

DR. MIZARINA ABU BAKAR

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PROFILE

A high-performing leader specialising in higher education management with the ability to formulate effective strategies in driving organisations. Known to be able to translate strategies into workable solutions in achieving operational and organisational excellence. Objective-oriented individual committed to achieving high standards of work. Proven success in outcomes via development and implementation of effective plans, policies, procedures and processes. Highly analytical, meticulous and have an eye for detail without losing sight of the larger picture.

EXPERIENCE

Chief Operating Officer (COO)

March 2019-Present

University of Southampton Malaysia (UoSM)

UoSM is owned by the University of Southampton, United Kingdom (UK) and is a branch campus of the University. University of Southampton is a research-led founding member of the prestigious Russell Group. It is amongst the top 100 globally ranked universities.

- Portfolio includes Finance and Procurement; Student Administration & Services; Recruitment, Admissions & Marketing; Information Technology & Facilities; and Human Resources.
- Responsibilities include deputising the CEO in her absence.
- Commenced as Campus Operating Officer and the position was then redesignated as Chief Operating Officer.
- Major accomplishments:
 - Led the development and execution of the UoSM Expansion Plan, worth a huge investment from the UK. The new campus that houses world-class infrastructure and high-quality interior was opened as planned and delivered underbudget, despite the pandemic restrictions.

EXPERTISE

- STRATEGIC AND OPERATIONAL PLANNING
- POLICY AND PROCEDURE DEVELOPMENT
- EXPANSION (ESTATE & PROGRAMME)
- PERFORMANCE EVALUATION AND MONITORING
- RISK MANAGEMENT
- HIGHER EDUCATION MANAGEMENT
- ORGANISATIONAL EXCELLENCE
- QUALITY ASSURANCE
- PROGRAMME DEVELOPMENT
- HIGH-LEVEL REPORTS

EDUCATION

PhD, University of Birmingham, UK

1999- 2003

- Microwave Properties of High Temperature Superconducting Thin Films

- Led the new campus launch that was extensively covered across more than 10 media platforms.
- Led a highly successful global leadership conference at the end of the pandemic.
- Key to the development of new academic programmes as part of the expansion of programme portfolio.
- Established UoSM's governance structure to ensure effective University management and to improve communication amongst internal stakeholders.
- Led major audits successfully (QAA, MQA, University internal audit carried out by KPMG UK).
- Co-authored the UoSM Constitution with the University of Southampton's General Counsel to reflect a branch campus set-up taking into the requirements of the *Private Higher Educational Institutions Act*. The Constitution was approved by MoHE without any problem.
- Developed relevant rules and processes to improve transparency and organisational efficiency and effectiveness.
- Led student number planning that involved faculties and University planning heads.
- Integral to solving critical intercampus and institutional issues.

Deputy Vice-Chancellor

2015-March 2017

Kuala Lumpur Metropolitan University College (KLMUC)

KLMUC is owned by Ekuiti Nasional Berhad or EKUINAS, a government private equity firm.

- Portfolio included the management of all faculties and non-academic functions.
- Major accomplishments:
 - Improved academic leadership and structure in all faculties.
 - Established appropriate academic levelling for staff allowing career pathing and succession planning.
 - Improved students' performance (5% improvement in passing rate) and reduced attrition (up to ~20%

- Obtained scholarship from the British government to pursue PhD
- Authored several peer reviewed publications

BEng (Hons), University of Birmingham, UK

1995-1998

- Electronic & Electrical Engineering
- Obtained scholarship from PETRONAS to pursue first degree
- Obtained first-class honours

A-Levels, Cambridge Tutors College, UK

1993-1994

- Physics, Chemistry and Mathematics (3As)
- Obtained scholarship from PETRONAS to pursue A-Levels in the UK under the British Top Universities programme

TRAINING

- Designing Courses for Outcomes-Based Education-UTM, Malaysia 2005
- Rote Teaching to Deep

reduction).

- Developed collaboration and programmes with international universities.
- Restructured Examination Board and examination processes.

Director, Academic Operations

2014-2015

Kuala Lumpur Metropolitan University College (KLMUC)

- Portfolio included Admissions & Graduation; Library & Learning Commons; Support System; Student Experience; and Careers & Partners.
- Major Achievements:
 - Effective restructuring of academic operations.
 - Developed clear functions of each department and improved accountabilities.
 - Established annual development plan for each department which was translated into individual KPIs for staff.
 - Established policies and procedures on Admissions, Enrollment, Academic Intervention, Student Disciplinary, Grading Scheme and Assessment.
 - Improved student experience at registration day and orientation day as per survey conducted; student satisfaction was between 98% and 100%.
 - Improved quality of student activities to include leadership, motivational and soft-skill aspects.
 - Led the campus enhancement initiatives to improve student experience and space.

