

Internationalizing the Higher Education in Malaysia: Memorandum of Understanding (MoU)

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Abstract: - It is an unavoidable fact that Higher Education and teachings must upgrade themselves from being local to international. Every era has its own sine qua: if any institution is not updating and renewing itself according to the requirements and needs of the era, it would lag behind of the time and would just repeat and consume the old knowledge rather than invent and innovate. Success is an art of thinking and knowing one step ahead of the time. Not to be left behind of the current time, exchange of information in a mutual ground is necessary. Although there are many ways to implement this fact, the internationally known process of the memorandum of understanding (MoU) might significantly contribute for that purpose. In this research, the developments of MoU relationship of the University of Malaya with other institutions will be explored: looking at the distribution of MoU relationship by year, country based relationships and its durations; regional and geographical patterns; most productive years and active countries also be analyzed. The impact factor which persuaded the researcher to involve in this research is that of the academic visit that was made by three delegates as representatives of the University of Malaya to Turkey in October 2009. Therefore, this paper is aimed to explore the MoU trends of the University of Malaya with other institutions especially the visit made to Istanbul University which may help to contribute some insights for the betterment of the Higher Education System in the World especially in Turkey.

Key words: Memorandum of Understanding (MoU), University of Malaya, Istanbul University, Higher Education, Malaysia, Turkey.

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Introduction

Global institutions, public and private, have developed recently different concepts in order to race at international platforms and to be well known as international establishments. The concept of memorandum of understanding (MoU) is one of these concepts. It can deal with different kind of organizations: schooling programs, (Rahman, Khanam & Absar, 1999) government and enterprise (Murthy, 1990) etc.; however what the paper means with MoU is a relationship which deals with educational affairs. Besides this, it is also a well known concept among the other organizations. From a governmental perspective, it is described as "a freely negotiated performance agreement between Government, acting as the owner of a public enterprise, and the public enterprise itself. An MoU is expected to clearly specify the 'intentions', 'obligations' and 'responsibilities' of the two parties" (Trivedi & Vithal, 1992; Trivedi, 1990, p. 11); it is a recognized contract by law (Craig, 2007, p. 60-62), therefore MoU can "serve as a catalyst to spark cooperation and consensus among all the stakeholders in education and provide a tangible symbol of their shared commitment..." (Kearns, Anderson & John, 1996, p. 18); "It is a document of a few pages describing the countries vision and mission, key strategic areas and action plans. This binding document is developed, agreed upon, signed and implemented by the local country team." (Schoenborn, 2006, p. 70); Memorandum of Understanding which considers "that the negotiations between the ventures can take a long time, it is useful to develop and establish a clear understanding of each other, and to set forth the time period required for the drafting of other agreements and documents" (Fabio, Andressa & Guido, 2008, p. 189). Lord Mc Nair emphasis on MoU saying that it is "an informal but nevertheless legal agreement between two or more parties" (McNeill, 1994, p. 821). Although it is a simple agreement, it would also protect the right of both parties. Therefore such agreement becomes a vital need for the present and the future rights of both parties (Al-Harran, 1999, p. 276).

Following the brief attention to the definition of MoU, it is better to explore the historical journey of the research place of the paper. Briefly the University of Malaya is the oldest university in Malaysia (Altback, 1999, p. 141), which was established first in Singapore as a branch of the King Edward VII College of Medicine in 1905, after the independence it has been moved to Kuala Lumpur taking the name of Malaya which derives from the term Malaya that represents the country's own indigenous nature.

An interesting coincidence that the University of Malaya has first signed MoU with Japan and the last university in 2010 by January was also one of the Japan's universities: the first university was Keio University signed in 25 June 1987 and the last one was respectively Nagaoka University signed in 06 Janu-

ary 2010. According to the UM's data, from 1987 to 2010, exactly 149 MoU relationship has been signed by different countries including Turkey which is still on the process, the protocols from the beginning to 2002 within 15 years time only 20 agreement signed, the variations among them more or less, approximately the similar to each year, while the rest of the 8 years time the amount of signed protocols dramatically increased from 20 to 149. The 15 years time has taken only 13.5 % while the later has taken great percentage of the amount of 86.5%. However, ranking of the university among the world ranking of the universities is quite unlike. Recently the THES World Universities Ranking has ranked the University of Malaya in the top 200 universities of the world, although its ranking as dramatically progressive drop from 89 to 246 within the five years, in 2009 the University of Malaya has increased the Country's name to the top 200 universities of the world with entering its name in 180th placement. Last year's new policy, which was introduced by the new vice-chancellor, Ghauth Jasmon, has impact factor for this thankful incident. Despite some opposition occurred at the beginning towards the new policy, most of the academics appreciated these changes because of its persuasion and encouragements to produce high quality papers as well as to modify themselves according to the changes of the time and its requirements.

