

## THE IMPACTS OF COVID-19 TO STUDENTS, ACADEMIC STAFFS, AND UNIVERSITIES: EXPERIENCE AND EXPECTATIONS

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### ABSTRAK

The disruptive effects of the COVID-19 pandemic particularly on education sector is of great concern. This infectious disease has changed the education landscape significantly, around the globe. As reported by UNESCO, a total of 1.598 billion learners from 194 countries are affected due to the closure of educational institutions at all grade levels in 2020. Since it was first identified on 7 January 2020, the COVID-19 has affected the students, academic staffs and universities in many ways. The students' learning was greatly affected, their graduation was delayed, their internship was cancelled and they have lost job opportunities. The academic staffs had to adapt with new norm of teaching delivery method, from hybrid or blended learning to online learning. The universities are no exception. The universities' management had to upgrade support systems to assist students and academic staffs, while maintaining the quality of teaching and learning in the university. The success of teaching and learning is absolutely requires commitment from all parties. As a matter of fact, we are still facing COVID-19. After more than a year confronting this invisible enemy, we have collected a number of experiences and expectations. These will be the keys for us to explore new horizons in higher education.

*Keywords: COVID-19; Impacts; Higher education; Experiences; Expectations*

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**THE IMPACTS OF COVID-19 TO STUDENTS, ACADEMIC STAFFS  
AND UNIVERSITIES: EXPERIENCES AND EXPECTATIONS**


**AZLAN KAMARI**

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
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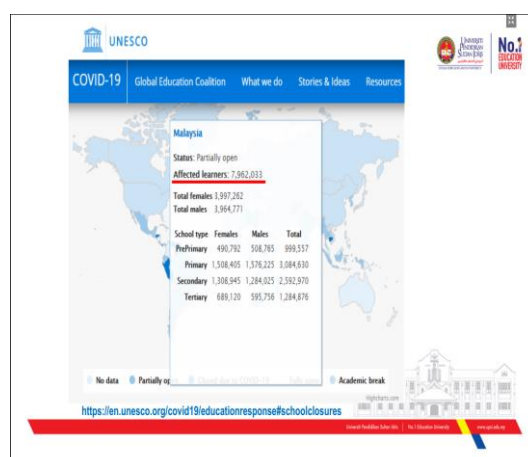
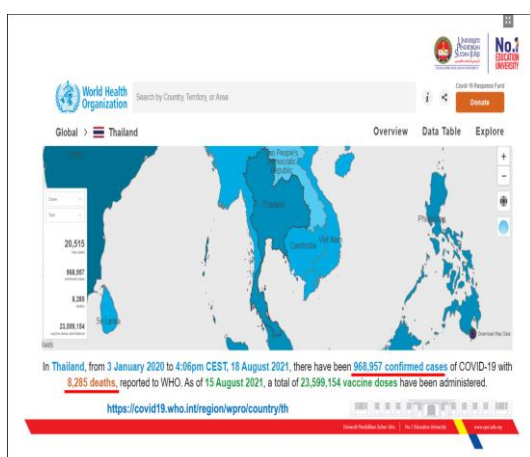
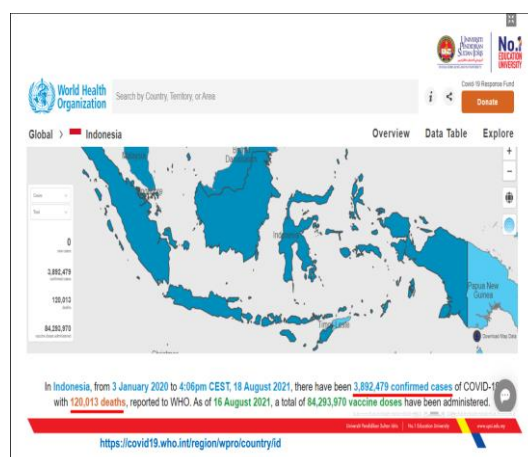
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**Introduction**