Deputy President (Administration)

2010-2011

Monash University Sunway Campus (MUSC)

MUSC (now known as Monash University Malaysia) is a branch campus of Monash University, Australia. Monash University is a leading university in Australia and is ranked in the world's top 100. It is the largest university in Australia and is a member of the prestigious Group of Eight.

Learning- Monash

University, Malaysia 2007

- Peer Assessment for Promotion- Monash University, Malaysia 2007
- Blue Ocean Strategy- IGM Malaysia 2008
- Passionworks- IGM Malaysia 2009
- Franklin Covey: Leadership- Franklin Covey, Malaysia 2010
- Strategic Planning- KMS Education, Melbourne, Australia 2010

AWARDS

- Pro Vice-Chancellor Award for Excellence in Administration- Monash University 2008
- Pro Vice-Chancellor Award for Excellence in Administration- Monash University 2009

REFERENCES

Available upon request

- Portfolio included Human Resources; Student Services; Information Technology; Executive Services; Marketing; Prospective Students Office; Student Recruitment; Relationship Management; Planning; Campus Research Management; Education Quality & Services; and Library & Learning Commons.
- Major achievements:
 - Highly successful outcomes for the Ministry of Higher Education audit on *Self-Accrediting Status*.
 - Campus overall growth on target resulted from effective marketing strategies and improved application processes.
 - Improved staff accountability and performance resulted from highly effective organisation structure, Annual Development Plan, Service-level Statements, Budget Plan and Individual KPIs.
 - Developed strong relationship with the Ministry of Higher Education and public universities via collaborations for example with Higher Education Leadership Academy (AKEPT).
 - Ensure compliance with *Private Higher Educational Institutions Act* by developing effective system which included Programme Registry and Delegation Registry.
 - Ensure effective intercampus partnership in place to ensure strong professional relationship and collegiality between Australia and Malaysia campuses.

Senior Director, Organisational Effectiveness

2010

Monash University Sunway Campus (MUSC)

- Portfolio was as per Director, Planning (see below) with additional duties, i.e.
 - Ensure effective cooperation between Schools and administrative units in executing duties.
 - Ensure change and development programmes initiated by the Pro Vice-Chancellor (PVC) & President are executed and monitored effectively.

- Major achievements:
 - Established an effective system to ensure that projects and critical tasks are managed systematically and monitored.
 - Established and chaired the PVC Executive Group to ensure critical agendas of the campus are effectively managed and monitored.

Director, Planning

2008-2010

Monash University Sunway Campus (MUSC)

- Portfolio included Operational Planning; Campus Research Management; Policy Management & Compliance; and Executive Services.
- Worked closely with the Planning Unit and the Risk Management Unit of Monash University, Australia and participated in Senior Management Summit held annually in Australia.
- Major achievements:
 - Developed and implemented campus planning process which was commended by various universities and audit panels.
 - Co-developed and successfully executed a system to measure academic outcomes which was tied to performance bonus.
 - Developed campus risk profile and risk register.
 - Positive campus growth as a result of clear objectives and action plans.
 - Formulated effective business processes and systems in research management including monitoring internal and external research grants as well as research outcomes.

Senior Executive Assistant to PVC & President

2007-2008

Monash University Sunway Campus (MUSC)

- Provided high-level support to the PVC & President.
- Major achievements:
 - Successful opening of a brand-new campus.
 - Supported in the development of campus governance (committee structure and terms of reference).
 - Developed effective minutes writing style and

business paper presentation for campus-level committees.

- Produced high-level reports for the Australian government, Malaysian government, Vice-Chancellor Group, Company Board, Planning Review Committee and Senior Management Group.
- Drafted speeches and presentations for the PVC and ministers.
- Produced Monash University Sunway campus submission for *Malaysia-Australia Business Council Award for Best Business of the Year* and won.

Lecturer

2004-2006

Faculty of Engineering, University Malaya

University Malaya is Malaysia's premier public University.

- Responsibilities included carrying out lectures, research, supervision of research projects (undergraduate and postgraduate) and administrative work as directed by the Head of Department.
- Major achievements:
 - Led the department in ensuring that the programmes offered were outcomes-based as required by the Board of Engineers, Malaysia for accreditation purposes.
 - Outcomes-Based Education trainer.
 - Certified internal auditor for the University.
 - Developed the department's KPIs.
 - A member of a consultancy team responsible for programme development for a private university in Malaysia.
 - Technical editor for the University's research newsletter.

Postgraduate Teaching Assistant

1999-2000

School of Electrical & Electronic Engineering, University of Birmingham

- Responsibilities included carrying out tutorial classes, laboratory demonstrations and marking undergraduate assignments.