugural lecture, given from the perspective of a geographer in the experience of a quality management strategist, is about the contribution of the power of analogy in quality management. Tapping on the great power of analogy has proven to be a befitting and significant recourse utilized by a geographer in becoming a strategist and leader of the agency, in the absence of any formal qualifications and training in quality management.
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BIOGRAPHY

Professor Dr. Fauza binti Abdul Ghaffar was born in on 10 July 1956. She completed her Bachelor of Art degree with honours at the University of Malaya (UM) in 1979. After the completion of her Bachelor's degree, she began her career as a tutor at the Department of Geography, Faculty of Arts and Social Sciences, UM from 1979 until 1985. In 1982, she received her Master of Art degree in the field of Town and Country Planning from the University of Sheffield, United Kingdom.

She returned to UM in 1986 as a lecturer and then pursued her Doctor of Philosophy degree at the University of Technology, Malaysia from 1993 to 1999. She was promoted to an Associate Professor in 1999, and then to a Professor in 2007. She was also appointed as the Head of the Department of Geography, Faculty of Arts and Social Sciences in 2006 and since 2015, she serves as the Dean of Institute of Graduate Studies.

Professor Fauza Ab. Ghaffar specializes in Human Geography. Her main research interests are urban and regional development studies, social impact studies, international migration, urbanization and urban environmental degradation, and vulnerability studies. Her teaching, research, publication and consultation focuses in these areas of research. She has led numerous research projects as Principal Investigator including Climate, Poverty & Low Income Economies, Climate Change-Variability and Its Impact on Coastal Ecosystems, Flood Hazards: A Study of Types, Causes, Impacts and Management Policies and their Implementation, and Urban Environmental Hazard and Its Impact on the Urban Poor. There are also other research groups that she was part of during her earlier career stage. These were the Migrant and Health Research with the faculty of Medicine (1990-1994), Mapping Spatial Distribution of Growth and Socio-Economic Development in Malaysia with CEDER (2004-2006),
Sustainable Economic Development: National and Local Perspectives with United Nations Regional Development Agency, Nagoya (1999-2001), Socio-Economic and Political Impacts of International Migration in Urban Areas of Peninsular Malaysia Health Problems of Foreign Workers in Malaysia. From these researches, she has about 80 publications in journals, chapters in books and proceedings.

Throughout her academic career, Professor Dr. Fauza has also been involved in consultancy projects mainly in social impact studies, socio-economic development studies and site selection studies for various clients namely, Economic Planning Unit, United Nations Development Projects and Tenaga National Berhad. She has also been involved in strategic research for the Ministry of Higher Education.

Midway through her career in 2001, Professor Dr. Fauza was appointed to the Central ISO Committee of the University of Malaya. This marked the beginning of her involvement in the quality journey of the university which lasted in 2015 when she was made Dean of the Institute of Graduate Studies. Her involvement in the Quality Management System started as a member of the initial committee conceptualizing the QMS framework and documentation, to becoming the Document Manager (2002) and Customer Feedback Manager in 2004. In 2006, the Quality Assurance Management Unit (QAMU) was given an official structure and status and she was made the first Head of the Unit. QAMU was officially upgraded into a centre in 2009 renamed the Quality Management and Enhancement Centre (QMEC) with Professor Fauza as the first Director. QMEC’s first challenge was aligning the requirements of the MQF’s requirement to the existing quality framework of UM and then preparation and organization for the Self-Accreditation Audit by MQA. In 2010, UM was given the Self Accreditation status with the recognition to accredit its own academic programme. The subsequent challenge then was to design a self-accreditation system and training of its own programme assessor. Whilst managing QMEC, Professor Dr. Fauza produces several publications and paper presentations in Quality related conferences. Under her leadership, UM has organized a Regional Conference on
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quality-driven initiatives in December 2007. The papers of the conference were published in its proceeding “Quality-Driven Initiatives: Sharing of Good Practices in Higher Education”. She was also an invited speaker at QMS seminars and workshops. This includes the Seminar on Internal-External Quality Assurance (SieQA) I and II in 2014 and 2015 respectively.