Scope and Methodology of the Research

Despite academic publications and their impact on academic performance attracted many researchers to evaluate academic journals' impact factors and their bibliometric study, unfortunately there is no single research has been carried out so far on MoU relationship of the University of Malaya with other world universities. Mostly researchers have concentrated on library and information science (Ngah, Anyi & Anuar, 2009; Aryati, Willett, 2008; Sen, Ngah, 1996; Tiew, 1997-2002), postgraduate studies and online catalogue (Ariyapala, Edzan, 2002; Rahman, 2005; Goi, Ngah, 1997), indexing and data basis studies (Anwar, 2001, p. 93-104). Memorandum of Understanding (MoU) seems to have less attention among the researchers and academicians, yet no awareness has been given so far, although most of the researches have been carried out mostly in library and information science (Anwar, 1982; Haidar, 1988; Tejomurty, 1988; Abdoulaye, 2002; Lahiri, 1996; Khan, 1998; Chatterjee, 1982; Hananzita, Kiran, 2006; Abdullah, Rahman, 2009) as well as humanities analyzing master and doctoral theses (Goi, Ngah, 1997; Abdoulaye, 2004), journal indexing researches (Ngah, 1997, p. 13-30). Therefore analyzing MoU relationship of the University of Malaya would be a significant contribution for the researchers and academicians.

This paper, therefore, aims to analyze the MoU trends of the University of Malaya with other institutions through obtaining data from the University Library and web sources. Name of the Universities, countries, regions, periods, start dates, start years and how long are all entered in the saddle for analyses. The data, which was collected was statistically analysed using the Statistical Product and Service Solutions (SPSS), reveals that there are all together 149 MoU relationships which have been signed from 1987 to January 2010 for 24 years time. Every single relationship has been inspected and recorded to my data for their accuracy. These relationships consist of, according to region, 9 from the Middle East, 29 from Europe, 46 from Asia, 42 from Southeast Asia, 3 from Africa, 13 from Australia and 7 from America. The analysis consists of descriptive statistics and correlation. Hence, the paper will focus on analyzing variables of the data besides writing the observation of the visit carried out to Turkey for educational and cultural collaboration. Consequently, it is expected that the analysis of MoU relationship will be able to underline trends, effectiveness, concentrating on most which areas, which periods were the most active years of the University since 1987 until January 2010.

A Trigger Factor for Writing the Paper

With the process of internationalizing the University of Malaya, as other faculties and academies, the Academy of Islamic Studies engaged with fulfilling the requirements: inviting quite significant scholars from different part of the world in different field of studies, improving its curriculum as well as its medium language besides Malaysian, in English and Arabic, inviting also competent scholars for giving lectures and conferences, signing educational agreements and making collaborations with other institutions and universities. For the purpose of promoting the name of the University of Malaya and to make a fruitful relationship with other world universities, three delegates from the Academy of Islamic Studies had accomplished a scholarly visit to Turkey. This visit encouraged me to write a paper regarding the memorandum of understanding (MoU) of the University of Malaya with other world universities, yet although there are substantial writings and analysis on library and information science, bibliometric study, academic journals' impact factors, indexing and data basis studies, postgraduate studies and online catalogue etc, there is no single paper has been published is extra trigger factor for me to write a paper on this relationship.

The Visit to Turkey for Educational and Cultural Collaboration

A belated visit finally is being materialized with the encouragement of the director of the Academy of Islamic Studies for the purpose of the educational and cultural collaboration. Although some visits carried to Turkey, there is no concrete educational and cultural collaboration accomplished with any institutions in Turkey with the University of Malaya so far. Two brother countries which they have many common qualities: cultural, religious and even kinship from the history; in Malaysian human structure and national vein there is a Turkish blood which goes back to the sixteenth century, among them the recent well-known personalities are al-Attas, Tun Hussein Onn, Hisamuddin Onn, Ungku A. Aziz, the Vice-Chancellor of the University of Malay. Although the distance between two countries is substantially far, the spiritual connection is very strong. It may be called this starting relationship as a reawakening time for both. For that reason, all the universities and academic institutions that the delegates visited warmly welcomed the potential collaboration. They are exceptionally eager to start with UM in academicians and students exchange and research collaboration.

A history was written on the date of 18th of October 2009 which was the first scholarly visit of the University of Malaya to Turkey in terms of cultural and educational collaboration. The entire visit that is going to be made was focused on how to enhance educational, cultural, especially academic relationship, in terms of educational collaboration in academic research, student, lecturer exchange program and publication between two brother countries, as well as promoting our country, Malaysia, to Turkey. In achieving this goal, the first visit was made in Islamic Research Centre (ISAM) in Istanbul where history, culture and modernity festive their harmony. The director of the centre, Prof. Mehmet Akif Aydin, welcomed the delegates, Prof. Ahmet Hidayat Buang, Ass. Prof. Ishak Suliaman and Ass. Prof. Dr. Saim Kayadibi.

Islamic Research Centre (ISAM)

In order to support the serves of the Presidency of the Religious Affairs of the republic of Turkey, the Foundation of the Religious Affairs was established in 1975. In 1983, the Directorate of General of the Islamic Encyclopaedia was established in Istanbul; after a couple of years for the purpose of supporting masters and doctoral scholarships for their training and research in a more efficient and systematic way, the Islamic Research Centre (ISAM) was established in 1988. In

the meantime the both establishment, the Directorate of General of the Islamic Encyclopaedia and Islamic Research Centre, were merged under the name of the Religious Foundation of Turkey Islamic Research Centre (ISAM) in 1993.

