

CASE STUDY
UNIVERSITY LEADERS ENTREPRENEURIAL
EDUCATORS' BOOTCAMP (UniLEEB)

ENTREPRENEURIAL LEADERS

**THE CATALYST OF CHANGE FOR
HIGHER LEARNING INSTITUTIONS**



UniLEEB Case Study 2nd Series

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Chief Editor
Nik Maheran Nik Muhammad

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ENTREPRENEURIAL LEADERS: THE CATALYST OF CHANGE FOR HIGHER LEARNING INSTITUTIONS

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CONTENTS

LIST OF CONTRIBUTORS	...	vii
PREFACE	...	x
ACKNOWLEDGEMENTS	...	xi
SYNOPSIS	...	xii

CASE STUDY 1

A JOURNEY OF WONDERS	...	1
- Prof. Tan Sri Dato' Sri Dr. Noor Azlan Ghazali		

*Syamsul Fozy Osman, Noor Azuddin Yakob,
Mohd Amin Mohamad, Fauziana Mat Hussain,
Nurul Ashikin Ahmad, Linira Ghazali*

CASE STUDY 2

WHEN THE LION ROARS	...	17
- Tan Sri Professor Dr. Ibrahim Abu Shah		

*Rohana Zur, Intan Syazlina Mohd Ali,
Choy Kah Yung, Muhammad Faizal Samat,
Ranjit Singh Sarban Singh, Linira Ghazali*

CASE STUDY 3

THE QUEST FOR EXCELLENCE	...	31
- Prof. Emerita Datuk Dr. Asma Ismail		

*Ahmad Zaidi Sulaiman, Jauriyah Shamsuddin,
Norzairah Ayob, Muhamad Azani Yahya,
Noor Syahidah Sabran, Siti Bahirah Saidi*

CASE STUDY 4

TAMING THE STORMS: LEADERSHIP IN TIMES OF CRISIS ... 41

- Prof. Datin Paduka Setia Datuk Dr. Aini Ideris

*Ludinata Misnun, Mohd Zamri Abdullah,
Wong Whee Yen, Ahmad Shahir Jamaludin,
Shuhairy Norhisham, Liyana Ahmad Afip*

CASE STUDY 5

DARE TO LEAD: A WOMAN RECTOR PAINTING THE FUTURE ... 51

- Prof. Dato' Sri Dr. Zaleha Kamaruddin

*Soon Singh Bikar Singh,
Nor Hazwani Munirah Lateh*

CASE STUDY 6

LEADING HUMANS BY HUMANISM ... 63

- Prof. Emeritus Tan Sri Dato' Dzulkifli Abdul Razak

*Ros Aniza Mohd Shariff, Sabirah Abdullah,
Hizmawati Madzin, Hazlan Abdul Hamid,
Iskandar Abdullah, Nor Hazwani Munirah Lateh*

CASE STUDY 7

AUTHENTIC LEADERSHIP: A LEADER WHO WALKS THE TALK - Prof. Emeritus Dato' Dr. Hassan Said	...	73
--	-----	----

*Izzat Ismail, Mohd Yussni Hashim,
Nur Farhana Abdullah, Mohd Azri Md Nadzir,
Dayang Nor Hajjah Awang Daud,
Liyana Ahmad Afip*

CASE STUDY 8

A FEARLESS LEADER - Tan Sri Dr. Ghauth Jasmon	...	87
---	-----	----

*Aspalilah Alias, Sarina Abd Rani,
Shafriza Nisha Basah, Hasrulnizam Halim,
Abdul Haidy Abdul Hamid, Siti Bahirah Saidi*

CASE STUDY 9

LEADING BY EXAMPLE - Emeritus Dato' Prof. Ir. Dr. Zainai Bin Mohamed	...	97
--	-----	----

*Norliza Mohamed, Noor Anida Zaria Mohd Noor,
Dzulkifli Mukhtar, Abd Halim Md Ali,
Abdul Malek Ibrahim, Kavarljit Kaur Gill*

CASE STUDY QUESTIONS	...	109
EDITOR'S BIOGRAPHY	...	113



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PREFACE

University Leaders Entrepreneurial Educators' Bootcamp (UniLEEB) is a capacity building programme hosted by UMK in collaboration with Centre for Leadership Development, Higher Education Leadership Academy (AKEPT) with the aim to enhance entrepreneurial leadership competencies among university's leaders. AKEPT provides a platform for renowned leaders in higher education institutions to impart their knowledge and skills to their future successors based on their best practices. These invaluable sharing of success stories and experience are usually passed from word of mouth and rarely documented. Taking a different stance from a famous quote, 'leaders are born, not made', this book aims to inspire the readers, especially the future leaders, to learn from the incredible journey made by nine remarkable leaders in higher learning institutions.