**How COVID-19 pandemic affects students,  
academic staffs and universities?  
What are current scenarios?**

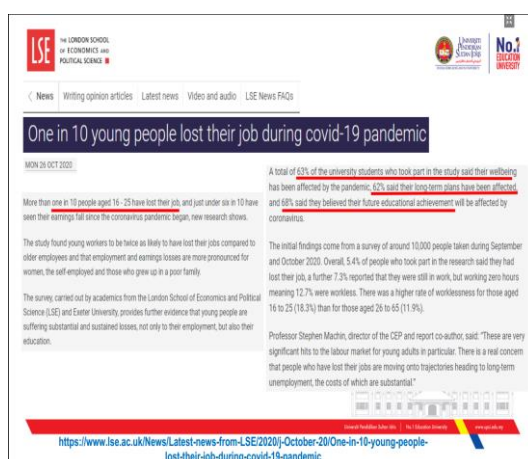
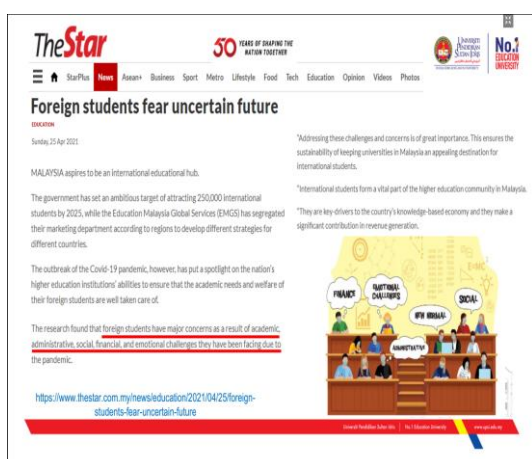
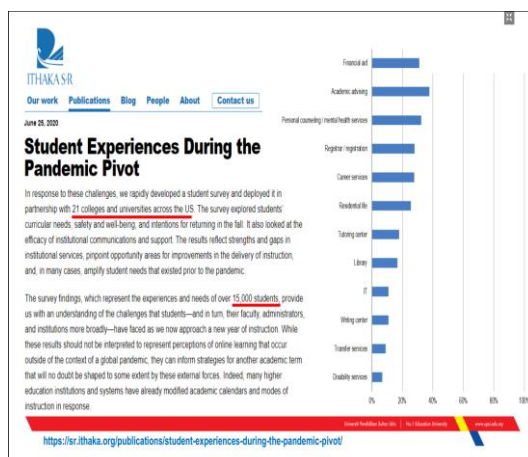



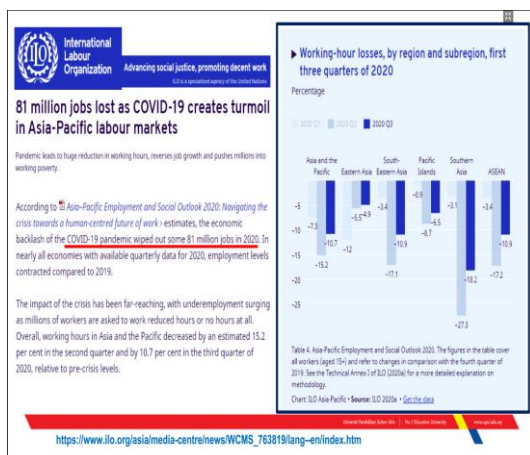
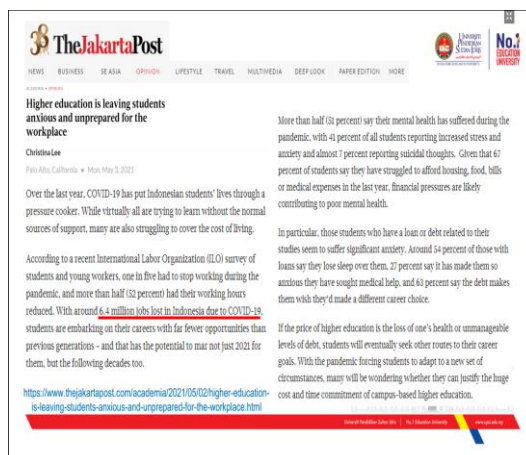


**Judul**  
Tabel 1.1  
Bilangan Kemasukan, Enrolmen dan Keluaran mengikut Peringkat Pengajian di IPT bagi Tahun 2020  
Number of Students' Intake, Enrolment and Output by Level of Studies in HEIs for the Year 2020

Peringkat Pengajian Level of Studies	Kategori IPT HEIs Category	Kemasukan / Intake			Enrolmen / Enrolment			Keluaran / Output		
		L/M	P/F	J/T	L/M	P/F	J/T	L/M	P/F	J/T
Jumlah / Total	UA Public universities	66,112	109,598	177,710	227,620	356,956	584,576	41,359	73,350	114,709
	PTS Private HEIs	76,786	88,372	165,158	252,008	284,526	537,434	48,002	56,016	104,018
	Politeknik Polytechnics	13,174	10,569	23,743	46,776	39,160	85,936	14,428	14,496	28,924
	Kolej Komuniti Community Colleges	3,041	2,358	5,399	8,801	7,351	16,152	3,771	3,266	7,037
	Jumlah Keseluruhan Grand Total	161,113	210,897	372,011	536,105	687,893	1,224,096	107,560	147,128	254,688

<https://www.mohe.gov.my/muat-turun/statistik/2020/492-statistik-pendidikan-tinggi-2020-03-bab-1-makro-institusi-pendidikan-tinggi/file>



**The Jakarta Post**

**Higher education is leaving students anxious and unprepared for the workplace**

Cynthia Lee  
Palo Alto, California • Mon, May 3, 2021

Over the last year, COVID-19 has put Indonesian students' lives through a pressure cooker. While virtually all are trying to learn without the normal sources of support, many are also struggling to cover the cost of living.