The Islamic Research Centre is aimed to establish scientific research, especially in Islamic and Oriental Studies; to produce new scientific knowledge, translation and critical editions and to publish them; to organize conference, seminars and scientific meetings national and international level; to send representatives at these programs; to educate new researchers; to design and establish library, research and documentation units; to cooperate with national and international academic bodies to prepare and carry out educational and publication projects; to create scientific-religious view on issues to enlighten the public opinion through publishing them (ISAM: <http://www.isam.org.tr/>). Because of the busy schedule, the delegates had to move to the European side of Istanbul to catch the talk which was organized by faculty of divinity of Istanbul University. For the honour of the delegates a lunch was prepared by the dean of the faculty of divinity, Prof. Dr. Şinasi Gündüz, in the House of Professors. After the lunch the guests and the hosts quickly moved to the conference hall in order not to wait the participants. The talk was presented by Ass. Prof. Dr. Ishak Suliaman titled: "Religious Traditions and Religious Education in Malaysia" dated 19th of October 2009.

A very fruitful visit that the delegates were accomplishing was continued with a dialogue session with students and lectures which will be a basis for the couple of months later for the memorandum of understanding (MoU) between two universities, the University of Malaya and the University of Istanbul.ⁱ

Promoting the University of Malaya via AK Radyo

One of the most listened broadcasting radios in Turkish society is Akradyo. With the invitation of them the delegates attended two sessions in the radio programs. The first session was centred on "Halal food in Malaysia" and the second one was "Islam in Malaysia in General".

ⁱ It was established immediately after the Sultan Fatih (II Mehmet) conquered Constantinople (Istanbul) in 1453; it was founded first as the Medrese, School of theological and environmental science and was transformed to as an institution of higher education named the Darülfünun (House of Multiple Sciences) on 23 July 1846. After the proclamation of the new Republic of Turkey in 1923, the Darülfünun was reorganized and called as Istanbul University (Istanbul Üniversitesi). See more about the university: <http://www.istanbul.edu.tr/>

Special Reception

The second day of the visit started with a very warm welcome reception by Prof. Dr. Sabri Orman, the Rector (vice-Chancellor) of Istanbul Commerce University.ⁱⁱ In the chancellery meeting room all the directors and faculty deans were waiting the delegates for future and potential collaboration. The discussion was highly fruitful, the potential collaboration not only can be possible for academic exchanges but also the economic and commercial cooperation would be a central point for relationship of the two universities.

Academic contribution continued with the second talk which was given by Prof. Dr. Ahmad Hidayat Buang with the title of "Malaysian model for the collection and distribution of Zakât" in the University of Marmara.ⁱⁱⁱ The conference was intensively interested by the lecturers and students with overwhelmingly full of the hall. After the conference, immediately the delegates were hosted in the session of the future potential collaboration, by the dean of the faculty, Prof. Dr. Raşit Küçük, and significant Turkish scholars. I suppose after all, besides the academic talks, the delegates never forget the Turkish dürüm kebab and ayran were offered as aperitif snacks before the conference.

Last visit in the third day, before departing to Ankara, was the visit of the Prime Ministry Directorate of the General of Ottoman Archives.^{iv} First the director accompanied the delegates on the archive visit and enlightened them about the archive and its contents. For the sake of prestige, he brought immediately manuscripts related to Ottoman-Malaysia relationship showing some correspondence letters. The delegates exceptionally were impressed with the original documents in the archive, and thought that UM researchers must

ii It is a private university founded in 2001, established and sponsored financially by the Istanbul Chamber and Commerce, has three campuses in Istanbul: Üsküdar, Küçükaly, and Eminönü. Although it is a new university, it is substantially productive in research, publication and international relationships. Besides the main faculties: faculty of Arts and Sciences, commercial sciences, law, communication, engineering and design, undertakes English preparatory department, the continuing educating centre, career planning unit, self-development and psychological counseling unit, Erasmus coordination office, TV-Radio studio, Data Security Research centre, EU Application and Research centre, business and computing. While sitting in Eminönü campus you enjoy with observing the historical beauty of the coast of Golden Horn on the European side of Istanbul. See more about the university: <http://www.iticu.edu.tr/default.asp>

iii It is a public university which is called in Turkish, Marmara Üniversitesi, established in 1888, located in Anatolian side of Istanbul, and considered as the second largest university in the whole country. See more about the university: <http://www.marmara.edu.tr/en>

iv The Ottoman Archives is a collection of historical sources from the beginning of the Ottoman Empire until the period of 1922, new republic of Turkey, however, in the first periods, from the inception of Ottoman (1299) to Kanuni Sultan Suleyman (Suleiman the Magnificent, 6 November 1494- 7 September 1566), related documents are available in very small amounts. The collections getting increased every passing period from the period of Suleiman. The collections consists of the correspondence between the officials institutions of the Ottoman Empire. The archives not only contain the official correspondence of the Ottoman dynasty but also other 39 nations' information such as 19 of them in the Middle East, 11 of the in Europe and Balkans, 3 in the Caucasus, 2 in Central Asia, Malaysia, Indonesia, Cyprus, Palestine and modern Turkey. See more about <http://www.devletarsivleri.gov.tr/>

spent their valuable times in here. In order to increase the delegates' appetite for research and academic collaboration, the director has taken them to the special section in the archive where is allocated only for special delegates. Following this special treatment, enlightenment and information session, the Prime Ministry Directorate of the General of Ottoman Archives gave a lunch in honour of the delegates.

