# SAMPOERNA UNIVERSITY COUNCIL MEETING 001/2022
## Academic Year 2021/2022
*Friday, February 11th, 2022*
*Via Zoom Meeting*

Notice is hereby given that The Sampoerna University Council Virtual Meeting 001/2022 was held on Friday, February 11th, 2022, at 8:00 a.m. (Indonesian time) by video conference. The meeting has established the quorum as it was attended by the voting members with the following details:

| | University Council Roll Call | | | |
|---|---|---|---|---|
| 1 | Yos Adiguna Ginting, Ph.D. | YG | Chairman | *Present* |
| 2 | Amelia Tjendra | AT | Vice Chairman | *Present* |
| 3 | Tommy Tjiptadjaja, MBA | TT | Council Member | *Present* |
| 4 | Dr. Mark Milliron | MM | Council Member | *Present* |
| 5 | Dr. Andrew Hamilton | AH | Council Member | *Present* |
| 6 | Lin Neuman | LN | Council Member | *Present* |
| 7 | Hendra Prasetya | HP | Council Member | *Present* |
| 8 | J. Michael Dinges | MD | Council Member | *Present* |
| 9 | Satryo S. Brodjonegoro, Ph.D. | SB | Council Member | *Regret* |

| | Guests | | | |
|---|---|---|---|---|
| 1 | Dr. Marshall Schott | MS | President of SU | *Present* |
| 2 | Dr. Wahdi Salasi April Yudhi | WSAY | Rector of SU | *Present* |
| 3 | Dr. Lauren Clarke | CL | Vice Rector of Student Success & International Relation | *Present* |
| 4 | Dr. Soepriyatna | SP | Vice Rector of Academic Affairs | *Present* |
| 5 | Lorensia Sugiarto | LS | Vice Rector of Enrollment Services | *Present* |
| 6 | Rahajeng Tyas Astari | RTA | CFO of SU | *Present* |
| 7 | Guruh Tri Nugroho | GTN | University Governance Administration Manager | *Present* |
| 8 | Maryke Ayu Kinasih | MAK | University Council Secretary | *Present* |

# SAMPOERNA UNIVERSITY COUNCIL MEETING 001/2022

*Friday, February 11ᵗʰ, 2022*

| No. | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|---|---|---|---|---|---|---|
| **1** | **Closed Session** | | | | | |
| | 1.1.   Report on CEO Evaluation | | | | YG | |
| | 1.2.   Discussion of UC Evaluation | | | | YG | |
| **2** | **Reconvene Regular Meeting** | | | | | |
| | 2.1.  Call to Order | The Chairman of UC called to order the UC Meeting at 8.42 AM Western Indonesia time. | | | YG | |
| | 2.2   Establish Quorum | Quorum was established by 8 out 9 members. | | | YG | |
| **3** | **Board Governance** | | | | | |
| | 3.1.  Consent Agenda | • Extension of Appointment of Dr. Wahdi Salasi April Yudhi as SU Rector; <br>• Interim Appointment of Lorensia Soegiarto as Vice Rector of Enrollment Services; <br>• Interim Appointment of Dr. Wahyoe Soedarmono as Dean of FOB; and <br>• Interim Appointment of Pananda Pasaribu, Ph.D. as Head of Management Study Program | Motion to approve Consent Agenda: MM Seconded: AT<br><br>Ayes: AH, TT, MD, HP, YG, LN | In Favor – Aye (All member) Oppose – No (none)<br><br>The ayes have it, and the motion is carried. UC Members approved the **Consent Agenda**.<br><br>**[MSC]** | YG | |
| | 3.2.  Minutes of previous Meeting | Approved as read | | | YG | |

| No. | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|---|---|---|---|---|---|---|
| **4** | **Special Announcement & Reports** | | | | | |
| | 4.1 Announcement of @America contract from US State Department | • We are awarded to manage @america, the cultural center located at Pacific Place Mall.<br>• In the first bidding we propose a budget for USD 6.5 million, but the US Embassy suggested us to propose additional funding and since the center is old, their IT equipment needs to be upgraded. So, we proposed the new budget of USD 8.5 million and this has been preliminary approved by the Embassy.<br>• MS and LC have a position in Management, with Program Manager from SU where we will be organizing 40-50 programs a month.<br>• We are waiting for US Embassy in Frankfurt to approve the augmented budget.<br>• **[MS]** This opens up revenue for SU. Especially if the budget is approved then it can increase the university's performance.<br>• **[YG]** Do we have a dedicated person handling this?<br>• **[LC]** We're doing our best. One of our winning points is that we have | Noting | | LC | |

| No. | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|---|---|---|---|---|---|---|
| | | shared resources (HR, Finance, Legal). The two managers are great and we have 30 staffs there. We would like to hear inputs from UC Members regarding the topics for @america programs. | | | | |
| 4.2 | NECHE Update | • We attended the NECHE meeting in December and our proposal for Eligibility was approved in November. We are now in Self-Study period, we hope to submit it by end of this year to be voted on NECHE Commission's meeting in February 2023.<br>• We also working with NECHE for a Self-study team that will come to Jakarta. We also talk about hybrid committee, where some of the committee will come to Jakarta and the rest will work with us virtually on the Self-study.<br>• If our self-study is approved, the visit may occur in Summer of 2023. | Noting | | MS | |
| 4.3 | Q2 Financial Report | • SU managed to generate more revenue that increase 19%. We have more students joining UA summer program at US and new @america project where we | Noting | | RTA | |

| No. | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|---|---|---|---|---|---|---|
| | | manage the management and operation of the center currently for 6-month contract and we have proposed for the 4-year extension of the contract.<br>• The composition of the total of student's population for fee paying increase to from 22% to 38%.<br>• The HR cost remains in flat and efficient figures.<br>• The activity cost in the budget is for 1 semester hybrid and 1 semester offline. The cost is slightly higher compared to last year because last year the teaching and learning were conducted fully online. However, we still operate lower than projected in the budget as not all activities are fully implemented.<br>• Total of 24 students will join UA Summer Program at US.<br>• International Partnership cost is lower because we have increase in student number to fill in the threshold especially Management and Industrial Engineering Study Program.<br>• School operation cost lower due to all classes were conducted online | | | | |

| No. | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|---|---|---|---|---|---|---|
| | | last year, so we have less electricity and utility cost. But starting this year the cost will increase because we started the hybrid class, open all floors, labs, students center and develop new integrated research and design center at ME study program.<br>• We continuously renew the certification for SCS.<br>• We have 17% budget increment in recruitment as they have started for travelling.<br>• SU have slightly increase revenue and have more efficient cost which contribute to the reduction of endowment. | | | | |
| | 4.4 | Enrollment Report | • We are focusing more on the regular (fee paying) target market;<br>• We want to increase the number of students who sit in the placement test, accepted and paid/committed. The committed number might not seem significant from 168 to 174 and projected 2022 is 220, however, this is the total number of Recruitment for both assisted and fee paying students. | Noting | | LS | |

| No. | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|-----|-------------|-------------------------|-------------|-------------|-----|----------|
| | | • The only focus that we want to see is the increase in conversion rate from application to committed is 13% in 2020 and 15% in 2021 and we are expecting to 19% in 2022.<br>• In 2022 we are expecting 80% is fee paying students.<br>• We plan to recruit from major big cities like Greater Jakarta, Bandung, Surabaya, Medan, Palembang, Bali, Makassar and Pontianak.<br>• We need to formulate targeted recruitment activities such as maintain B2B, student ambassador, Referral program, etc.<br>• The additional study programs will increase student body number.<br>• Last but not least is to develop our own internal readiness in giving services. We are considering to have international service.<br>• **[AT]** International students who wants to join SU are they already in Indonesia or they still in abroad?<br>• **[LS]** Mostly they already moved to Indonesia but we receive less than 5 who enquiries about us from abroad. | | | | |

| No. | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|---|---|---|---|---|---|---|
| | | • **[MM]** What are your average conversion rate for different geo? Are there different channels that works better? If you're going to double your rate where the conversion is the highest, where would that be? And what channel?<br>• **[LS]** Definitely the social media and digital platform will boost our brand and awareness but right now the most effective channel is the B2B to high schools.<br>• **[MM]** How are you going to direct the parents? And how involve are the parents in buying decision?<br>• **[LS]** When we offer to high school we offer the whole activities, for students, lecturers, and parents. Usually, parents will join our referral program, we have offline and online program inviting parents. Parents are about 50:50 in buying decision.<br>• **[AH]** The conversion rate is a good number. Are you happy with the conversion rate?<br>• **[LS]** Looking at the increase of the conversion we are happy with this number but we are looking | | | | |

| No. | | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|-----|-----|-----|-----|-----|-----|-----|-----|
| | 4.5 | Hybrid Learning | • The ministry has issued the guidelines to reopen campus and we use it as reference in Spring Semester and comply fully with the guidelines by establishing the task force and health protocol.<br>• We sent consent letter allowing students to come to campus and total of 67% of total student are allowed to attend.<br>• We gave the students the health protocol orientation, check-in procedure and validation sticker on student's ID card when they met all requirements to attend campus.<br>• SU have 6 hybrid classrooms that enable lecturers to conduct classes both online and offline at the same time and engage with students both who are attending at campus or from home.<br>• 84 out of 186 class sections are offered as hybrid classes. | Noting | | SP | |
| | 4.6 | National Accreditation Update | • The ministry has approved 5 independent accreditation bodies that eligible to conduct accreditation process to study program in replace to BAN-PT. | Noting | | SP | |