Her interest and passion in quality assurance transgresses the university and national boundary. At the national level, Professor Dr. Fauza has sat on various panels of the Malaysian Qualifications Agency (MQA); to name a few: the Panel of Assessor for Institutional Audit, Panel of Assessor for Programme Audit, the committee formulating the Code of Practice for Institutional Audit (COPIA) and panels for both the SETARA and D-SETARA. In 2012, Professor Dr. Fauza was appointed as the Chairman of the Majlis Pengarah Kualiti IPTA by the Ministry of Higher Education. At the regional level, her involvement is in the ASEAN University Network (AUN) Quality Framework. With AUN, she was the Chief Quality Officer for University of Malaya, the Lead Assessor in Programme Level Audit and also Trainer/Facilitator for AUN-QA Framework Trainings. In these capacities, she has led more than 20 programme assessments in universities in the ASEAN region, facilitates 4 QA Training to universities in Cambodia, Laos, Vietnam and Myanmar and recently appointed as AUN-QA expert by the AUN secretariat.

Throughout her service, she was awarded the Award of Excellent Service in 2003, 2004, 2011 and 2013, and for he contribution to the Quality Management in UM she received the Anugerah Pentadbir Akademik Terbaik bagi PTj bukan Akademik in 2014.
ACKNOWLEDGEMENT

- My husband, Professor Dr. Khairulmaini b. Osman Salleh, my pillar of strength in life
- My mother, Puan Zainah bt. Ahmad for being a supportive and encouraging parents especially in my studies
- Tan Sri Professor Dr. Mohd Amin Jalaludin, Vice Chancellor, University of Malaya.
- Professor Dr. Awg Bulgiba Awg Mahmud, Deputy Vice Chancellor (Academic and Internationalization)
- All my friends involved in the setting up of the Quality Management System of the university.
- All my fellow researchers and lecturers and students.
- My officers at the Institute of Graduate Studies who have in one way or another facilitate this Inaugural Lecture.

Thanks to those that loved me,
It made my heart go fonder.
Thanks to those who cared,
You made me feel important.
Thanks to those who entered my life,
You made me who I am today.
Thanks to those who stayed,
You showed me true friendship.
Thanks to those who listened,
You made me feel like I was worth it.
INAUGURAL LECTURE
PROFESSOR DR. FAUZA AB. GHAFFAR

Tapping the Power of Analogy: From Geographer to Quality Management Strategist

AUDITORIUM
INSTITUTE OF GRADUATE STUDIES
1 JULY 2016

ACKNOWLEDGEMENT

FAMILY: THEY DRIVE YOU CRAYZ. THEY DRIVE YOU NUTS. THEY DRIVE YOU LOONY. BUT-
They drive you.

Zainah Ahmad

Alexander Mukhriz
Tapping the Power of Analogy

PRESENTATION

- The Background
- Geographical Perspectives
- My Geographical Contributions
- Geography and Quality Management
- Power of Analogy: Geography & QMS

BACKGROUND

My Journey in UM 1979-2016

1. ISO Committee
2. QAMU (Document Manager)
3. Head of QAMU
4. QMEC Director

- Professor (2007)
- Associate Professor (2002)
- Lecturer (1986)
- Postgraduate
- Undergraduate

1976-2016

2016  2010s  2000s  1990s  1980s  1970s
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THIS INAUGURAL LECTURE IS ABOUT A JOURNEY IN UM..

- A 2 prong journey, which started as an academic staff which branches into a service.
- A journey where the earlier knowledge, skills and experiences were tapped on in the new role.
- This lecture thus has a two-pronged message:
  - To my fellow geographers and to be geographers; remember to do things (learn/teach/research/provide service) the geographic way.
  - To colleagues in management and administration remember that most if not all previous knowledge/skills & experiences can be tapped on in facing new challenges - Tapping on the power of analogy.

