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### **Dr. Ardi Marwan**

Ardi Marwan is a senior lecturer in applied linguistics in the Centre for English Language Teaching and Learning of Politeknik Negeri Pontianak, Indonesia. He has been the head of the centre since 2011. Dr Marwan has a Masters in Education (TESOL) from Monash University, Australia and a Doctorate of Education from Flinders University, South Australia. He has been working for Politeknik Negeri Pontianak for nearly 20 years and has held a number of important positions such as the secretary of the English Language Centre and head of the Staff Development Unit. He was also the consultant for a British Council project which investigated the quality of English teaching and learning in West Kalimantan Province, along with Ms Coralyn Bradshaw of England. His research interests and publications are in the areas of ICT for English teaching and learning, assessment in foreign language and English for specific purposes.

### **Endang Kusmana**

Endang Kusmana is currently holding a leadership position as the Vice Director of Polnep in charge for Human Resources and Financial Affairs. He has been in this position for the last 8 years and will soon resume his position by the end of this year. Mr. Kusmana holds a bachelor degree in accounting and a masters in management.

### **Muhammad Toasin Asha**

Muhammad Toasin Asha is currently the Director of Politeknik Negeri Pontianak (Polnep). Prior to this, he was the Vice Director of Polnep in charge for Academic Affairs. Mr. Asha started his career in this institution as a lecturer in mechanical engineering department and was then appointed as the head of this department. After completing his Masters study in environmental engineering, Mr. Asha undertook a leadership position as the head of Technological and Professional Skills Development Sector Project (*TPSDP- Asian Development Bank funded project*). Mr. Asha has a first degree in Mechanical engineering from University of Hasanuddin of South Sulawesi, Indonesia.

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# **THE APPOINTMENT PROCESS OF PUBLIC POLYTECHNIC DIRECTORS IN INDONESIA: ANALYSIS OF STRENGTHS AND WEAKNESSES**

*Authors:*

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## **ABSTRACT**

In an Indonesian educational system, a person leading a polytechnic is called a director. It is a very prestigious position but like other similar positions (e.g. rector or vice-chancellor in a university) it carries a huge responsibility. That is, the future of a particular polytechnic lies very much in the hand of its director. If a less capable person is assigned this role, the polytechnic he/she is managing may not develop as expected. However, a polytechnic is likely to be one of the world best vocational higher institutions if it is managed by a visionary and intelligent director. This later statement implies that the process involved in appointing a director plays a very significant role. Each educational system has its own ways to appoint a person to be a polytechnic (or alike institution) director. The current presentation will review the process of director appointment within an Indonesian educational system. The regulation issued by The Ministry of Research, Technology and Higher Education which underpins this process will first be reviewed. It is then followed with the discussions of its strengths and weaknesses in light of leadership theories. It will also seek to compare this process with the ones employed by other educational systems known for their world class polytechnics.

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