According to a recent International Labor Organization (ILO) survey of students and young workers, one in five had to stop working during the pandemic, and more than half (52 percent) had their working hours reduced. With around 6.4 million jobs lost in Indonesia due to COVID-19, students are embarking on their careers with far fewer opportunities than previous generations – and that has the potential to mar not just 2021 for them, but the following decades too.

<https://www.thejakartapost.com/academia/2021/05/02/higher-education-leaving-students-anxious-and-unprepared-for-the-workplace.html>



**SAP Community**

**Higher Education: Respond, Recover & Re-Imagine during COVID-19**

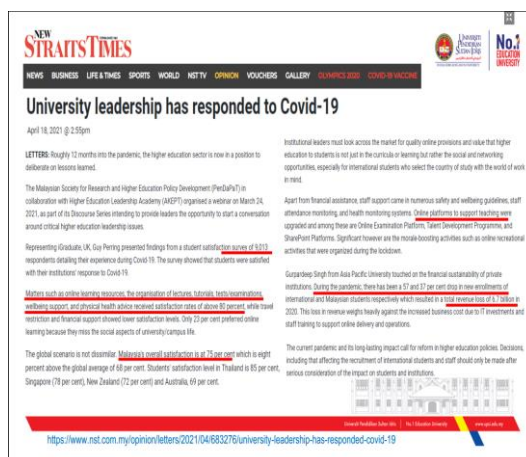
Rob Jonkers  
April 22, 2020

Globally, most education campuses are now closed which affects an astonishing 1.5 billion students, or approximately 50% of the world's population, and their families. Many institutions globally were forced to transition into 2020's digital learning paradigms in matter of days. However, not all institutions could adapt their traditional and centuries-old ways to online learning models. From a technical, pedagogical, and operational standpoint.

Officials are asking whether we are now facing a "new normal" in education? Believe so. Now that so much content and learning has moved online, there is no putting the book back in the library. Hence, institutions need to prepare themselves for a post-COVID-19 reality. Strategic needs to be involved to transform the institution into digital learning paradigms, utilizing digital technology to better support students and with this providing opportunities to meet ever more diverse course delivery needs that ever on campus.

In other words, following the initial response (a goal to remote teaching, learning, and working) institutions must now embrace a second stage to initiate programs to recover some semblance of normalcy. There will be no silver bullet stage where these institutions and staff members across every industry, while making a long-term needs to "re-imagine" their business in the post-COVID-19 world. This stage may bring opportunity, but also risk.

<https://blogs.sap.com/2020/04/22/higher-education-respond-recover-re-imagine-during-covid-19/>



**Stratetimes**

**University leadership has responded to Covid-19**

April 18, 2021 @ 2:59pm

**LETTERS** Roughly 12 months into the pandemic, the higher education sector is now in a position to deliberate on lessons learned.

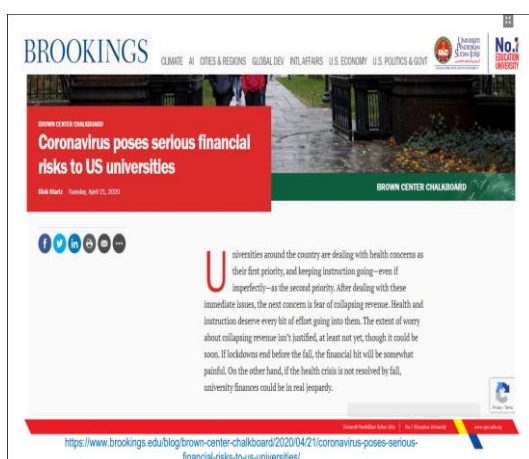
The Malaysian Society for Research and Higher Education Policy Development (PerMaHuP) in collaboration with Higher Education Leadership Academy (MASEP) organised a webinar on March 24, 2021, as part of its Discourse Series intended to provide leaders the opportunity to start a conversation around critical higher education leadership issues.

Representing Graduate UK, Gay Peering presented findings from a student satisfaction survey of 6,113 respondents detailing their experience during Covid-19. The survey showed that students were satisfied with their institutions' response to Covid-19.

Malaysian such as online learning resources, the organisation of tutorials, batch coordination, academic support, and physical health advice received satisfaction rates of above 80 percent, with travel restrictions and financial support showed lower satisfaction levels. Only 10 percent preferred online learning because they miss the social aspects of university campus life.

The global scenario is not dissimilar. Malaysia's overall satisfaction is at 75 per cent, which is eight percent above the global average of 68 per cent. Students' satisfaction level in Thailand is 85 per cent, Singapore (78 per cent), New Zealand (72 per cent) and Australia, 69 per cent.