| No. | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|-----|-------------|------------------------|-------------|-------------|-----|----------|
| | | • This year, SU will have 3 study programs to be accredited: Management and Information System accreditation will still be submitted to BAN-PT before March 30th and Mechanical Engineering will submit its accreditation to LAM Teknik. | | | | |
| **5** | **Items for Considecation** | | | | | |
| | 5.1 Academic Affairs | | | | SP | |
| | 5.1.1 The Faculty of Conduct | | Noting | | SP | |
| | 5.1.2 Assessment | | Noting | | SP | |
| | 5.1.3 Ethical Conduct of Research | | Noting | | SP | |
| | 5.1.4 SU MBKM General Guidelines | • DIKTI has initiative called MBKM and its part of national standard that all university should follow.<br>• MBKM initiatives provide the right for students to study in and outside campus. | Noting | | SP | |
| | 5.1.5 Intellectual Property Rights | • Purpose for this policy is as guidance to encourage innovation and creativity among faculty members, staff and students and to protect intellectual property in SU.<br>• The policy regulates types and ownership of intellectual property, | Motion to approve Intellectual Property Right: SP Seconded: MD<br><br>Ayes: | In Favor – Aye (All members) Oppose – No (none)<br><br>The ayes have it, and the motion is carried. UC Members approved the **Intellectual Property Right**. | SP | AY21/22 |

| No. | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|---|---|---|---|---|---|---|
| | | dispute settlement and Royalty distribution. | AT, MM, TT, MD, HP, YG, LN | **[MSC]** | | |
| 5.1.6 | Faculty Events & Students Achievements | • Despite the pandemic, all SU faculties and students still perform good achievements. | Noting | | SP | |
| | 5.2 Administrative Affairs | | | | | |
| 5.2.1 | Information Technology Plan | • The strategic objective in IT Plan is outlined in strategic plan, we're talking about IT for student services, delivering program, IT roles in Learning Resources, how to navigate admission and enrollment process. | Motion to approve IT Plan: MS Seconded: LN<br><br>Ayes: AH, TT, MD, HP, YG, LN, MM, AT | In Favor – Aye (All members) Oppose – No (none)<br><br>The ayes have it, and the motion is carried. UC Members approved the **IT Plan**.<br><br>**[MSC]** | MS | |
| | 5.3 Student Affairs | | | | | |
| 5.3.1 | Student Code of Conduct | • This policy is to formalize practices that are already going on in SU.<br>• This policy regulates about adjudication, statement of rights and responsibilities.<br>• This policy has been approved by the University Executives, so we want the Council Members to be aware of it. | Noting | | LC | |

| No. | | Agenda Item | Discussion/Key Decision | Action/Vote | Vote Result | PIC | Due Date |
|---|---|---|---|---|---|---|---|
| | 5.3.2 | Privacy Policy | • The privacy policy is important to accompany the IT policy to protect the privacy, the data of institution and individual. | Motion to approve Privacy Policy: LC<br>Seconded: YG<br><br>Ayes: AH, TT, MD, HP, MM, AT, LN | In Favor – Aye (All member)<br>Oppose – No (none)<br><br>The ayes have it, and the motion is carried. UC Members approved the **Privacy Policy**.<br><br>**[MSC]** | LC | |
| **6** | | **Suggested Future Agenda Items** | • **[YG]** @america update<br>• **[AH]** Board Composition and numbers on retention and graduation rate. | | | YG | |
| **7** | | **Adjourning the Meeting** | The Chairman of UC adjourned the UC Meeting at 9.56 AM Western Indonesia time. | | | YG | |

# University Council

# Meeting 009

## FEB 11, 2022

**Document Name:** Meeting Agenda UC 009 AY 2021-2022
**Appendix No:** 1
**Corresponding Agenda Item:** Closed Session: Report on CEO Evaluation; Discussion of UC Evaluation

**Meeting No:** *UC 009 AY 2021-2022*
**Date:** Feb 11, 2022
**Action:** Noting

| |
|---|
| **Brief Description of Document:** |
| **Relevance of Document:** |
| **History of Document:** |
| **Suggested Action:**<br>**Approval** |

University Council Meeting
UC.009.AY21-22
Date:  FEB 11, 2022

# MEETING AGENDA
## University Council Meeting 001/2022
## Friday, 11 February 2022

| No | Particulars | Action | Presenter |
|---|---|---|---|
| Opening by the Chair/Vice Chair of University Council | | | Chair |
| **1.** | **Closed Session** | | |
| 1.1 | Report on CEO Evaluation | Discussion | YG |
| 1.2 | Discussion of UC Evaluation | Discussion | YG |
| **2.** | **Reconvene Regular Meeting** | | |
| 2.1 | Calling the Meeting to Order | | Chair |
| **3.** | **Verification for Quorum** | | |
| 3.1 | The Chair (directly or through a delegate) verifies a quorum. | Noting | Chair |
| **4** | **Consent Agenda** | | |
| 4.1 | Approval of Minutes from Last Meeting | Noting | Chair |
| 4.2 | Extension of Appointment of Wahdi Yudhi as Rector | Noting | MS |
| 4.3 | Interim Appointment of Lorensia Soegiarto as VR of Enrolment Services | Noting | MS |
| 4.4 | Interim Appointment of Wahyoe Soedarmono as Dean of FOB | Noting | MS |
| 4.5 | Interim Appointment of Pananda Pasaribu as Head of Management Study Program | Noting | MS |
| **5** | **Special Announcement and Reports** | | |
| 5.1 | Announcement of @America Contract from U.S. State Department | Noting | LC |
| 5.2 | NECHE Update | Noting | MS |
| 5.3 | Q2 Financial Report | Noting | RA |
| 5.4 | Enrollment Report | Noting | LS |
| 5.5 | Hybrid Learning | Noting | SP |
| 5.6 | National Accreditation Update | Noting | SP |

| No | Particulars | Action | Presenter |
|---|---|---|---|
| **6** | **Items for Consideration** | | |
| **6.1** | **Academic Affairs** | | |
| 6.1.1 | The Faculty Code of Conduct | Noting | SP |
| 6.1.2 | Assessment | Noting | SP |
| 6.1.3 | Ethical Conduct of Research | Noting | SP |
| 6.1.4 | SU MBKM General Guidelines | Noting | SP |
| 6.1.5 | Intellectual Property Rights | Approval | SP |
| 6.1.6 | Faculty events and student achievements | Noting | SP |
| **6.2** | **Administrative Affairs** | | |
| 6.2.1 | Information Technology Plan | Approval | MS |
| **6.3** | **Student Affairs** | | |
| 6.3.1 | Student Code of Conduct | Noting | LC |
| 6.3.2 | Privacy Policy | Approval | LC |
| **7** | **Suggested Future Agenda Items** | | **Chair** |
| **8** | **Adjourning the Meeting** | | **Chair** |

# Q1 Provides leadership in developing, communicating, and implementing

Answered: 7     Skipped: 0
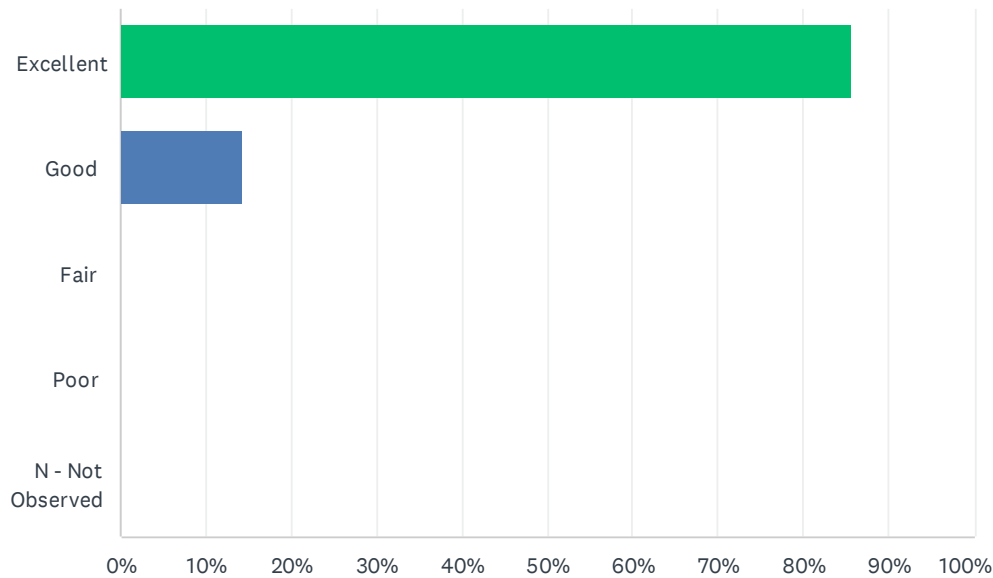


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 85.71% | 6 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q2 Inspires others to do their best.