POWER OF ANALOGY

Also call reasoning by Analogy

Is a method of using existing or past knowledge/skills/experience to understand and strategize actions in similar new situations

Analogue Reasoning is used by many professions- lawyers, scientist, managers/strategist in business firms
Tapping the Power of Analogy

Power of Analogy- From Geography to Quality Management
How the concepts/knowledge/skills/experience from geography or being a Geographer can and has been applied to the development & implementation of Quality Management System

Based on the experiences of a Geographer placed in the Quality Management Centre

4 QA Management Hats

ABOUT GEOGRAPHY...

- Various & Diverse definitions.
- Put Simply...
  - It is not about maps, globes and textbooks
  - It is not about memorizing countries and their characteristics
  - It is not just knowing about the largest country, the longest river, the highest mountains etc. The word Geography comes from the Greek word *geographia* which means “to describe the earth”
- Geographers view the world by looking at how space is used and the interactions that takes place
- Geography is the Study of distribution and interaction of the physical & human features of the earth
A BIT MORE...

Does this mean that Geography is a Jack of all Trades and Master of None?

Does this make Geography a Redundant Discipline?

What then is the Difference between Geography and the Other disciplines?

Figure 2: Geography’s four fields, based on divisions in the Annals of the Association of American Geographers

GEOGRAPHY & THE GEOGRAPHICAL PERSPECTIVE

Perspectives of Geography

The three unique perspectives of geography—its spatial viewpoint, its synthesis of mixed fields, and its representation of spatial processes and information—are diagrammed as three dimensions occupying the sides of a cube. (Source: Strahler 2010, p.4)
**GEOGRAPHICAL PERSPECTIVES**

- Refers to a **distinctive and integrating set of perspectives** through which a Geographer view the world around them; thus enhancing its relevance to Science & the Society.

- Just as every phenomenon exist in **TIME** and thus has a **HISTORY**, they also exist in **SPACE** and has a **GEOGRAPHY**.

- As Geographers, it is important that we teach, research and deliver services using the Geographical Perspectives.
MY GEOGRAPHICAL ENDEAVOUR...

**Place and Regions**
- Place & Space differentiation
- Distribution of phenomena and change in time
- Urbanization & City Regions

**Man-Environment Interactions**
- Resource Development
- Population Change and mobility
- Sustainable Regional & Urban sustainability

**Physical and Socio-Economic Systems & Vulnerability**
- Climate Change & Vulnerability
- Urban Ecosystem Dynamism
- Environmental Change & Low Income Coastal Society

Courses taught
- Malaysia in the Changing World
- Human Geography: Patterns and Process
- Locational and Spatial Analysis
- Urban Development & Regional Planning
- Urban Environment

Practices/Strategic Research
- Resource Development
- Site Selection
- Poverty Mapping
- Social Impact analysis
Significance of Geography .. thus

- Provides a sense of the real world we are living in - the components/locations/distribution and differences and similarities
- Contributes to Science & Society
- Relevance to decision-making process

Message 1

Students of Geography and fellow Geographers - make ourselves relevant & significant to our society.

Be a geographer - Learn, Teach, Research, Disseminate & Practise with a Geographical Perspective.

GEOGRAPHY & QUALITY MANAGEMENT

- Conceptualization & Development
- Implementation
- Continuity/Sustainability
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UM’s Quality Journey...

Like all other universities, there was no formal structure & framework of QA but mechanisms isolatedly put in place.

QAMU - Initial Implementation of the System

2000-2002

Central ISO Committee - Setting up the System: documentation & Awareness

QAMU - Enhancement of the System. Recertification Audit

2005-2008


2008-2010

QMEC was formed in 2009
1st Director appointed
With formal organizational Structure &

UM’s Quality Milestone

ISO Central Committee

2000-2002

• Developmental Stage

Old Chancellery Building

QAMU

Chasing the Committee/ a name

2002-2007

• Transition Stage

IPS Block E

QAMU - Structured Organization

2007-2010

• Institutionalization Stage

New Chancellery Floor 7

QMEC - Enhancement of Structure

2010-2016

• Transformational Stage

• UM was awarded the Self Accreditation Status
• A Self Accreditation System was put in place
• An Integrated Audit System was put in place
Tapping the Power of Analogy