<https://www.nst.com.my/opinion/letters/2021/04/683276/university-leadership-has-responded-covid-19>



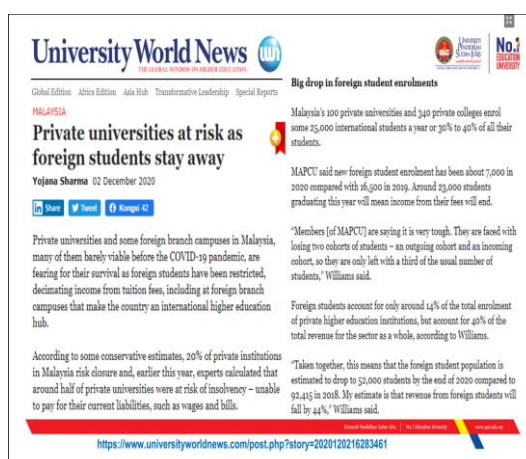
**BROOKINGS**

**Coronavirus poses serious financial risks to US universities**

BROWN CENTER CHALKBORD  
Bella Hertz  
Tuesday, April 21, 2020

Universities around the country are dealing with health concerns as their first priority, and keeping instruction going—even if imperfectly—as the second priority. After dealing with these immediate issues, the next concern is fear of collapsing revenue. Health and instruction deserve every bit of effort going into them. The extent of worry about collapsing revenue isn't justified, at least not yet, though it could be soon. If lockdowns end before the fall, the financial hit will be somewhat painful. On the other hand, if the health crisis is not resolved by fall, university finances could be in real jeopardy.

<https://www.brookings.edu/blog/brown-center-chalkboard/2020/04/21/coronavirus-poses-serious-financial-risks-to-us-universities/>



**University World News**

**Private universities at risk as foreign students stay away**


Yojana Sharma  
02 December 2020

Private universities and some foreign branch campuses in Malaysia, many of them barely viable before the COVID-19 pandemic, are fearing for their survival as foreign students have been restricted, decimating income from tuition fees, including at foreign branch campuses that make the country an international higher education hub.

According to some conservative estimates, 20% of private institutions in Malaysia risk closure and, earlier this year, experts calculated that around half of private universities were at risk of insolvency – unable to pay for their current liabilities, such as wages and bills.

<https://www.universityworldnews.com/post.php?story=2020120216283461>



**University World News**  **University and college closures**

Global Edition Africa Edition Asia Hub Transformative Leadership Special Reports

**INDONESIA**

## Private universities in crisis as pandemic hits enrolment

Kaffi Yamin 07 April 2021

With the COVID-19 pandemic beginning to affect the Indonesian economy from mid-2020 onwards, private universities have experienced a sharp downturn in enrolments – and the number of university dropouts is rising.

This is causing a crisis in Indonesia's private university sector, which some fear could lead to mass closures of institutions.

After the results of the national admission test for Indonesian universities, known by the Indonesian acronym SNMPTN, were announced on 22 March, school leavers not on the pass list were expected to go to private universities, as happens every year.

Private university closures in his area mirror a wider trend in the country, and have accelerated closures of institutions, including some that were already in trouble before the pandemic hit. On 6 February 2020 the Directorate of Higher Education of the Education and Culture Ministry (DIKTI) announced that 12 private universities in Jakarta had closed down due to a lack of students and other problems.


"Two of them submitted proposals for closure because they were unable to continue; seven chose mergers among themselves, and three moved out of Jakarta to other places," DIKTI official Nizam said.

For example, Sryidenra College of Economics (STIE Sryidenra) and Pradita College of Economics (STIE Pradita) merged to become Pradita University.


On 20 November 2020, the DIKTI bureau in North Sumatra announced the closure of four colleges due to a lack of students and other problems related to COVID-19. They included Swadaya Foreign Languages College (STBA Swadaya), Al-Hikmah College of Economics (STIE Al-Hikmah), Al-Hikmah College of Law (STIH Al-Hikmah) and Intelecom Computer Academy (Amik Intelecom).

<https://www.universityworldnews.com/post.php?story=20210407143006462>


## The impacts of COVID-19 to university students




- Students' learning affected
- Motivational, emotional, psychological issues
- Graduation delayed
- Internship cancelled
- Lost job opportunities




## The impacts of COVID-19 to university lecturers




- Teaching & learning activities affected
- From hybrid/blended to online learning
- QA & QC of overall T&L
- Revise PLO CLO
- Rubric for assessment, evaluation, examination



## The impacts of COVID-19 to university management




- Students intake declined
- Graduate on Time (GOT) declined
- QA & QC of overall academic programmes
- Upgrade IT facilities
- Enhance support systems
- Financial challenges