Answered: 7    Skipped: 0
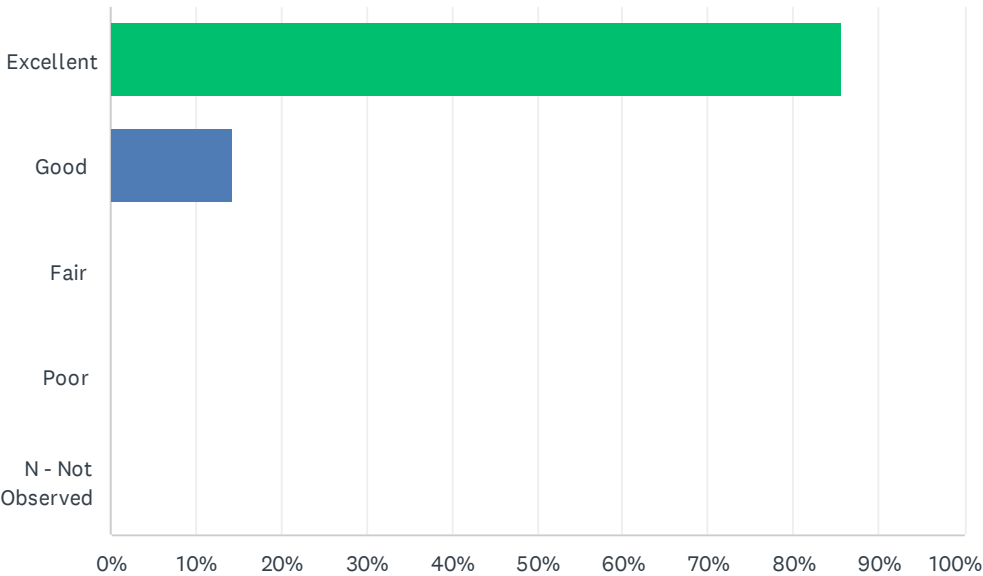
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 85.71% | 6 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q3 Builds teamwork among colleagues and subordinates.
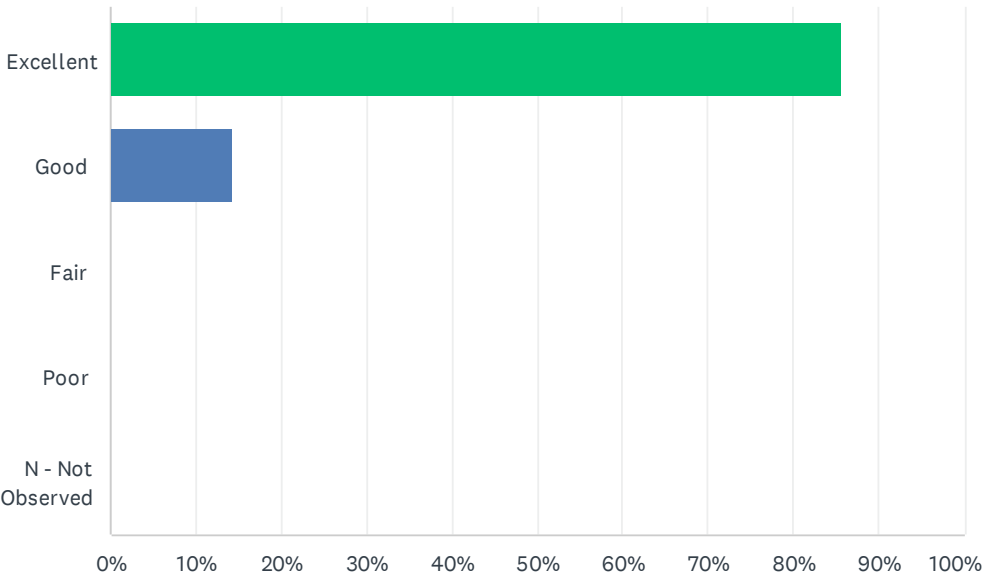
Answered: 7     Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 85.71% | 6 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q4 Provides sound fiscal management.

Answered: 7    Skipped: 0
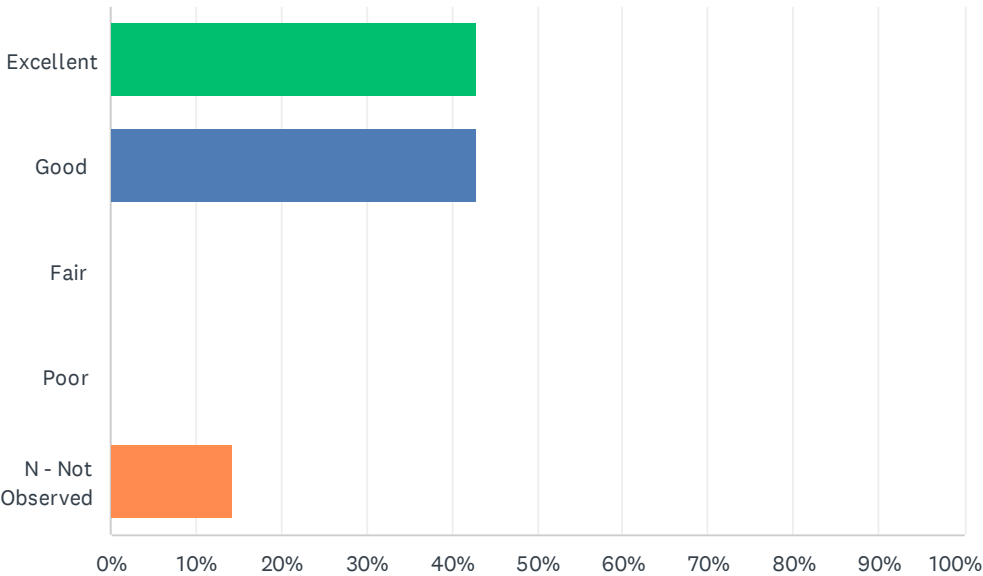


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|---|
| Excellent | 42.86% | 3 |
| Good | 42.86% | 3 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 14.29% | 1 |
| TOTAL | | 7 |

# Q5 Contributes to developing and enhancing the academic quality of the university.

Answered: 7    Skipped: 0
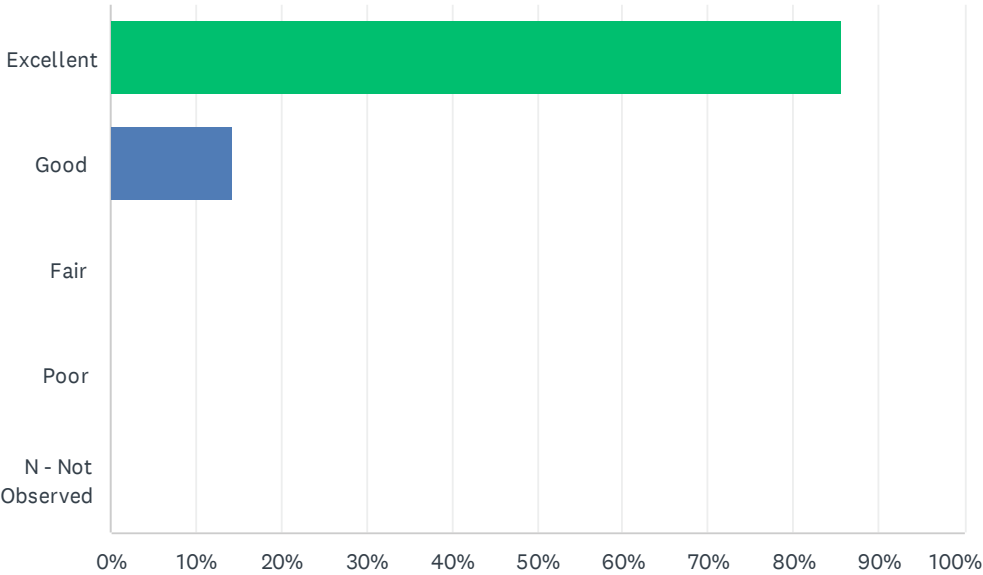


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 85.71% | 6 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q6 Additional Comment

Answered: 3     Skipped: 4

# Q7 Consults with appropriate individuals before making decisions.

Answered: 7    Skipped: 0
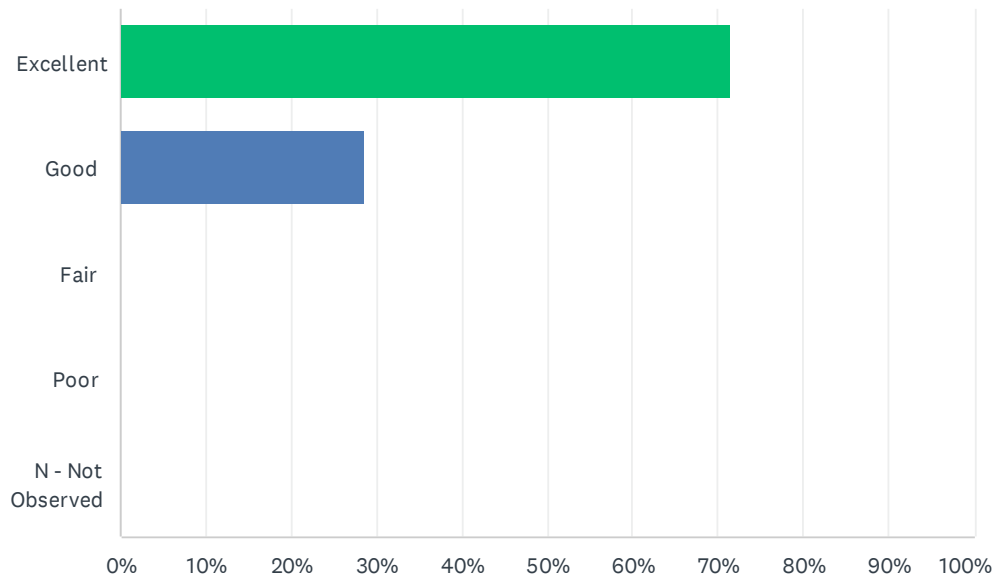


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 71.43% | 5 |
| Good | 28.57% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q8 Gathers information needed for sound decision making.