Towards the Capital City

In the evening, as soon as we embraced the spiritual atmosphere of the Blue Mosque in Istanbul, the journey was directed to the capital city, Ankara. Early morning at 9:00 am, the Malaysian Embassy was visited, reported what mission the delegates are in Turkey. Brief information has been given to them. In order not to be late to the scheduled conference at the University of Ankara, the delegates departed from the Embassy.

Significant scholars and academicians of the Faculty of Divinity of Ankara University^v warmly welcomed the delegates at the gate of the faculty. Following the welcoming reception the delegates were accompanied to the office of the dean. The academicians filled up the room and a very warm discussion between the scholars started in English then where the Turkish tea and cafe were served its continued with three languages: Turkish, Arabic and English. Following the warm conversation the delegates moved to the conference hall in order not to try their patience. The conference was about halal food in Malaysia which is titled "The question of *halâl* or lawful food and its reflections in Malaysian practice" presented by Prof. Ahmad Hidayat Buang and the presentation was simultaneously translated into Turkish by Ass. Prof. Dr. Saim Kayadibi, because of the tremendous interest of the participants, highly significant questions were directed and the answers were satisfactory enough.

Before departing to the city of Rumi, Konya, the delegates made a visit to a highly influential newspaper in Turkish media, Yenisafak where most of the modern Muslim enlightened themselves through this media. It is neither radi-

v The University of Ankara is a public university where is located in the capital of Turkey, Ankara, and it was the first higher education institution in the Republic of Turkey. It's founder was Atatürk, within the University, first established faculty was the faculty of law in 1925. The faculty of Divinity (Islamic Studies) was established in 1949 through a proposal from the senate of Ankara university to Grand National Assembly: see more about the university: <http://www.ankara.edu.tr/>

vi Mawlana Cultural Centre was functionally activated in 2005 although its historical duration took more than two decades; it is located near to the Mawlana Museum where is at the heart of Konya. The centre, about 100.000 m² field ground, is able to handle all kind of activities. There are, within the centre, two open air and covered semahane (ritual hall); the biggest kandil (oil lamp) of the world, exhibition hall, cafeteria, library, research centre, meeting and show rooms are some components of the Centre.

cal nor extreme modernist; however it is a middle watch type of media, which the current Prime Minister and the President of Turkey as well as most of the academics and scholars also have interest on this type of media.

Land of Rumi

Coming to Konya was due to an invitation since the 13th century from the Rumi, who invited the delegates before their intention to do it, as he was announcing it to whole people "Come, come again, whoever you are, come! Wanderer, fire worshipper or idolater, does not matter, come! Ours is not a caravan of despair; Come, even if you have broken your vow a hundred times; come, yet again come, come as you are," because of this invitation the delegates fulfilled it with coming to Konya and, therefore, as they admitted that the City of Konya is the most spiritual city compare to others in terms of simplicity and moral climate. It is a full of peace city that embeds tolerance seeds wavy into the hearts of the people. It is for centuries like a capital of illustrious where every year thousands of people run into there to melt their spirits within divine harmony, where the spirits became in peace, and the city of Konya is a place where the history, civilization and culture met within (Kayadibi, 2005, p. 5).

While the delegates were in Istanbul, the acquaintances in Konya arranged more schedule for them, beside the seminar that will be held in the University of Selçuk, such as to give a talk about Islamic finance and banking in the Association of Industrialists and Businessmen (MUSIAD), having breakfast with the member of the Social Research and Solidarity Foundation (SADAV), and a lunch with Dr. Saim's family.

The first visit was made to Mawlana Cultural Centre^{vi} where cultural and educational, academic and social activities are made here. It is dedicated to the name of the great scholar, Sufi thinker and worldwide known peace maker, Mawlana Jalaladdin Rumi, although, who lived in 13th Century, his ideas, thoughts, and advices are very influential all over the world, because of his ideas and thoughts the year of 2007 was announced by Unesco as the year of Rumi.

After the Salat Juma (Friday prayer) in the Sultan Selim mosque,^{vii} the delegates were taken to the faculty of divinity of the University of Selçuk by two young gentlemen who were destined by the Mayor of Konya in order to accompany the delegates during the stay in the city. The university organized a panel for three academicians, Prof. Ahmad Hidayat Buang, Ass. Prof. Ishak Suliaman,

^{vii} One of the historical heritages of Konya is the Sultan Selim Mosque which was built in 1566-1574. It was begun while the Sultan Selim was still an Ottoman prince and the governor of the province of Konya and completed after he acceded to the throne.

and Ass. Prof. Dr. Saim Kayadibi from the University of Malaya, and the chair was Prof. Dr. Ahmet Turan Yüksel from the University of Selçuk. Attention of the students and the lecturers were considerably high at the panel, it was overcrowded even some students were sitting on the floor due to lack of sit on the conference hall. Considerable students and lecturers asked questions centred on the MoU relationship between two universities and they wished to join the University of Malaya for short and some for long term period. Fortunately the delegates were ready for answering the questions. Now already two lecturers were invited to join the University of Malaya as short term visiting lecturers.