**UPSI's experience**

**How we dealt with COVID-19?**

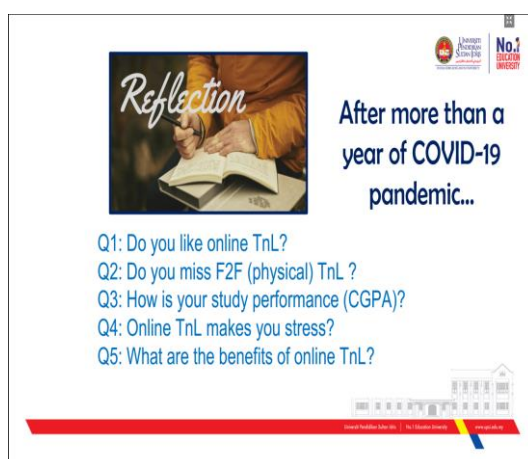
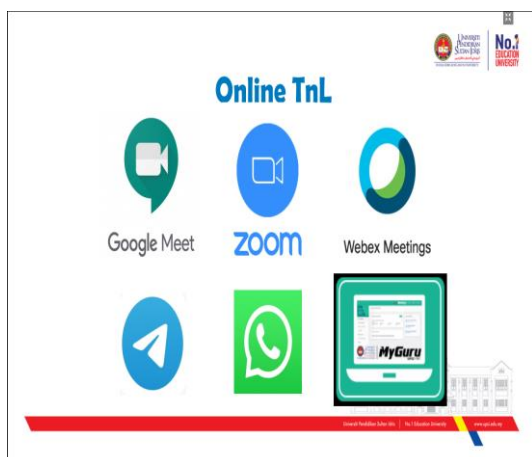
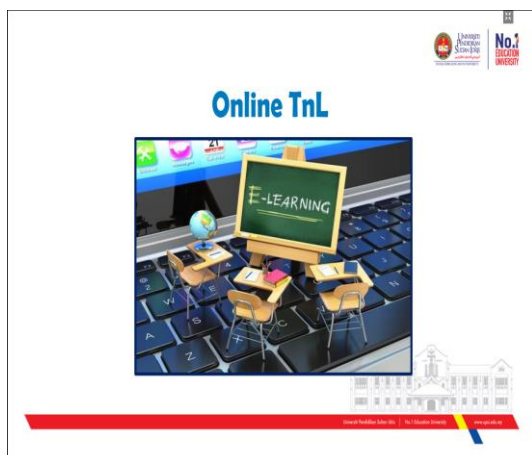
**What are the strategies?**



## COVID-19 & MCO







## Challenges of Online Learning

- Poor internet connectivity
- Unfavourable home environment
- Poor-self motivation
- Not being able to adapt to the change



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### Challenges, expectations and opportunities of online learning



Kosmo, 30 Jun 2021, muka surat 18

Session Date	Program/Week	Category/Notes
21/03/2020 Online Class	Not Participated	Participation Session & Kumpul Pagar Liris (Online) (Lemong & Cendana) & Pagar Liris (Online)
01/04/2020 (Beta Class)	Participated	Participation Session & Online Pagar Liris Program Sawahan New Polytechnic Student Registration & Orientation Day
11/04 - 23/04/2020	Week#0/01	Not Participated Lectures
24/02 - 01/03/2020	Week#0/02	Not Participated Lectures & Pagar Kumpul Add & Drop Courses Week
02/03 - 08/03/2020	Week#0/03	Not Participated Lectures
09/03 - 15/03/2020	Week#0/04	Not Participated Lectures & Drop Courses Week
16/03 - 22/03/2020	Week#0/05	16/03 - 22/03/2020 Personal Session Progression Movement Control Order
23/03 - 29/03/2020	Week#0/06	Not Participated Lectures
30/03 - 05/04/2020	Week#0/07	Not Participated Lectures
06/04 - 12/04/2020	Week#0/08	06/04/2020 - No Participation / PGP Agency / PGP Agency's Birthday
13/04 - 19/04/2020	Week#0/09	Not Participated Lectures
20/04 - 26/04/2020	Week#0/10	21/04/2020 - No Pagar Adhika
27/04 - 03/05/2020	Week#0/11	Not Participated Lectures
04/05 - 10/05/2020	Week#0/12	Not Participated Lectures
11/05 - 17/05/2020	Week#0/13	Not Participated Lectures
18/05 - 24/05/2020	Week#0/14	Not Participated Lectures
25/05 - 31/05/2020	Week#0/15	Not Participated Lectures
01/06 - 07/06/2020	Week#0/16	Participation/Contribution 20/06/2020 - Add Movement
08/06 - 14/06/2020	Week#0/17	Not Participated Lectures

## COVID-19 & MCO

**From 16 March to 31 May 2020**

### What we did?



University Pendidikan Sultan Idris | The I Education University | [www.upsi.edu.my](http://www.upsi.edu.my)



## COVID-19 & MCO

**From 16 March to 31 May 2020**

### What we did?

- Academic programme revision [lecturers]
- Reskilling & retooling [lecturers]
- Student affairs [students + lecturers + university management]
- Infrastructure [university management]