Answered: 7     Skipped: 0
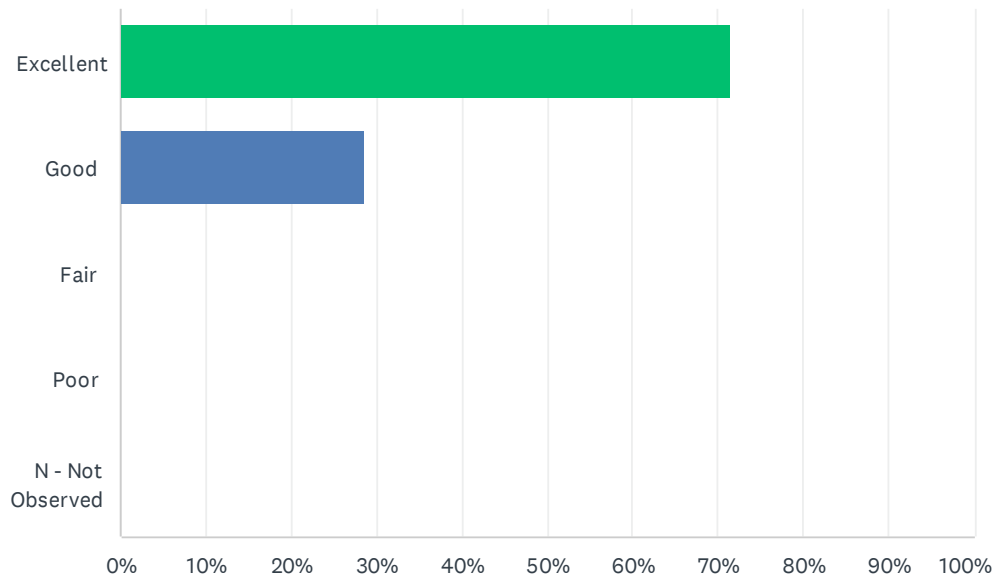
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 71.43% | 5 |
| Good | 28.57% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q9 Considers alternative solutions to problems before making a decision.

Answered: 7     Skipped: 0
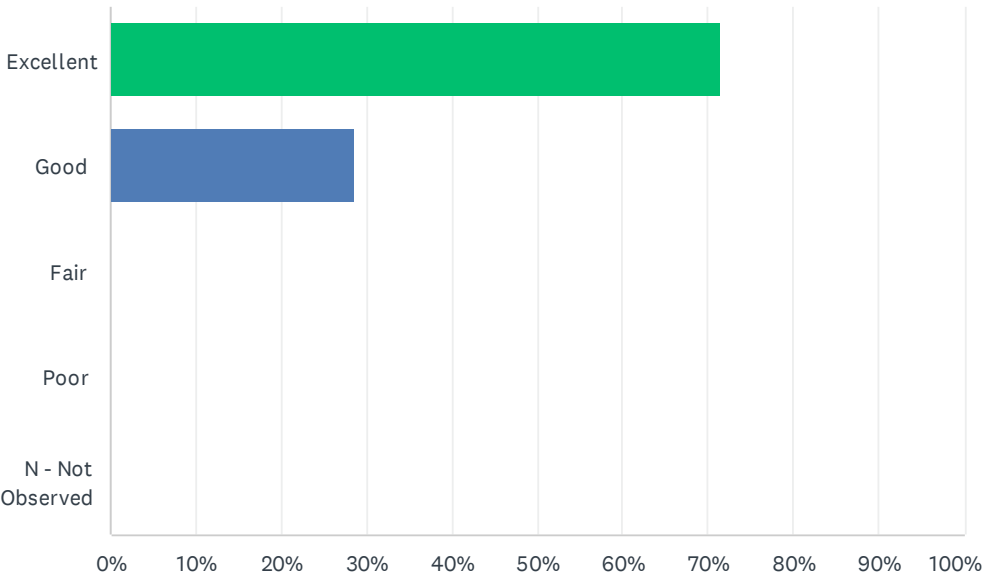
| ANSWER CHOICES | RESPONSES | |
| --- | --- | --- |
| Excellent | 71.43% | 5 |
| Good | 28.57% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q10 Makes sound decisions in a timely manner.

Answered: 7    Skipped: 0
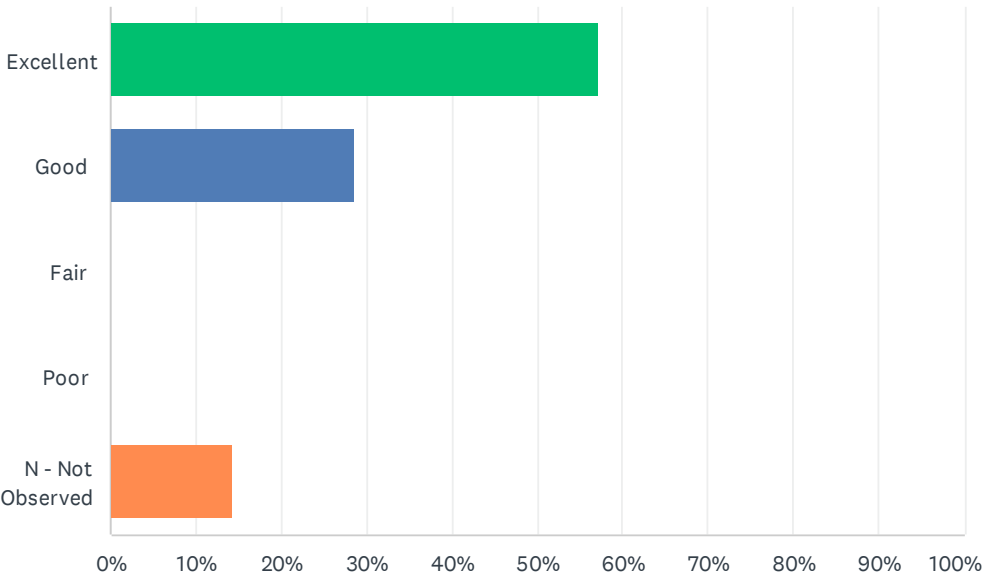


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 57.14% | 4 |
| Good | 28.57% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 14.29% | 1 |
| TOTAL | | 7 |

# Q11 Additional Comment

Answered: 2     Skipped: 5

# Q12 Creates a climate of respect.

Answered: 7    Skipped: 0
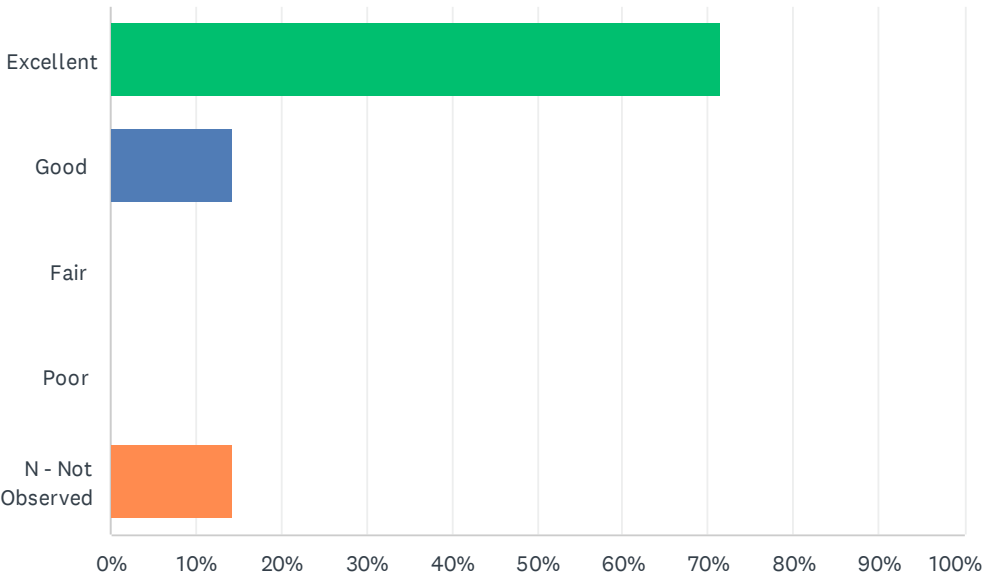


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 71.43% | 5 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 14.29% | 1 |
| TOTAL | | 7 |

# Q13 Facilitates employees' professional development.

Answered: 7     Skipped: 0
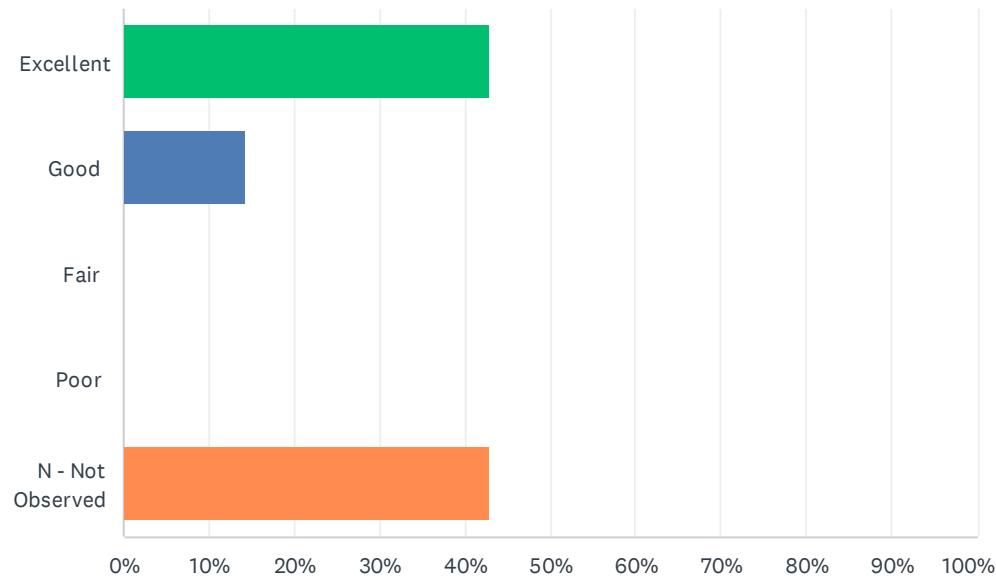


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 42.86% | 3 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 42.86% | 3 |
| TOTAL | | 7 |