After a very busy and fruitful day, the special young guides of the Municipality entertained the delegates with a special Turkish kebab which was exceptionally delicious and significantly in a local atmosphere with a warm serves. Before going to the hotel the delegates have one more talk today (Friday) about Islamic banking and finance at evening in the Association of Industrialists and Businessmen (MUSIAD) and it was successfully presented by Prof. Ahmad Hidayat Buang with a simultaneous translation of it into Turkish by Ass. Prof. Dr. Saim Kayadibi. After the talk the delegates could go with complacency to their hotel for a rest in order to be ready for the next day's fortune.

As it was scheduled when the delegates were in Istanbul, they were taken to the centre of "saday" for breakfast on Saturday morning by the staff of Mawlana Cultural Centre. A beautifully outspread breakfast table on the floor garnished with all kind of staff of the traditional Turkish breakfast: a range of cheese, honey, olive, green staff, eggs, natural butter, pekmez (black honey), bread, of course tea, etc. Among the guests there were the Mayor of Selçuk, the Mayor of Sarajevo, Bosnia, some academicians from different countries and local members of the Association.

The delegates had to spare some times for visiting historical places and Rumi's tomb. Among the historical heritages:^{viii} Çatalhöyük, Kiliştra, Eflatun Pınarı (Purple Spring), The Fasillar Monument, Ivriş Rock Monument, Kubadabat Palace, Mevlâna Museum, Mevlâna Culture Centre, Alaaddin Hill and Mosque, The Ince Minare Museum, The Karatay Museum, The Sirçalı Medrese Museum, Sadreddin Konevi Mosque And Mausoleum, Shems Tabrizi Mosque and Mausoleum, Iplikçi Mosque, Sahip Ata Mosque and Complex, Selimiye Mosque, Aziziye Mosque, Şerafettin Mosque, Eşrefoğlu Mosque, Sille Aya Elena Church, Zazadin Caravansary and Obruk Caravansary, etc. Although many pla-

^{viii} The city of Konya was the capital of the Selçuk Empire, and also, is considered as the first place for the permanent settlement which goes back to 7000 B.C. and one of the oldest settlements of the world history. Konya had been a centre for many societies, nations and civilizations from Çatalhöyük to Hitits; from Frigs to Kimmers; from Lidyas to Pers; from Greeks to Great Alexander; from Romans to Selçuks, Ottomans and for the Republic of Turkey.

ce to visit, the delegates had opportunity to visit only Mawlana Museum due to lack of time.

Fresh grapes and apples on the tree were waiting the delegates in the garden of Dr. Saim's family. The grapes especially were reserved for them because the time of grapes was already passed for weeks ago but for the delegates' honour, Mr. Ismail has reserved it on the tree with a special treatment covering the bunch of grapes with a plastic bags and tiding them up while they are on the tree, and even fresh tomatoes in the garden was really delicious. After having a traditional Konya lunch, the Turkish cafe was served while the delegates were sitting on the balcony of the villa.

The delegates rightly complained due to the very busy schedule, even they did not have time for shopping, fortunately, the Kulesite shopping centre was directly located in front of the hotel, so they at least had a chance to buy Turkish baklawa and sweets which was especially ordered by the director's mother in law. Before the completion of the academic visit, the delegates have still two programs to attend: one which will be the sema performance (sufi dance), and the other one is life TV program. The Sema performance started at 21: 00 pm, in a place where spirituality, mystery and peace were together; the dervishes and the master were just like angels in a heaven swimming on the air; the atmosphere, where the dance was performed, was taking you to a spiritual world makes you forget everything related to the earthly matters. Finally the delegates must reach to the scheduled life TV program on time at 22:10 pm; therefore, they had to leave the place before the completion of the performance. With this spiritual atmosphere, the delegates happily and peacefully attended the TV program; due to the peaceful atmosphere, very smooth and informative conversation the program barely completed in the morning at 1:30 am.

Result of the Visit

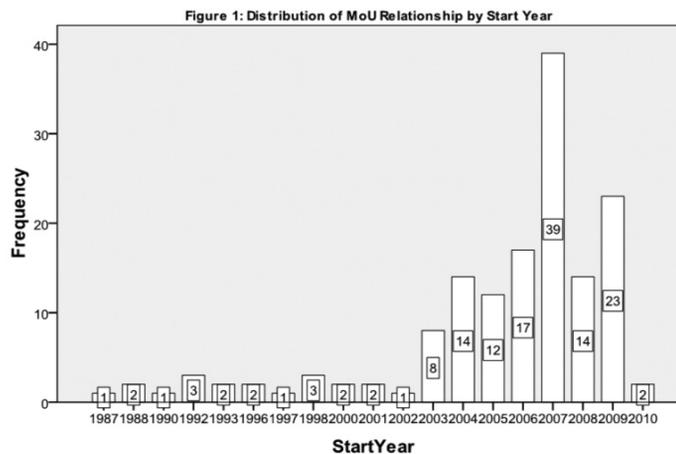
The visit fostered academic relationship between two countries interchangeably academic collaborations; a prompt fruit was accomplished after returning back to Malaysia: a PhD student was sent for research for three months time and a lecturer from the department of history and civilization also sent for a short research to Istanbul. The on going process of memorandum of Understanding (MoU) with Istanbul University is now at the final stage of completion. Two lecturers from the University of Selçuk were invited as visiting lecturer to the University of Malaya and many students from Turkey and even from Malaysia are now thinking on exchange student and lecturer protocol. The life TV and radio programs also strengthen good impressions of both countries' people.