University Newsletter July 2015 | The I Education University | [www.iqed.edu.sg](http://www.iqed.edu.sg)

## COVID-19 & MCO

## #1: Academic programme revision [lecturers]

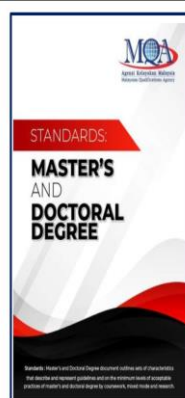
- Diploma, S1, S2 and S3 programmes
- Revise COPPA MQA document, MQF learning domain
- Revise PLO, CLO, SLT & course pro forma
- Redesign method of delivery of TnL
- Redesign rubric for assessment, evaluation, examination
- Restructure practical teaching, industrial training, 3U1

Malaysian Qualifications Framework (MQF)

Code of Practice for Programme Accreditation (COPPA) Malaysian Qualifications Agency (MQA)

Programme Learning Outcome (PLO)	Course Learning Outcome (CLO)	Student Learning Time (SLT)
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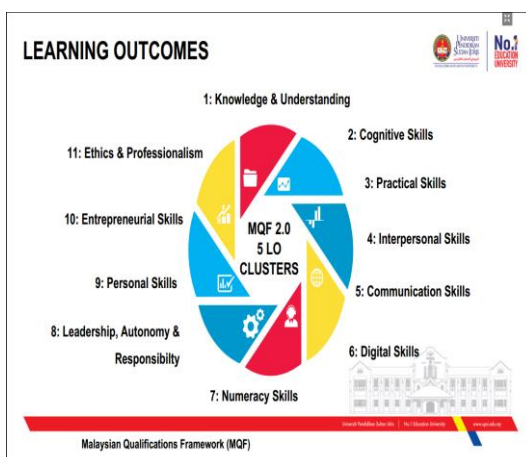
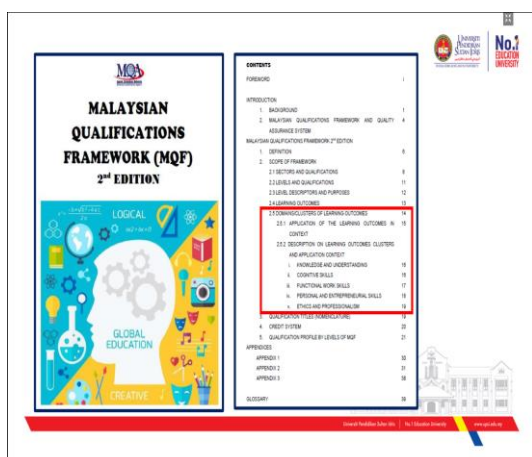
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University Nottingham July 2015 | The U Education Institute | [www.upi.edu.sg](http://www.upi.edu.sg)



### Check and revise MQF for each PLO

**Isi Pembelajaran Program:**

PL01: Mengetahui pengetahuan teoritik dan teknik dalam bidang pendidikan dan kimia (MGF1)  
PL02: Mengetahui masalah atau isu luar jangka secara kreatif dan inovatif (MGF2)  
PL03: Menggunakan pelbagai kaedah dan kemahiran-kemahiran teknik serta manipulasi untuk menyelesaikan masalah kimia (MGF3)  
PL04: Berkomunikasi secara lisan dan tulisan media pelbagai media persembahan (MGF4)  
PL05: Berkejasama dalam pelbagai komuniti pembelajaran dan pekerjaan (MGF4)  
PL06: Menjelaskan penyelidikan dalam pendidikan kimia (MGF5)  
PL07: Menggunakan pelbagai maklumat, media dan teknologi untuk menyokong pengajaran dan pembelajaran kimia (MGF5)  
PL08: Berkejasama dan menunjukkan kepatutan bersama aktiviti sosial dan kemasyarakatan (MGF6)  
PL09: Melakukan kerja dengan pelbagai terapan sendiri dan bekerjasama dengan komuniti kemasyarakatan dalam projek terapan (MGF7)  
PL10: Berperanan kepada etika dan kod amalan profesional serta menunjukkan pengetahuan yang luas terhadap isu tempatan dan global (MGF6)

**Programme Learning Outcomes:**

PL01: Explain theoretical and technical knowledge in the fields of education and chemistry (MGF1)  
PL02: Solve problems or unexpected issues creatively and innovatively (MGF2)  
PL03: Apply various methods and technical and manipulative skills to solve chemistry problems (MGF3)  
PL04: Communicate in oral and written forms through various medium of presentations (MGF4)  
PL05: Work together with different learning and working communities (MGF4)  
PL06: Carry out chemistry education research (MGF5)  
PL07: Use diverse information, media, and technology to support teaching and learning chemistry (MGF5)  
PL08: Work autonomously and demonstrate leadership during social and community activities (MGF6)  
PL09: Engage in self-directed life-long learning and demonstrate entrepreneurial competency with selected projects (MGF7)  
PL10: Adhere to the ethical and professional codes of practice, and demonstrate a clear knowledge of local and global issues (MGF6)