# Q14 Listens carefully and asks questions when needed.

Answered: 7    Skipped: 0
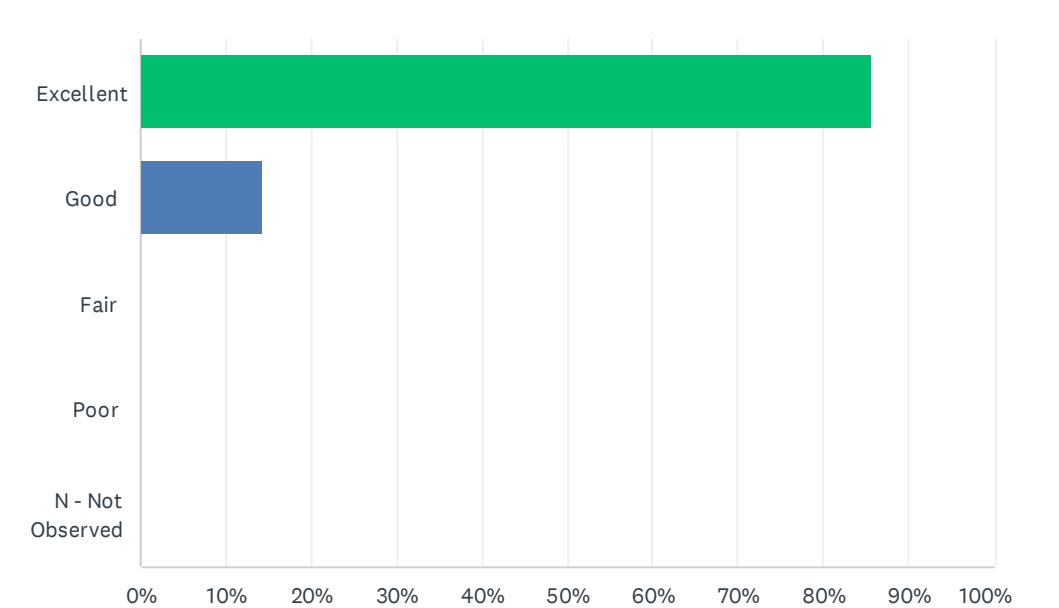


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 85.71% | 6 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q15 Is accessible for faculty and staff.

Answered: 7     Skipped: 0
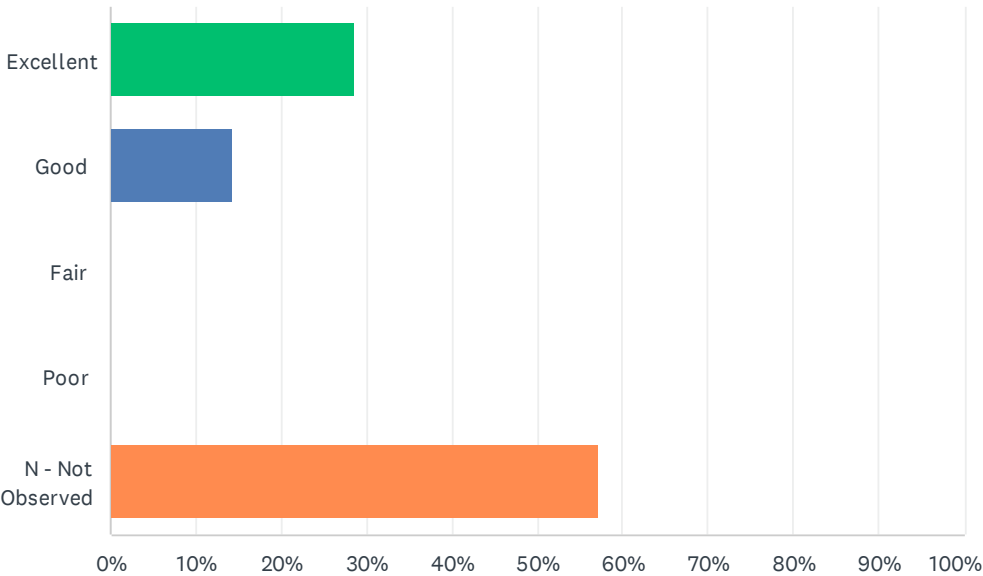
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 28.57% | 2 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 57.14% | 4 |
| TOTAL | | 7 |

# Q16 Responds to issues of concern to faculty.

Answered: 7    Skipped: 0
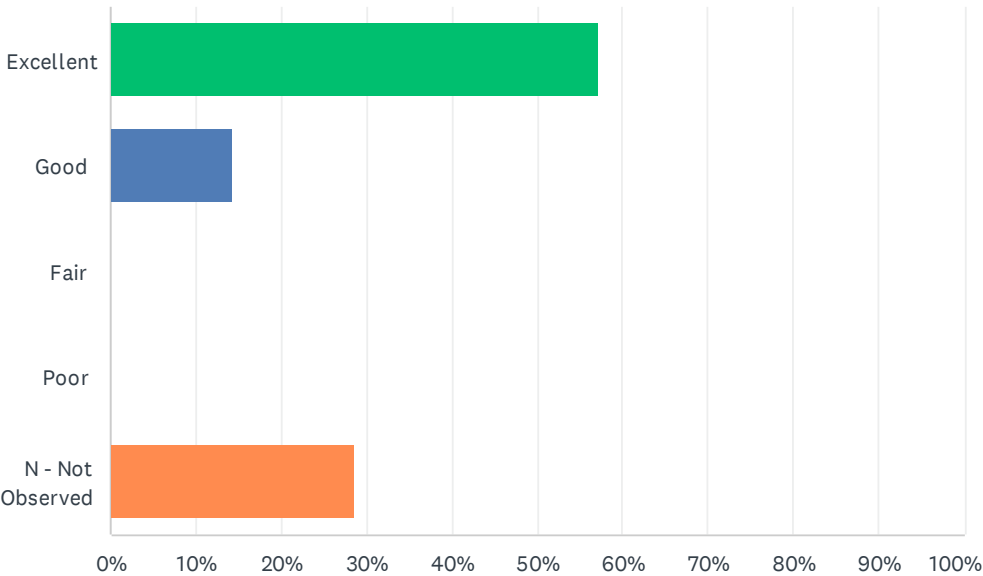


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 57.14% | 4 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 28.57% | 2 |
| TOTAL | | 7 |

# Q17 Additional Comment

Answered: 2     Skipped: 5

# Q18 Communicates well with students.

Answered: 7    Skipped: 0
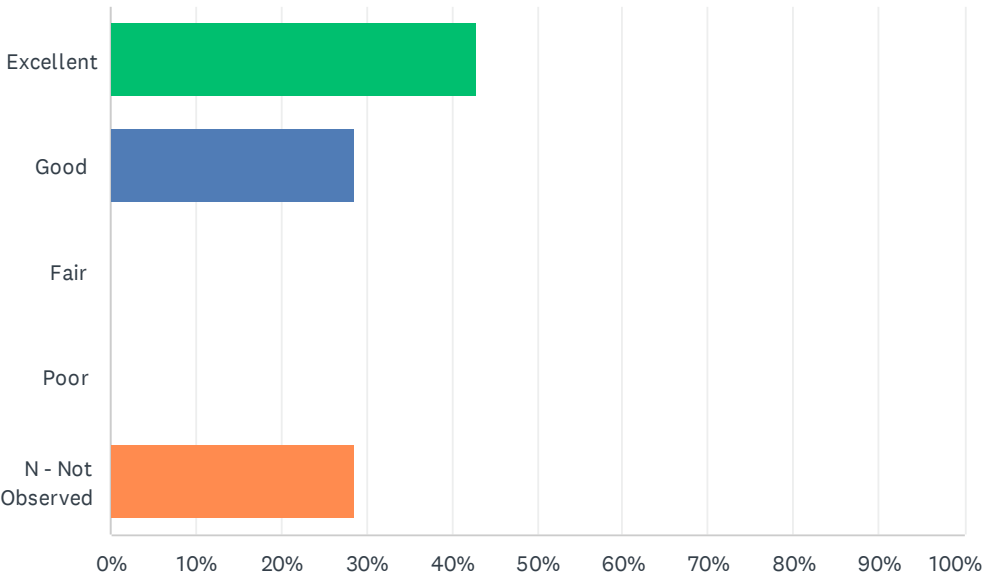


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|---|
| Excellent | 42.86% | 3 |
| Good | 28.57% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 28.57% | 2 |
| TOTAL | | 7 |

