

PERILAKIHAN EMBARGO  
PLEASE NOTE EMBARGO

PEN.11/77/99 ATMA

Tidak boleh disiarkan sebelum pukul  
10.30 pagi pada 14hb November, 1977.

DR. MAHATHIR RASMI PERSIDANGAN KOMENWEL  
PENDAFTAR-PENDAFTAR UNIVERSITI

Ucapan Timbalan Perdana Menteri, Dato' Seri Mahathir Mohamad, merangkap Menteri Pelajaran Malaysia, di upacara pembukaan rasmi Persidangan Komenwel Kelima Pendaftar-pendaftar Universiti-universiti di Tenggara Asia dan Pasifik di Universiti Sains Malaysia, Minden, Pulau Pinang pada hari Isnin, 14hb November, 1977 jam 9.30 pagi.

Saya mengucapkan ribuan terimakasih kepada pihak pengelola Persidangan Komenwel Kelima Pendaftar-pendaftar Universiti-universiti di Tenggara Asia dan Pasifik yang telah sudi menjemput saya untuk hadir di Majlis ini dan memberi kesempatan kepada saya untuk berjumpa dengan pegawai-pegawai kanan daripada universiti yang mengambil bahagian dalam persidangan serta pula sudi menjemput saya untuk merasmikan persidangan ini.

Seperti yang telah dimaklumkan kepada saya bahawa ini adalah kali kelima persidangan pendaftar-pendaftar negara-negara komonwel diadakan dan ini adalah kali kedua diadakan di Malaysia. Saya juga merasa gembira kerana persidangan ini telah memilih satu tema iaitu "The Changing Role of the Registrar in Today's University" yang mana ianya bersesuaian dengan perubahan terhadap peranan-peranan yang sepatutnya dimainkan oleh pegawai-pegawai utama dalam pentadbiran sesebuah universiti.

Universiti adalah satu organisasi yang besar, dengan itu ia memerlukan kepimpinan terutama daripada pentadbir yang cekap yang berkemampuan supaya dapat menerima perubahan-perubahan daripada masa ke-masa. Perubahan-perubahan ini adalah bergantung kepada perkembangan didalam masyarakat dan juga bergantung kepada nilai dan sistem sesuatu masyarakat itu. Bagi negara-negara yang sedang berkembang seperti Malaysia perubahan-perubahan yang berjalan adalah begitu lancar dan adalah menjadi tanggungjawab pentadbir-pentadbir kanan di universiti sentiasa menambah dan mencari cara-cara yang baru selain daripada mengatasi masalah-masalah yang dihadapi.

Pendaftar sebuah universiti adalah bertanggungjawab bukan sahaja daripada segi membantu di dalam bidang akademik tetapi juga sebagai seorang pengurus yang mempunyai peranan yang besar di dalam menjalankan sesebuah universiti. Dengan itu sewajarnya persidangan ini memberi banyak munafaat kepada semua peserta yang turut menghadirinya. Saya juga ingin mengambil kesempatan ini untuk mengalu-alukan dan mengucapkan selamat datang kepada semua peserta termasuk juga semua wakil daripada British Council, ICU, ACU, wakil daripada Majlis Naib Canselor Universiti-universiti di Australia dan wakil daripada Majlis Naib Canselor Universiti New Zealand. Saya harap bahawa perhimpunan ini akan memberi banyak munafaat kepada tuan-tuan dan puan-puan sekalian.

Ladies and Gentlemen,

We are here this morning to witness to opening of the Fifth Registrars Conference for Commonwealth Universities in the Southeast Asia and the Pacific Areas. I am greatly honoured and happy to be with

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you on this occasion as I feel it is important that those involved in the administration of newly established and developing Universities should meet and seek solutions to common problems so that the realisation of the objectives of their institutions will be achieved in the shortest possible time and at the lowest cost.

One may ask why is it necessary for Registrars and their senior colleagues to meet at all, considering that Universities prefer to remain autonomous bodies and to develop in accordance with the policies and direction laid down by their respective governing bodies. Most tertiary educational institutions have tended to guard jealously their respective identities and hold the view that any standardisation of administrative policies, procedures, terms and conditions of service, regulations etc. run counter to the independent development of these institutions.