4 QA Management Hats

- The Framework for Quality Assurance in the University of Malaya, ASEAN-EU University Network, Third AUNP Round Table Meeting, 23 Aug 2000 to 31 Aug 2000, ASEAN-EU University Network, AUNP, (International)
- Self-Assessment Report of International Quality Assurance System of the University of Malaya, Workshop on Training for Trainers, ASEAN University Network Programme (AUNP), 20 Dec 2000 to 30 Dec 2000, ASEAN University Network Programme (AUNP), (International)

- Convinc New VCs
- Educate New MRs
- Awareness throughout Campus
- Awareness in other IPTAs and IPUs
- Trainer with AUN QA

The long, rough but never lonely journey  
The journey is still on... for quality is a journey, not a destination.

31 Academic Staff from almost ALL disciplines

The quality system can function correctly without proper planning, leadership and management. These activities are covered by quality management.
# Inaugural Lecture

| NAME | POSITION | FACULTY | DATE
|------|----------|---------|------|
| 1.   | Prof. Mdm. Dr. Shamsudin Aziz | Fakulti Sains | 16 Ogos 2004
| 2.   | Dr. Faiza M. Ghaffar | Fakulti Sastera & Sains Islam | 1 Jan 2006 - 19 Feb 2010
| 3.   | Prof. Mdm. Dr. Siti Noraini Binti Mohd. Noor | Fakulti Sains | 1 Jan 2007 - 31 Ogos 2008
| 5.   | Prof. Mdm. Dr. Abdul Karim Ali | Akademi Pengajian Islam | 1 Apr 2009 - 31 Ogos 2009
| 7.   | Prof. Dr. Rohani Din | Akademi Pengajian Islam | 1 Jan 2004 - 31 Ogos 2007
| 8.   | Assoc. Prof. Dr. Mohamad Noor | Fakulti Bahasa & Sastera | 23 Mac 2001 - 31 Ogos 2004
| 11.  | Prof. Dr. Zainal Abidin | Fakulti Kejuruteran | 25 Mac 2001 - 31 Ogos 2003
| 15.  | Prof. Dr. Faizah Idris | Fakulti Peradaban | 23 Jun 2001 - 31 Ogos 2003
THE SYSTEMS APPROACH & QUALITY MANAGEMENT

- The Systems Approach in Geography was based on the General Systems Theory by Bertalanffy (1968), called the Father of the Systems Approach.
- A system is an organized collection of highly integrated parts/components designed to achieve an output/desired goal.
- Physical Geography studies the physical processes and interactions among four physical System-Atmosphere-Land-Water-Life. Within each system there are also processes and interactions of the sub components.
- Human Geography studies the human processes and interactions between and within the social-economic-political-belief system. Similarly within each system there are also processes and interactions.

SYSTEMS IN PHYSICAL AND HUMAN GEOGRAPHY

System Characteristics

- Systems have **structure**, defined by parts and their composition;
- Systems have **behavior**, which involves inputs, processing and outputs of material, energy or information;
- Systems have **interconnectivity** : the various parts of a system have functional as well as structural relationships between each other.
- Systems are often **Open System which is dynamic** and interact with the external environment.
What About the Quality Management System?

SYSTEM APPROACH IN QUALITY MANAGEMENT

AR1: The organization be viewed as a unified, purposeful system composed of interrelated parts - System structure

AR2: Systems have behavior which involves Input-Process-Output (Energy-Material-or even ideas, information etc)

AR3: Systems have interconnectivity – relationship between parts and functions

AR4: Systems are often open system which is dynamic and interact with the external environment
Tapping the Power of Analogy

UM as a System - Behaviour

- TnL
- HRD
- Finance
- Student Affairs
- LIBRARY
- Research Management
- ED
- Cultural Service
- Student Accommodation

UM as a System - Structure

- ARGs
- HRD
- SC
- BO
- SAD
- CC
- RC
- EDO
- LIBRARY
- RMC

UM’s Quality Management System - Swallowing the Elephant as a Whole

- The UM Quality Management System is Comprehensive and Holistic. Comprehensive that it covers the whole Campus-component of the System.
- Holistic in the sense that it covers the whole range of Core processes which makes up the University.
- As recognized by the Malaysian Book of Records- UM is the first public university.
- True to the spirit of the Systems Approach that the well-being of its parts affects the well-being of other parts and thus the whole system.
Universities which do not choose to go for a holistic QMS implemented QA based on either a particular process or location.