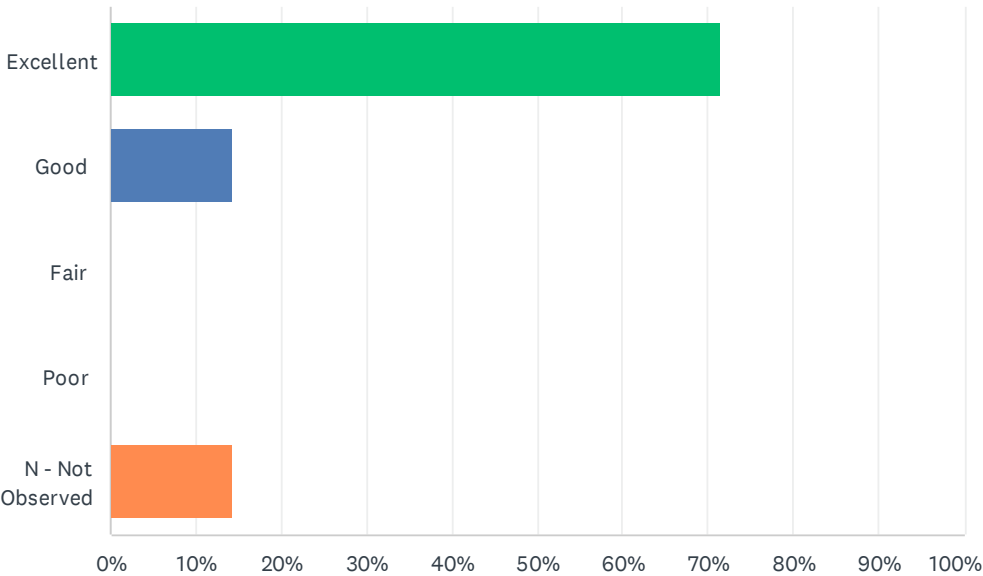# Q19 Promotes an environment which nourishes individual student growth and achievement.

Answered: 7    Skipped: 0
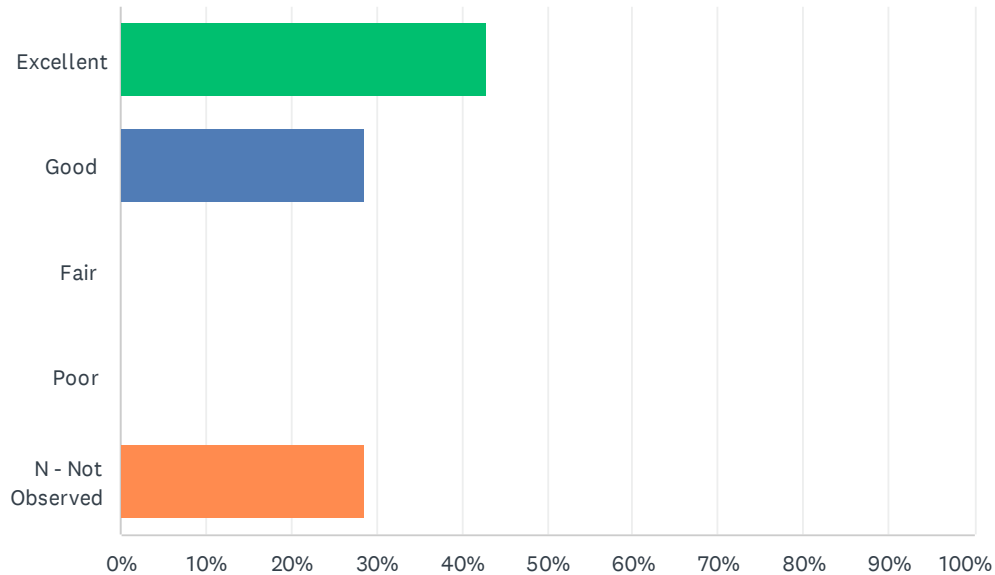


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 42.86% | 3 |
| Good | 28.57% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 28.57% | 2 |
| TOTAL | | 7 |

# Q20 Puts students first and wants students to succeed.

Answered: 7    Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 71.43% | 5 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 14.29% | 1 |
| TOTAL | | 7 |

# Q21 Additional Comment

Answered: 2     Skipped: 5

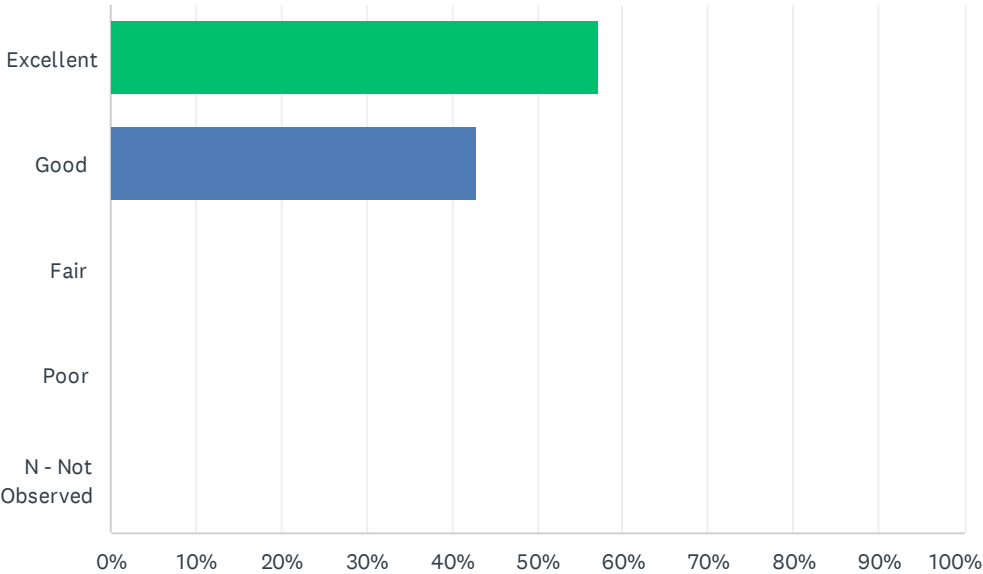# Q22 Arranges/manages resources as to facilitate the accomplishment of work.

Answered: 7    Skipped: 0
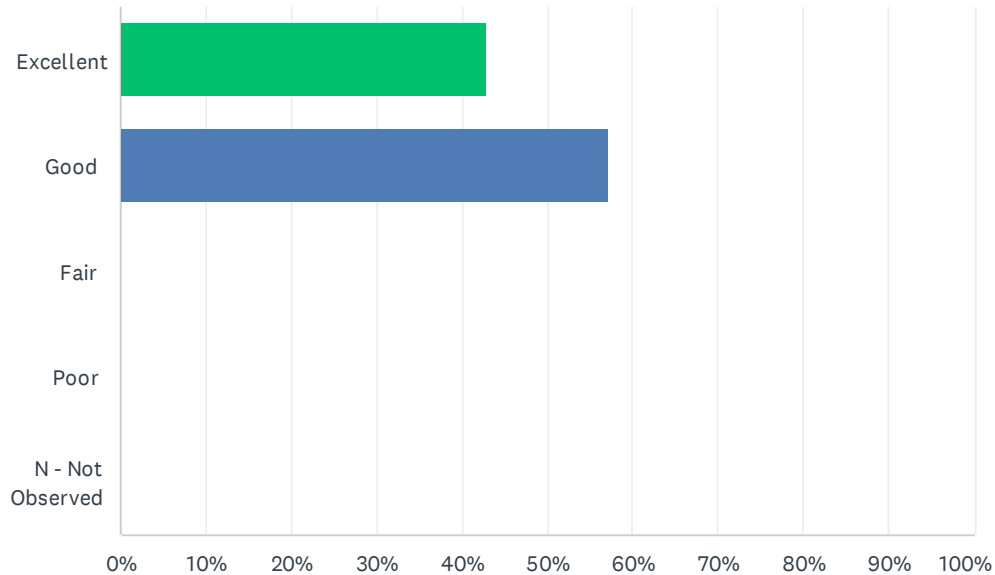


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 42.86% | 3 |
| Good | 57.14% | 4 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q23 Sets priorities for action.

Answered: 7    Skipped: 0

| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 57.14% | 4 |
| Good | 42.86% | 3 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q24 Communicates performance expectation clearly.

Answered: 7     Skipped: 0
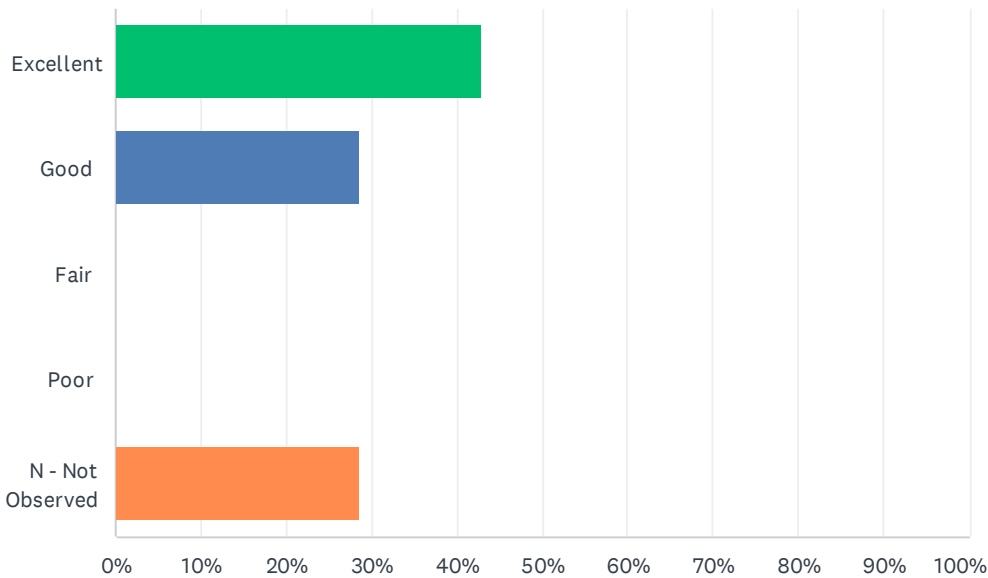


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 42.86% | 3 |
| Good | 28.57% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 28.57% | 2 |
| TOTAL | | 7 |