### Check and revise the mapping of CLO to PLO

**Pemetaan Hasil Pembelajaran Kursus kepada Hasil Pembelajaran Program / Mapping of the Course Learning Outcomes to the Programme Learning Outcomes**

Course Learning Outcomes (CLO)	Programme Learning Outcomes (PLO)												Teaching Methods	Assessment
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	PLO 11	PLO 12		
CLO1	✓												1. E-Pembelajaran / E-Learning 2. Kuliah / Lecture	1. Tugas Berkelompok / Group Assignment 2. Kuis / Quiz 3. Peperiksaan Akhir / Final Exam
CLO2		✓											1. E-Pembelajaran / E-Learning 2. Kuliah / Lecture Centered Learning	1. Tugas Berkelompok / Group Assignment 2. Ujian / Test 3. Peperiksaan Akhir / Final Exam
CLO3			✓										Praktikal / Practical	Laporan Praktikal / Practical Report
CLO4				✓									Pembelajaran / Presentation	Tugas berkelompok / Group Assignment

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Pengiraan dan Penilaian Pelajar / Distribution of Student Learning Time (SLT)												
Week	Course Content Outline	CLO (1)					Teaching and Learning Activities					SLT
		CLO 1	CLO 2	CLO 3	CLO 4	CLO 5	L	T	P	P	Assessment (PPT)	
1	Introduction to analytical chemistry - Expression of analytical results	✓	✓				2	0	0	1	1	8
2-3	Elements analysis - Introduction - Particle size and flexibility - Expression of particles	✓	✓	✓			4	0	0	0	1	10
4-5	Liquid-liquid extraction - Principles of liquid-liquid extraction - The distribution coefficient (KD) and distribution ratio (D) - Repeat extraction (N <sub>2</sub> )	✓	✓	✓			4	0	0	0	1	11
6-8	Thermal analysis - Heat flow equilibrium - Heat flow method - Thermogravimetry	✓	✓	✓			6	0	0	0	1	13
9-10	Chromatography - Principles of chromatographic techniques - Qualitative and quantitative chromatographic techniques - Types and applications of chromatographic techniques	✓	✓	✓			6	0	0	0	1	13
11-12	Electrochemical methods - Principles of electrochemical methods - Principles and application of potentiometry - Principles and application of voltammetry	✓	✓	✓			4	0	0	0	1	7

Before revision

Check & revise SLT  
for each topic

Course Module Guide (CMG) | The Education Strategy

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**Pengiraan dan Penjadualan Pelajaran / Distribution of Student Learning Time (SLT)**

Week	Course Content Outline	CLO (1-5)					Teaching and Learning Activities					SLT
		CLO 1	CLO 2	CLO 3	CLO 4	CLO 5	L	T	P	W	Self Learning (SLP)	
1	Introduction to analytical chemistry - Expression of analytical results	✓	✓				2	0	0	1	1	4
2-3	Chemical analysis - Particle size and morphology - Expression of particles	✓	✓	✓			4	0	0	0	1	2
4-5	Liquid-liquid extraction - Principles of liquid-liquid extraction - The distribution coefficient (KD) and distribution ratio (D) - Repeat extraction (N <sub>2</sub> )	✓	✓	✓			4	0	0	0	1	3
6-8	Thermal analysis - Heat flow equilibrium - Heat flow method - Thermogravimetry	✓	✓	✓			6	0	0	0	4	9
9-10	Chromatography - Principles of chromatographic techniques - Qualitative and quantitative chromatographic techniques - Types and applications of chromatographic techniques	✓	✓	✓			6	0	0	0	4	9
11-12	Electrochemical methods - Principles of electrochemical methods - Principles and applications of potentiometry - Principles and applications of voltammetry	✓	✓	✓			6	0	0	0	3	4

**After revision**

**Check & revise SLT  
for each topic**

Course Module Date: 2021 No. 100



**Before revision: check & revise SLT**

Continuous Assessment		Percentage (%)	F2F	NF2F	SLT
1	Tugas kelompok / Group Assignment	15	3	8	11
2	Kuis / Quiz	5	1	3	4
3	Tugas kelompok / Group Assignment	10	1	7	8
4	Ujian / Test	10	2	5	7
5	Laporan praktikum / Practical Report	15	3	3	6
6	Tugas kelompok / Group Assignment	5	1	3	4
		Total	40		
Final Assessment		Percentage (%)	F2F	NF2F	SLT
1	Peperiksaan Akhir/ Final Exam	20	1	5	6
2	Peperiksaan Akhir/ Final Exam	20	1	5	6
		Total	12		
		GRAND TOTAL SLT	120		