Therefore, this book provides a compilation of stories presented in a case study of nine (9) successful higher learning institution leaders. We hoped this book would be a good starting point for the upcoming series of a recorded knowledge-sharing session from our local intellectual to all local and global readers.



ACKNOWLEDGEMENTS

In the name of Allah, the most Gracious, the Most Merciful,

All praises are to Allah S.W.T the Almighty for blessing the Taufik and Hidayah and giving us the opportunity and strength to accomplish this book.

Finishing this book is indeed not an easy task. Though with great difficulties, we had given our best efforts to give an outstanding output. Thus, it is hoped that this book can help the students and public at large, especially those with interest in leadership to become successful in their undertakings in the future.

We would like to express our gratitude and appreciation to the Higher Education Leadership Academy (AKEPT) for taking the initiative to publish this book and not forgetting to the contributors of the book who are the participants of the UniLEEB programme. Last but not least, to everyone who was directly or indirectly involved, for being supportive and patient throughout the accomplishment of this book. The acknowledgment also goes to the university leaders for giving us the opportunity in producing this piece of manuscript.

Thank you.

SYNOPSIS

The manuscript explores the various leadership styles of nine (9) renowned leaders in spearheading the institutions of higher learning in Malaysia. All the case studies were the result of sheer hard work and compilations done by nine (9) groups of authors through a series of interviews with the respective leaders within the course of three to four months.

The first case study, “A Journey of Wonders”, centres on the story of a renowned and progressive leader, Prof. Tan Sri Dato’ Sri Dr. Noor Azlan Ghazali, who believes in values-based actions to ensure transformation by holding on to two important guiding principles in discharging his duties as the Vice-Chancellor—sincerity, and honesty. The values that he had instilled and nurtured among his staff coupled with the entrepreneurial mindset, have uplifted UKM to greater heights and outstanding achievements at the global level.

The second case study, “When the Lion Roars”, enlightens the readers with the story of Tan Sri Prof. Dr. Ibrahim Abu Shah, an Ultra-Malay who is well known in his fights for the Malay rights and a father figure to all his 130,000 UiTM students. He was the one, who has transformed UiTM from a second-class institution even in the eyes of the locals to a world class university at the international level, overcoming all the obstacles and political turbulence during his tenureship as the Vice Chancellor.

The third case study, “The Quest for Excellence, Asma Ismail” highlights the astounding success stories of Prof. Datuk Dr. Asma Ismail as a prominent female leader in various academic institutions in Malaysia, and her secrets to achieving them.

The fourth case study, “Taming the Storms: Leadership in times of crisis”, features the story of Prof. Datin Paduka Setia Datuk Dr. Aini, who is always driven by her passion and positive thinking toward others. Her sense of empathy has helped

many, especially her students and subordinates, to discover their potential and have a better perspective on life.

The fifth case study, “Dare to Lead: A Woman Rector Painting the Future” talks about the inspiring stories of Prof. Dato' Sri Dr. Zaleha Kamaruddin, who was charged with a great responsibility to become the first female leader of a public university in Malaysia.

The sixth case study, “Leading Humans by Humanism” revolves around Prof. Emeritus Tan Sri Dato' Dzulkifli Abdul Razak, who faced the struggles in bringing the university which he led to stand in the eyes of the world, becoming a world class university through achieving the APEX status.

The seventh case study, “Authentic leadership: A leader who Walks the Talk”, highlights the story of a renowned transformative leader, Prof. Emeritus Dato' Dr. Hassan Said. He shared a few characteristics leaders should have to build employee trust and overcome organisational resistance.

The eighth case study, “A Fearless Leader” features how Tan Sri Dr. Ghauth Jasmon honed his character and experience to help him faced the impossible tribulations in steering Universiti Malaya into the list of top universities in the world.

The last case study “Leading by example” unfold a story to every great success. The growth story of UMK is not complete without mentioning Emiritus Dato' Prof. Ir. Dr. Zainai Bin Mohamed. This was the brain behind the development and transformation of a university that was not desirable by many to a university that has now attracted great interest from Malaysians and international students. Before becoming the first Vice-Chancellor, Prof Zainai expressed great leadership qualities. So, he didn't back off when he was appointed as the pioneer VC and