Beset by the 'ivory tower' syndrome the holders of this view have failed to notice that universities today are becoming increasingly more dependent on public funding and that their existence and functions cannot be divorced from the needs of the community. The classical idea of a university as an institution for the acquisition and development of pure knowledge has been replaced by the concept of a university as a nationalised industry. Universities are being increasingly operated as the main centres of the knowledge industry, with national prestige and utility implications. As a consequence, universities are more and more likened to business organisations in which administrators are expected to carry out managerial functions.

The mere fact that the theme of this Conference is "The Changing Role of the Registrar in Today's University" clearly indicates the awareness of the metamorphosis that universities have undergone. This in turn makes it necessary to have a closer look into the new role of the administrators. How is the university as a knowledge industry complex to be administered? The transfer of administrative responsibility, at least in the middle management echelon, from the "teacher - administrator" to the full-time professional administrator, has become more essential. Administrative functions and activities have become increasingly more specialised, especially in those institutions where enrolments have increased tremendously. In fact certain tertiary institutions in the West, where enrolments exceed 20,000 have been called "academic supermarkets". And supermarkets, as you well know, have to be efficiently managed, if they are to succeed at all.

It is abundantly clear therefore that the administration of universities has to be looked at from a different perspective now. Universities can be classified as service institutions for the general public paid out of a budget allocation derived from public funds. As universities are not normally meant to be operated as profit-making institutions and are to be managed efficiently in pursuance of their academic and service objectives, it is important to realise the difference between profit motivated organisations and service oriented organisations. The philosophy which guide service organisations requires a completely different administrative approach in order to be effective. The cost element and the results expected may bear relations that are quite incompatible with management for profit.

All these are not new and the administrators of universities are no doubt fully aware of them. But adjusting to these new situations and devising new methods require time and conscious efforts. The exchange

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of views between the people concerned is one way of **disseminating** as well as formulating new approaches and methods. Hence the role of these seminars.

I am glad to note that the Conference organisers have included a number of workshop sessions in the programme. Workshop sessions will no doubt prove most useful for closer appreciation and examinations of each others technique of administration. Those from institutions which had grown rapidly will find the sessions in the workshops useful for elaborating on their problems and discussing methods suggested by their less harassed fellow administrators. They should be prepared to listen and to learn from those who have succeeded in overcoming their problems as much as to impart their own knowledge. It is through sharing our invaluable experiences and devising alternative approaches and solutions to common problems, that we will be able to forge ahead and keep up with the rapidly changing needs of our respective institutions.

I am sure that in the duration of this Conference, you will consciously apply yourselves to this objective. The fruits of your deliberations, will I am sure, be shared with your colleagues, not only within the region but also with the international community of university administrators throughout the world.

In a developing nation, such as Malaysia, where resources both in terms of funds and personnel, are scarce, it is imperative that planning and development of the institutions of higher education be centrally co-ordinated. A systematic approach to university development is in our experience better than an independent laissez-faire approach. Independent policies by entirely independent authorities are luxuries we cannot afford. With the limited manpower resources at our disposal, only central control and planning can achieve maximum results. We have to ensure that the functions and services offered by these higher educational institutions are relevant to the needs of the nation and will thus provide the maximum good for the maximum number.

I would like to congratulate the Organizing Committee for their untiring efforts in organizing this conference and I sincerely hope that this conference will continue in the future years. To the delegates from abroad I wish to bid them welcome to Malaysia. We hope you will find time between meetings and after to visit some of the more delightful spots in the country. Penang is an Island that is celebrated for its beauty and hospitality. I hope you will not be disappointed with it.

Saya ingin mengucapkan selamat maju jaya kepada persidangan ini dan dengan sukacitanya mengisytiharkan Persidangan ini dibuka dengan resminya.

Terimakasih.

KUALA LUMPUR,  
13hb. November, 1977 (dikeluarkan pada pukul 6.00 petang)

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