UM also becomes a show case of a holistic and comprehensive Quality Management System.

System Approach in Quality Activities

- **Documentation**
  - Core Processes-Major Activities-Sub Activities
  
  ![Diagram](QP WI Guidelines Checklist Records)

  - Audit
    - Lead Auditor-Group Leader-Team Members-Auditee

  - Continual Improvement
    - Input-Process-Output

  ![Diagram](Audit Result Feedback Performance Analysis Continual Improvement Team Continual Improvement Panel QMEC)
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Connectivity and relationship – Teaching & Learning

Example of a Process Approach - Relationship & Interdependence Between Processes

Relationship and interdependence are 2 important focus of the geographical perspective. The inter-dependence of 2 processes demands effective management of each and every process. This is because an output of one process is an input to the subsequent process. To ensure that the final output is of quality effective monitoring and improvement should be made at each of the processes.
Connectivity & Relationship - Recurring NCs

- Recurring NCs reflects an ineffective Corrective Action which might not lie in the Action or strategy itself but rather to the APPROACH that the Action is implemented.
- This is the result of an isolated approach, where the corrective action is only enforced upon to the place of the NC.
- The Quality Manager must ensure that the corrective actions be implemented holistically.

Connectivity & Relationship – Teamwork & Leadership

- Teamwork and Leadership are two very important requirements of a Quality Management System.
- In the TEAM- there are members with their respective roles and responsibilities.
- Leadership Occurs at various levels of the organization.
- Leaders in Quality Management walks with the TEAM
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**SYSTEMS APPROACH IN QMS: ADVANTAGE TO THE ORGANIZATION**

- A system oriented quality manager/strategist make decision only they have identified the impact of the decision on the entire system; not only certain components.

- They must intertwine their department with the whole system i.e the organization and communicate with all departments and employees. This also applies to quality managers and strategist at lower levels.

- Identifying, understanding and managing interrelated process as a system contribute to the organization effectiveness and efficiency in achieving its objectives.

- This approach also avoids managers to analyze problem in isolation and encourage an integrated approach to problem solving.
AR4 Connections- Association between 2 phenomena/places etc

- In Quality Management, the ability to make connections between framework or even standards between frameworks is very important.
- There are 2 scenarios:
  - In case where an organization has to make a choice on which QA framework to adopt.
  - The case where the organization has to integrate and ultimately adapt a new quality standard.
- In both cases the ability to make connection between the requirements of the framework is very important.
- In UM, this came with the enforcement of the MQF and the status of Self-Accreditation, when we were already implementing the QMS based on the MS ISO 9001:2008 in which Teaching & Learning is one of the Core processes.

Contd

- There was this worry of having 2 QA frameworks which means 2 set of documentations and 2 set of audits and perhaps 2 group of auditors.
- When UM management decided that we maintained the 2 frameworks: we were confronted with the challenge of integrating the requirements of Code of Practice of Programme Accreditation to that of the UM QMS on Teaching and Learning which has seven (7) Quality Procedures and about 85 Work Instructions.
- Analyzing each sets of requirements and matching them both to identify connections. Based on the connections of each standards of COPIA- QMS requirements and the ISO requirements we came up with a Checklist for Integrated Audit.
- This means that although we have 2 frameworks, UM shall only have 1 internal audit-based on this Manual. This Manual since became the reference point for other IPTAs.
IN CONCLUSION

• The lecture through the focus on several instances of Analogical Reasoning
  & Has shown the relevance of geographical knowledge and training to Quality Management.
• The strength of the Systems approach is enormous. In fact the Systems approach has been accepted in numerous management systems.
• Lessons No 2, to fellow geographers, geography has its relevance in the real world practices: its up to us to tap and apply the relevance in
  and to fellow managers/strategist from other disciplines the potentials are there too for each respective discipline.
QUALITY MANAGEMENT @ UM

• QMS @ UM has travelled 15 years.
• Systems are in place.
• Principles of QMS are well entrenched.
• However, there are still challenges ahead...