Findings And Discussions

Distribution of the MoU Relationship by Start Year

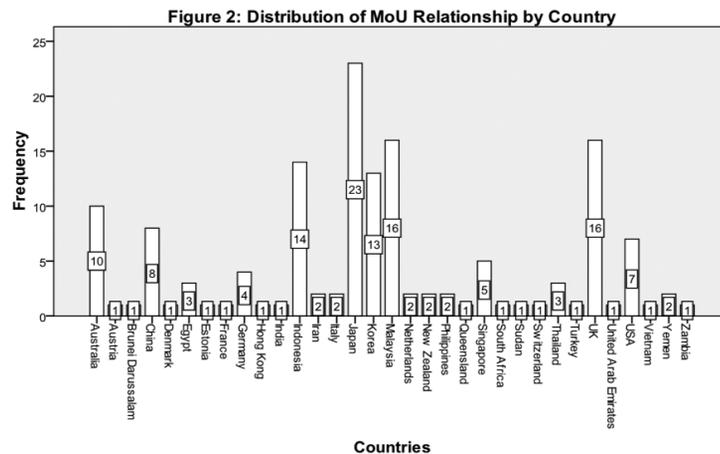
Since its first MoU relationship with Keoi University in Japan in 1987, UM has created strong successful connections with 149 different universities in 33 different countries for 24 years time. The figure 1 shows the distribution of Mo-U relationship by year and number of relationships with their percentages. It clearly shows that the total amounts of handshakes were resulted in 149 and the number of handshakes per year varies from 1 to 39. While the figure 1 shows that the rapid increase of the relationship of UM with other universities started in 2003 whereby 8 universities had signed the MoU. Meanwhile, the highest growth of the relationship occurred in 2007 in which 39 handshake were made. The lowest handshakes were made in these years 1987, 1990, 1997, 2002, and if 2010 by January is considered, then it is also included within the lowest list. The figure 1 also shows that between 1987 and 2002 the amount of handshakes remain steady even there were some slight fluctuations. In contract to that from 2003 to 2006 there were gradual increases if the year of 2005 is not counted. But it increased significantly in the year of 2007; unexpectedly it was reduced in 2008 from 26.4 % to 9.5 %, then it was increased again in 2009. It seems to be that between 1987 and 2002 there were a steady fluctuation while between 2003 and 2010 there were a dramatic fluctuation. However the following years there was no single relationship made according to the figure 1: 1989, 1991, 1994, 1995, 1999. This indicates that during the 24 years time the university has experienced quite different mood in international relationships.

Distribution of the MoU Relationship by Country



Source: International Corporate Relation Unit of UM

The figure 2 demonstrates the distribution of countries of origin of the MoU relationship with the University of Malaya, which contains it from various countries and regions. Out of the 149 MoU relationships, the majority were in Japan with 23 MoUs of 15.4 %, followed by Malaysia and UK with 16 MoUs of 10.7 %, respectively Indonesia with 14, Korea with 13, Australia with 10, China with 8, USA with 7, Singapore with 5, Germany with 4, Egypt and Thailand with 3 MoUs. However, with the variety of the numbers of MoUs, there are also same attentions were given to the following countries with 2: Iran, Italy, Netherlands, New Zealand, Philippines and Yemen. As the figure 2 shows that the rank in priority goes to Japan, and followed by Malaysia and UK with equal portion. It means that University of Malaya's internal relationship with local universities as equal as the relationship made with UK which was resulted two countries as 21.4 % compared to the total of the relationships. In another word UM's both relationships, local and international, are highly increased, whereas local relationship took place only 10.7 % of the total, international relationships took 89.7 %. This indicates that UM focuses on most international relationships rather than locals it does not mean that the locals were ignored although the local percentage is lower. Consequently it may be said that UM's local and international MoUs are not too little to undervalue.



Source: International Corporate Relation Unit of UM

Regional and Geographical Distribution

As demonstrated in the table 1, of the 149 MoU relationships were analyzed that 46, 30.9 %, were signed by Asian countries; 42, 28.2 %, were signed by Southeast Asian countries; and the third biggest agreements were made by Europe with 29, 19.5 %. In another word 88, 59.1 %, out of 149 MoUs were signed by Asian countries which mean more than half of the agreements were occupied by them. Meanwhile the lowest portion was taken by African countries with 3 MoUs as equal to 2.0 %; respectively, 7, 4.7 % by America; 9, 6.0 % by Midd-

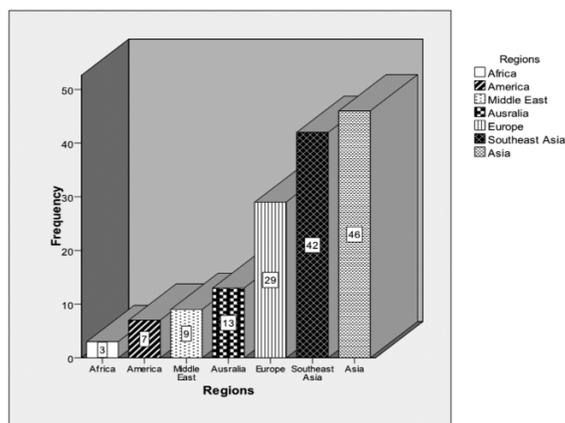
le East; 13, 8.7 % by Australia of the total amount. The figure 3 obviously figures as stairs from Africa to Australia about gradual increase between them however there are sharp increases starting with Europe. It is a reality that the most relationships were made by neighbour countries although some substantial amounts were taken by Europe.