\*Please tick (✓) if this course is Latihan Industri/ Clinical Placement Practicum/ WBL using 2 weeks, 1 credit formula  
L = Lecture, T = Tutorial, P = Practical, O = Others, F2F = Face to Face, NF2F=Non Face to Face  
Indicate the CLD based on the CLD's numbering in Item 8

**After revision: check & revise SLT**

Continuous Assessment		Percentage (%)	F2F	NF2F	SLT
1	Tugas kelompok / Group Assignment	15	0	11	11
2	Kuis / Quiz	5	0	4	4
3	Tugas kelompok / Group Assignment	10	0	8	8
4	Ujian / Test (open book)	10	0	7	7
5	Laporan praktikum / Practical Report	15	0	6	6
6	Tugas kelompok / Group Assignment	5	0	4	4
		Total	40		
Final Assessment		Percentage (%)	F2F	NF2F	SLT
1	Tugas individu/ Individual Assignment	20	0	6	6
2	Tugas individu/ Individual Assignment	20	0	6	6
		Total	12		
		GRAND TOTAL SLT	120		

\*Please tick (✓) if this course is Latihan Industri/ Clinical Placement Practicum/ WBL using 2 weeks, 1 credit formula  
L = Lecture, T = Tutorial, P = Practical, O = Others, F2F = Face to Face, NF2F=Non Face to Face  
Indicate the CLD based on the CLD's numbering in Item 8

**COVID-19 & MCO**

**#2: Reskilling & retooling [lecturers]**

- Meeting apps: zoom, google meet, webex, whatsapp, telegram
- E-learning system UPSI: MyGURU
- 10 specific modules:


Open Educational Resources, Massive Open Online Course, Micro-credential, Artificial Intelligent, Augmented Reality and Virtual Reality, Gamification, Flipped Classroom, Active Learning, Challenge-Based Learning, Assessment for Learning Strategies, Outcome Based Education, Observation and Supervision Simulation.



**COVID-19 & MCO**

**#3: Student affairs [students + lecturers + university management]**

- Laptop, personal computer, smart phone, tablet
- Internet connection, speed, bandwidth, data capacity
- Motivational, emotional and psychological issues, counselling
- Academic, financial & personal issues
- Teaching aids, class preparation
- Start up online business



**EDGE**  
ENTREPRENEURIAL DEVELOPMENT & GRADUATE EMPLOYABILITY CENTRE



**STRENGTHENING ENTREPRENEURSHIP INITIATIVES**


- Provide seed money for online business
- Provide training and coaching for online business
- Sharing session with experts



**COVID-19 & MCO**

**#4: Infrastructure [university management]**

- Work From Home (WFH), Integrated Management System (IMS)
- Internet connection, speed, bandwidth, data storage
- Laptop, personal computer, smart phone, tablet
- Software
- Firewall





**Concluding Remarks**

**What are our expectations?**  
**Can we foresee the risks or opportunities?**




**When and How The Coronavirus Pandemic Will End?**





**THE STRAITS TIMES** SINGAPORE

**Moving from Covid-19 pandemic to endemic: Singapore's strategy and how it can unfold**

**Understanding 'endemic'**

SINGAPORE - Singapore has started its journey towards living with Covid-19 with most restrictions expected to be lifted before the year ends.

What is behind this decision? What will the new normal look like? Is the timing right? Here is a look at Singapore's strategy to deal with the pandemic and how it could unfold.

**Reopening with care**

The restrictions are hurting the economy, said Professor Euston Quah, an economics guru at the Nanyang Technological University.

Professor Teo Yik Ying, dean of the National University of Singapore's (NUS) Saw Swee Hock School of Public Health, said at least 70 per cent of the population need to be fully vaccinated before any major relaxation can be considered, provided that the vaccines continue to remain effective.

Prof Tan Hui said, "We need to learn to live with it, protect the vulnerable, put public health measures in place and ensure appropriate vaccination, diagnostics and therapeutics are in place."

Prof Hsu said living with Covid-19 "means that policies and interventions will be directed towards minimising the risk of death and disability".

<https://www.straitstimes.com/singapore/health/moving-from-covid-19-pandemic-to-endemic>




**OUTCOMES OF RISK**

- POSITIVE RISK (Opportunity)
- NEGATIVE RISK (Issue)

**RISK**

**ISSUE**

**OPPORTUNITY**

Opportunity can lead to adaptation of new practices, launching new products, opening new markets, addressing new customers, building partnerships, using new technology and other desirable and viable possibilities to address the organization's or its customer's needs.





**EXPECTATIONS AND OPPORTUNITIES**

- 1 Flexible education: restructure curriculum to fit and suit current needs
- 2 Share expertise: TnL, research, supervision, consultation, etc.
- 3 Sit-in, student (S1, S2, S3) exchange programme.
- 4 Co-organiser for seminar, conference, etc.