# Q25 Provides feedback to subordinates.
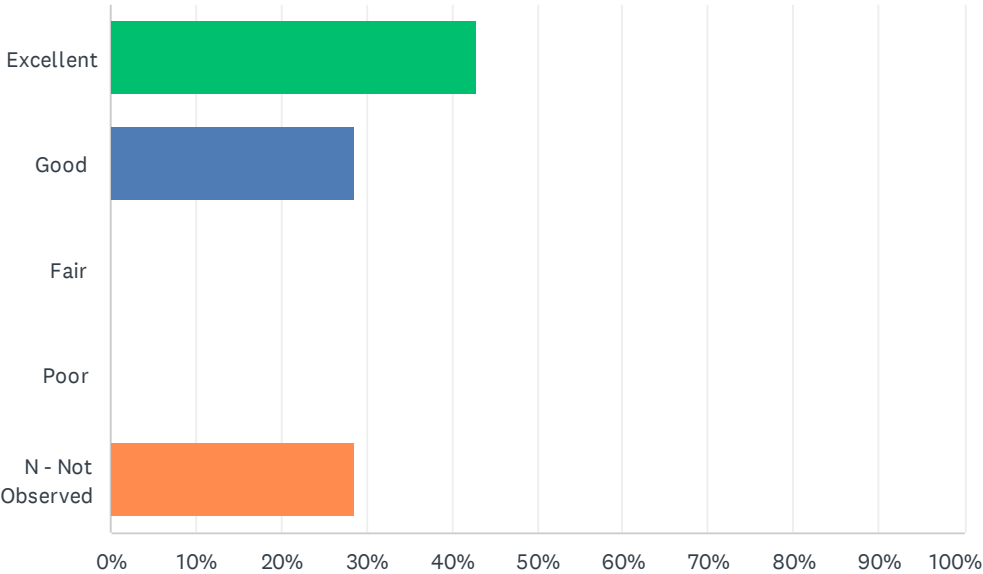
Answered: 7    Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 42.86% | 3 |
| Good | 28.57% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 28.57% | 2 |
| TOTAL | | 7 |

# Q26 Effectively recruits and selects appropriately qualified staff.

Answered: 7     Skipped: 0
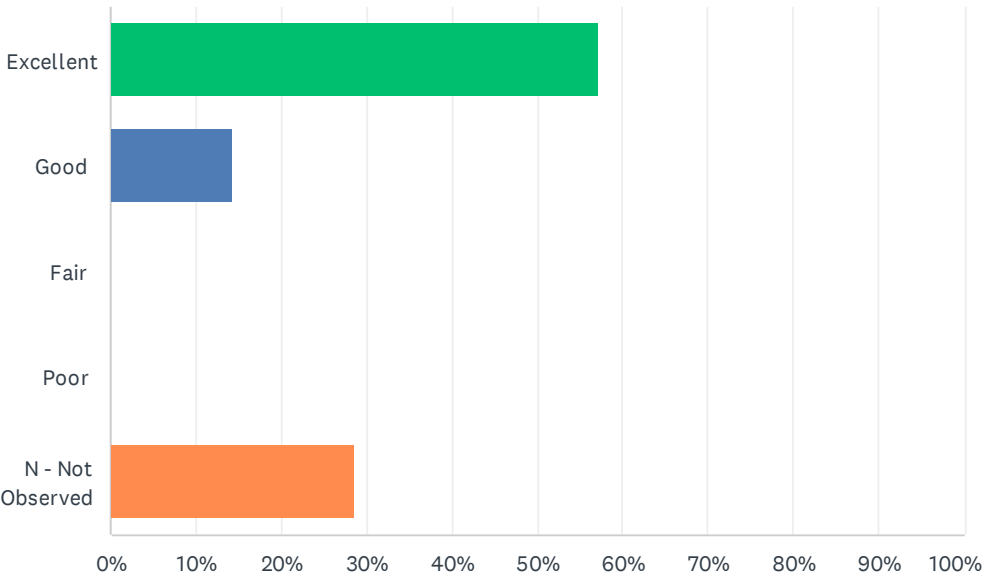


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 57.14% | 4 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 28.57% | 2 |
| TOTAL | | 7 |

# Q27 Evaluates staff effectively and fairly.

Answered: 7     Skipped: 0
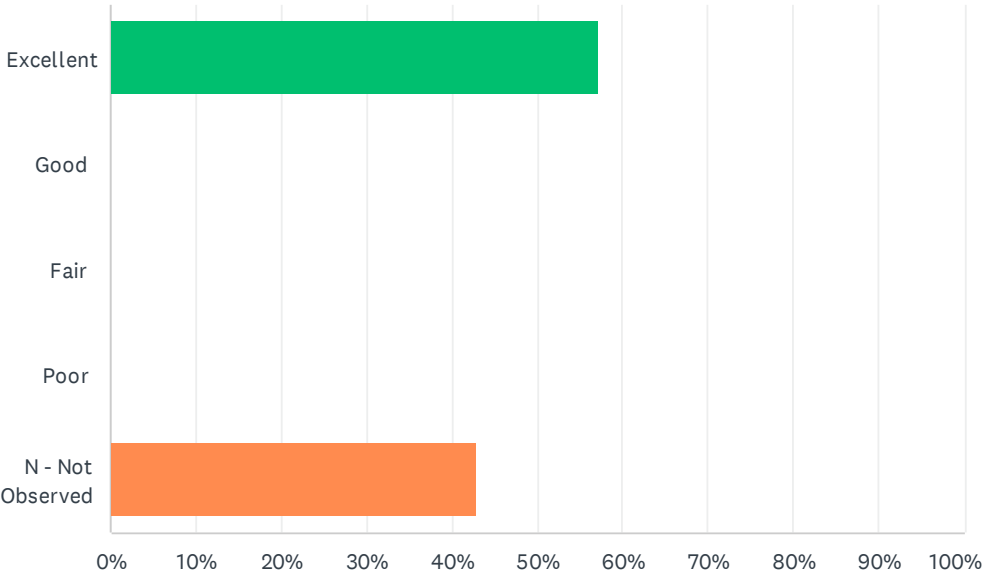
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 57.14% | 4 |
| Good | 0.00% | 0 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 42.86% | 3 |
| TOTAL | | 7 |

# Q28 Additional Comment

Answered: 1     Skipped: 6

# Q29 Portrays a progressive and professional image of the university.
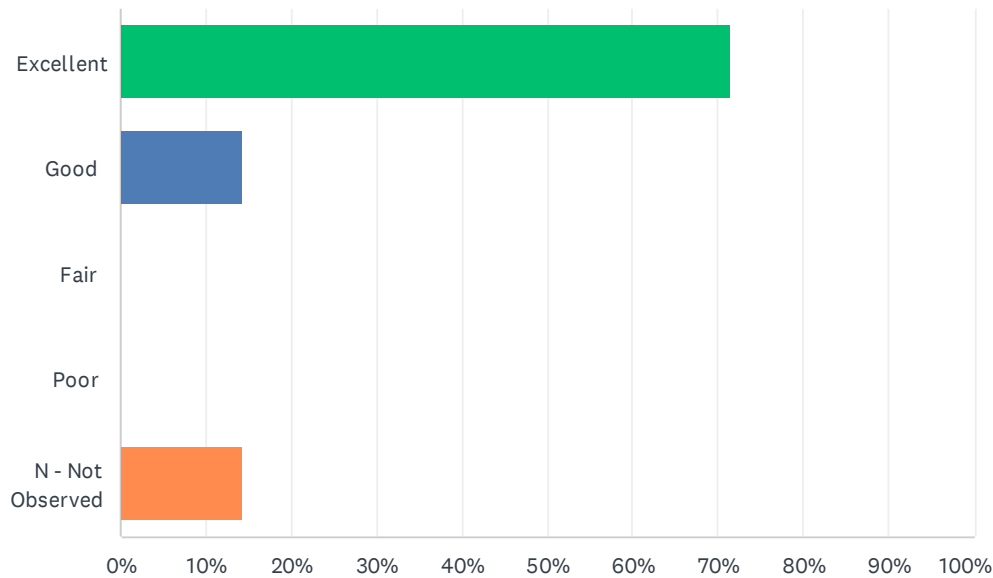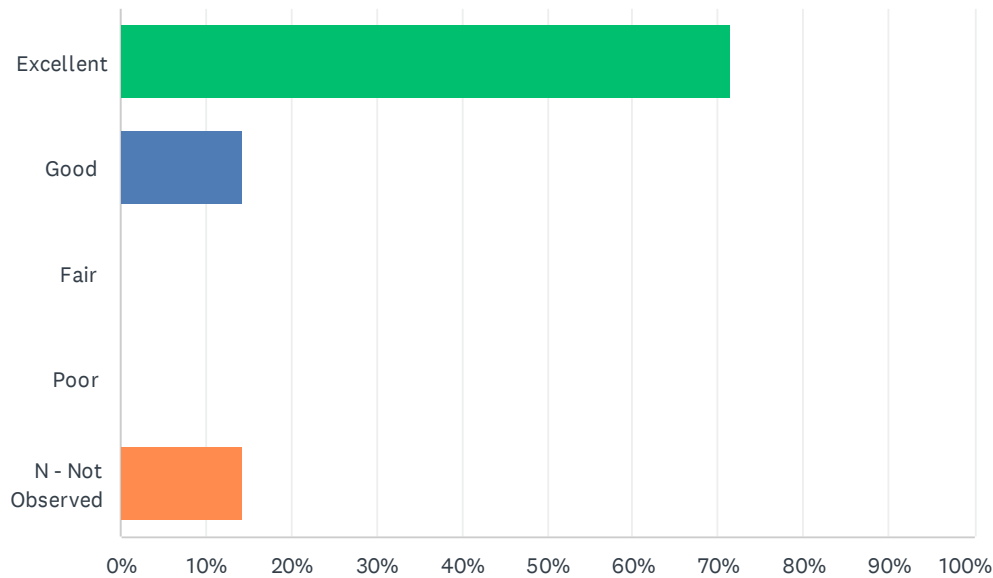
Answered: 7    Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 71.43% | 5 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 14.29% | 1 |
| TOTAL | | 7 |