Table 1: Regional and Geographical Distribution

Regions	No. of MoU	Percentate %	Valid Percentage %	Cumulative Percentage %
Middle East	9	6.0	6.0	6.0
Europe	29	19.5	19.5	25.5
Asia	46	30.9	30.9	56.4
Southeast Asia	42	28.2	28.2	84.6
Africa	3	2.0	2.0	86.6
Australia	13	8.7	8.7	95.3
America	7	4.7	4.7	100.0
Total	149	100.0	100.0	

Source: International Corporate Relation Unit of UM

Figure 3: Regional and Geographical Distribution



Source: International Corporate Relation Unit of UM

Duration of the MoU Relationship

Generally, it is realized that most of the agreements made by two sides are seemed to be fixed time duration unless a special circumstance is involved. According to my investigation the maximum agreed time period is for six years, there is no single agreement made more than six years. Hence it may be concluded that the first proposed time limit for both parties must be for six years. According to both parties' willingness and for their interest the duration has been accepted. The table presents the variation between the time limit, however, for 1 year duration is almost nothing among the 149 universities except one

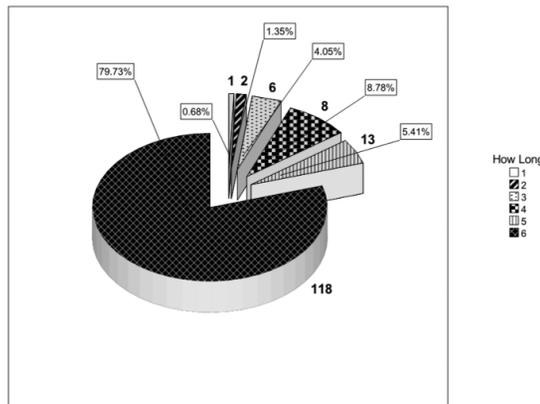
institution, Medical University of Vienna/Austria, which takes less than 1 % of the total numbers which was illustrated by figure 4. Among them, 118 institutions have signed for 6 years contract which allocate the biggest number of the institutions, and the figure 4 shows clearly that 79.73 % of the total agreements were signed by the institutions for six year time. Therefore it allocates the biggest portion of the pie chart.

Table 2: Duration of the MoU Relationship

Duration	No. of MoU	Percentage %	Valid Percentage %	Cumulative Percentage %
1	1	.7	.7	.7
2	2	1.3	1.4	2.0
3	6	4.0	4.1	6.1
4	13	8.7	8.8	14.9
5	8	5.4	5.4	20.3
6	118	79.2	79.7	100.0
Total	149	100.0	100.0	

Source: International Corporate Relation Unit of UM

Figure 4: Duration of the MoU Relationship



Source: International Corporate Relation Unit of UM

The Most Fruitful Years

The table 3 shows the ranking of the most fruitful periods which MoU relationships made among the five periods. According to this study, the most productive years between 24 years time from the five periods is the last period (2006-2010). Within the last period MoU relationship amounted to 97 agreements which take 65.1 % of the total agreements. The second period was the fourth period (2001-2005) with 34 agreements (22.8 %) followed by the third pe-

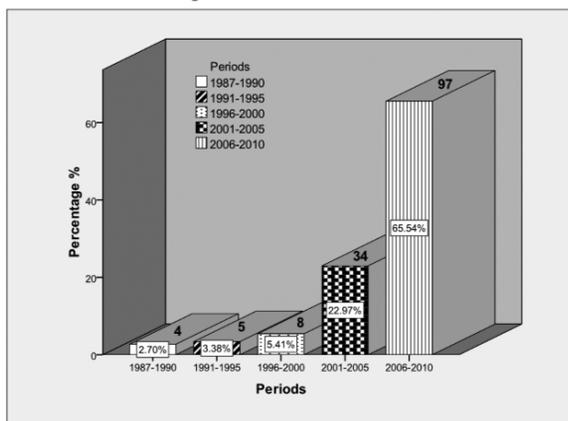
riod (1996-2000) with 8 agreements (5.4 %) and the poorest period was the first period (1987-1990) with only 4 agreements (2.7 %). The figure 5 clearly demonstrates that there is a slight increase from the first period till the third period, while from the third period to last period there is a sharp increase from 5.4 % to 65.1 % which the dramatic increase is highly significant. Nevertheless, these periods tell us that from the beginning of the new millennium ignited the MoU relationship of the University of Malays because of the new paradigm, globalization and internationalization process which reflects obvious competitions of the world universities.