FUTURE CHALLENGES...

• Quality in Higher Education is to stay.
• Becoming more complex with requirement of Quality Framework from various quarters including professional bodies, thus integration would be difficult.
• Systems approach in QMS is still relevant & needed.
• Quality Management is becoming more challenging.
• UM perhaps should be thinking of moving on to Total Quality Management.
• The Journey continues...
My Dreams Unfulfilled......

- To see more relationship and connection between Core processes
- To develop an on-line system for the Accreditation process
- To Institute Culture for Self Assessment and Quality Assurance

- "Quality is not an act, it is a habit."
- QUALITY MEANS DOING IT RIGHT WHEN NO ONE IS LOOKING.

- To move forward to Total Quality Management.
  - A system of management based on the principle that every staff member must be committed to maintaining high standards of work in every aspect of an organization's operations.

TOWARDS TOTAL QUALITY MANAGEMENT SYSTEM

**Hardware**

- The System and its Component
  - Documentation
  - Audit
  - Feedback
  - Continual improvement
  - Human Resources

**Software**

- Total Quality Management?
  - 1. Commitment from Employees
  - 2. Quality Improvement Culture
  - 3. Continuous Improvement Process
  - 4. Co-operation from Employees
  - 5. Focus on Customer Requirements
  - 6. Effective Control shall be laid down

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F-E-A-R: has two meanings:
1. Forget Everything And Run
or
2. Face Everything And Rise

The Choice is Yours!

Thank You
PROFESSOR DR. FAUZA AB. GHAFFAR  
Department of Geography  
Faculty of Arts and Social Sciences  
University of Malaya

**Academic Qualification**

- BA (Hons) - University of Sheffield, UK (1979)  
- MA - University of Sheffield, UK (1982)  
- PhD - Universiti Teknologi Malaysia (1999)

**Research Interests**

- Urban and Regional Development Studies  
- Social Impact Studies  
- International Migration  
- Urbanization and Urban Environmental Degradation  
- Vulnerability Studies

**SELECTED PUBLICATIONS**


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10. Fauza, A.G. (2001). A Socio-Demographic Profile of Foreign Workers in peninsular Malaysia. Health Problems of Foreign Workers, Monograph, Faculty of Medicine, University of Malaya.


Tapping the Power of Analogy

Pacific Network for Global Change Research and Monash University Publications.  *Non-ISI/Non-SCOPUS Cited Publication*


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46. The Framework for Quality Assurance in the University of Malaya, ASEAN-EU University Network, Third AUNP Round Table Meeting, 29 Aug 2006 to 31 Aug 2006, ASEAN-EU University Network (AUNP). (International)

CONSULTATION PROJECT/CONSULTANCY


2. The Cleaning and Pollution Control of Sg Pinang, Pulau Pinang, 2006-2006, Federal Government

3. Dam Break Study of the Perak Hydro Scheme, Consultant, 2005-2005, TNRD


EXPERT LINKAGES


3. Facilitator/ Trainer AUN-QA Training Projects, 2014-present


ADMINISTRATIVE DUTIES

1. Dean, Institute of Graduate Studies, University of Malaya (28 Feb 2015 to 9 Jul 2016)

2. Chief Auditor, University of Malaya (1 Jun 2001 to 9 Jul 2016)

3. Assessor for Promotion to Professor, Faculty of Arts and Social Sciences, University of Malaya (1 Mar 2016 to 9 Jul 2016)

4. Director, Quality Management & Enhancement Centre (QMEC), University of Malaya (1 Sep 2006 to 30 Jun 2016)

5. Head, Quality Assurance Management Unit (QAMU), University of Malaya (2005 to 2006)

6. Head of Department, Department of Geography, Faculty of Arts and Social Sciences, University of Malaya (1 Apr 2006 to 31 Aug 2006)

7. Head of Level, University of Malaya (1 Jun 2012 to 30 Jun 2014)