Table 3: The Most Fruitful Years

Periods	No. of MoU	Percentage %	Valid Percentage %	Cumulative Percentage %
1987-1990	4	2.7	2.7	2.7
1991-1995	5	3.4	3.4	6.1
1996-2000	8	5.4	5.4	11.5
2001-2005	34	22.8	23.0	34.5
2006-2010	97	65.1	65.5	100.0
Total	148	99.3	100.0	
Missing	1	.7		
Total	149	100.0		

Source: International Corporate Relation Unit of UM

Figure 5: The Most Fruitful Years



Source: International Corporate Relation Unit of UM

Last Words

Visiting Turkey for academic purposes was the trigger factor for writing this paper. This visit was organized in order to promote the name of the University of Malaya as well as to make a fruitful relationship with Turkish universities; the delegates from the Academy of Islamic studies had experienced scholarly meetings; hence the visit paved a way for the memorandum of understanding (MoU) with the University of Istanbul first time in the history of the University of Malaya.

From this academic visit the followings have been already accomplished: academic collaborations and social and cultural relationships are interchangeably fostered and strengthened between two countries; a rapid respond was given by sending a PhD student for research for three months time and a lecturer from the department of history and civilization for a short research to Istanbul. The on going process of memorandum of Understanding (MoU) with Istanbul University is now at the final stage of completion. Two lecturers from the University of Selçuk were invited as visiting lecturer to the University of Malaya and many students from Turkey and even from Malaysia are now thinking on exchange student and lecturer protocol. The life TV and radio programs which were presented also have strengthen the idea and impressions of both countries' citizens.

The analysis of the MoU relationships of the University of Malaya for 24 years time with 149 institutions attempts to highlight the UM's strengths in relationships with other world universities which reflect its place in the paradigm of globalization and internationalization: the number of MoU relationships have sharply increased from 2003 although there has been a steady period from 1987 until 2002. However, in 2007 the number of MoUs has reached the greatest amount in 24 years time which has taken almost 40 % percentages of all times; out of the 149 MoU relationships, the majority has been taken by Japan with 23 MoUs of 15.4 %, followed by Malaysia and UK with 16 MoUs of 10.7 %, respectively Indonesia with 14 (9.4 %), Korea with 13 (8.7 %). We can say that the five countries, Japan, Malaysia, UK, Indonesia and Korea out of 33 countries, have taken more than half of the portions with 54.9 %; the geographical distribution is also overwhelmingly taken by Asian countries with 88 agreements (59.1 %).

It can be concluded that the University of Malaya has played an enormous role in the region to develop its quality and to make the university well known among the world universities. However, the UM also should strengthen its relationships with other world countries from every single regions, should widen its vision to African and Middle Eastern countries where they have deep history

and connection with Malaysia in order to enhance their range of collaborations. This kind of relationships will open a significant avenue for academic collaborations in terms of writings, publications and exchange of intellects.

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Özet: Yükseköğretim ve eğitiminin yereliktan uluslararası boyuta geçmeleri için kendilerini geliştirmeleri kaçınılmaz bir gerçektir. Her dönemin kendine ait olmazsa olmazları vardır: herhangi bir kurum kendisini çağın gerek ve ihtiyaçlarına göre güncellemiyor ve geliştirmiyorsa, yeni keşifler ve üretimler yapmaktan ziyade hazır elinde bulunan bilgiyi tüketeceğinden zamanın ve gelişmelerin

gerisinde kalacaktır. Başarı, zamanın bir adım ötesinde düşünme ve bilme sanatıdır. Mevcut zamanın gerisinde kalmamak için de ortak değerler çerçevesinde bilgi değişimi zorunludur. Bu gerçeği uygulamak için bir çok yol olmasına rağmen, uluslararası kabul görmüş bir yöntem olan Mutabakat Zaptı (MoU) bu amacın gerçekleştirilmesine ciddi katkıları sağlayabilir.

Bu araştırmada, Malaya Üniversitesi'nin diğer üniversitelerle gerçekleştirmiş olduğu MoU mutabakatlarının gelişmeleri incelenecektir: bu Mutabakat Zaptı (MoU) ilişkilerinin yıllık dağılımı, ülke bazında ilişkiler ve süreleri, bölgesel ve coğrafi dağılımları, en üretken ülkeler ve yılları analiz edilecektir. Bu araştırmanın yapılmasındaki en önemli faktör, Ekim 2009'da Malaya Üniversitesini temsilen üç delegasyonun Türkiye'ye MoU çerçevesinde gerçekleştirmiş oldukları akademik ziyarettir.

Bu araştırma ile Malaya Üniversitesi'nin diğer üniversitelerle gerçekleştirmiş olduğu MoU mutabakatlarının, özellikle İstanbul Üniversitesi'ne yapılan ziyaretin gelişmeleri incelenecektir. Böylece, umulur ki bu araştırma Dünya'da ve özellikle Türkiye'deki Yükseköğretim Kurumunun iyileştirilmesine olumlu bir katkı sağlar.

Anahtar kelimeler. Mutabakat Zaptı (MoU); Malaya Üniversitesi; İstanbul Üniversitesi; Yükseköğretim; Malezya; Türkiye.