# Q30 Relates to and communicates with the external community.

Answered: 7     Skipped: 0

| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 71.43% | 5 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 14.29% | 1 |
| TOTAL | | 7 |

# Q31 Encourages partnerships with the community, business, industry, and other education institutions.

Answered: 7    Skipped: 0
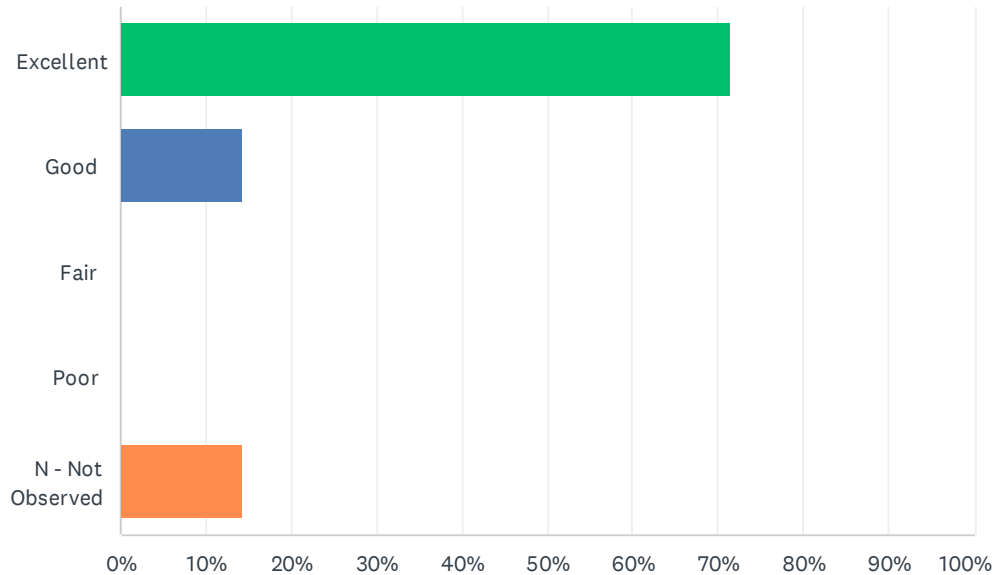


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 71.43% | 5 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 14.29% | 1 |
| TOTAL | | 7 |

# Q32 Exhibits good media presence.

Answered: 7    Skipped: 0
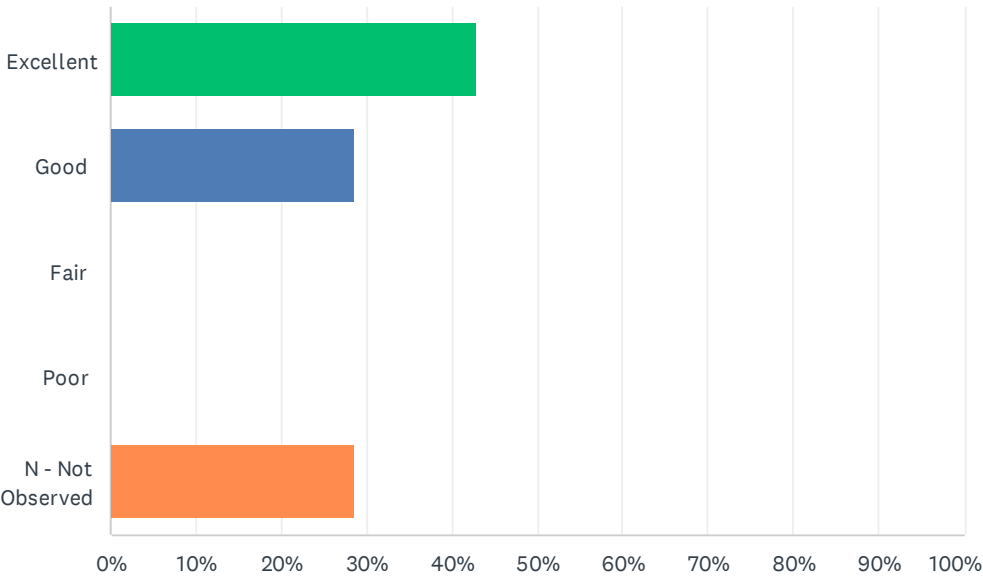
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 42.86% | 3 |
| Good | 28.57% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 28.57% | 2 |
| TOTAL | | 7 |

# Q33 Additional Comment

Answered: 3     Skipped: 4

# Q34 Works with businesses, corporations, and individuals to create new revenue sources.

Answered: 7    Skipped: 0
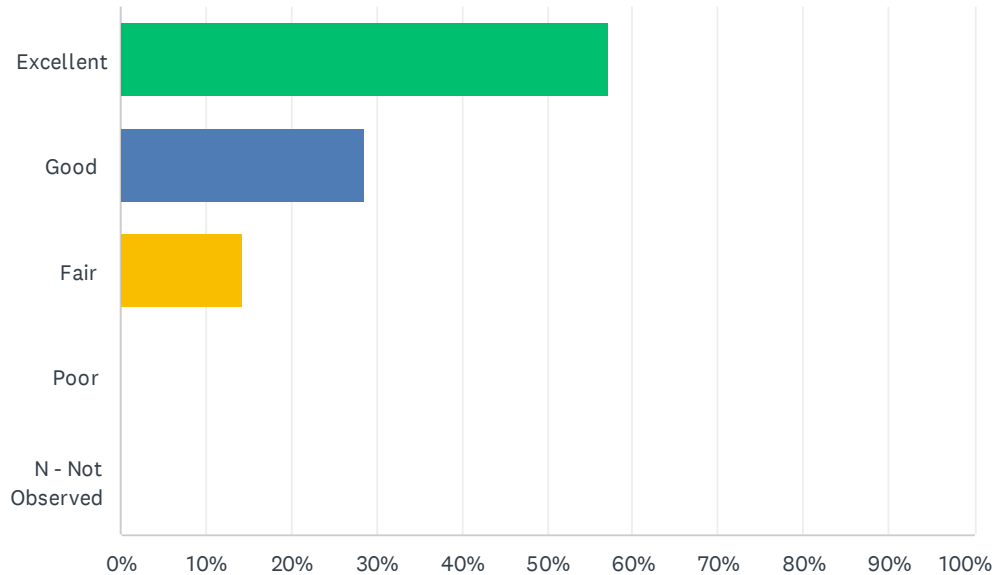
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 57.14% | 4 |
| Good | 28.57% | 2 |
| Fair | 14.29% | 1 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q35 Works to increase fund generated by external grants and contracts.

Answered: 7    Skipped: 0
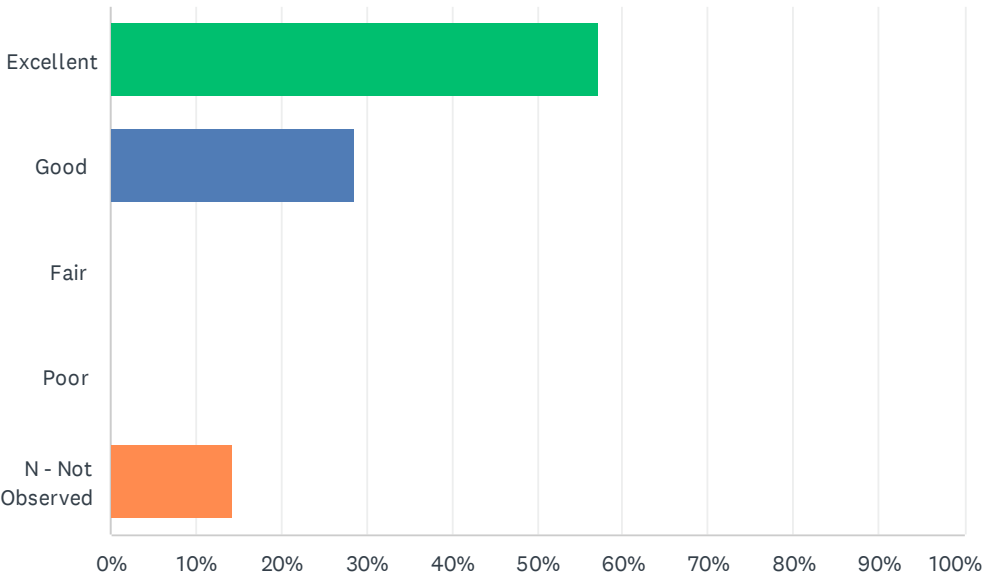


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 57.14% | 4 |
| Good | 28.57% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 14.29% | 1 |
| TOTAL | | 7 |

# Q36 Maintains strong and effective fiscal oversight of the University.

Answered: 7     Skipped: 0
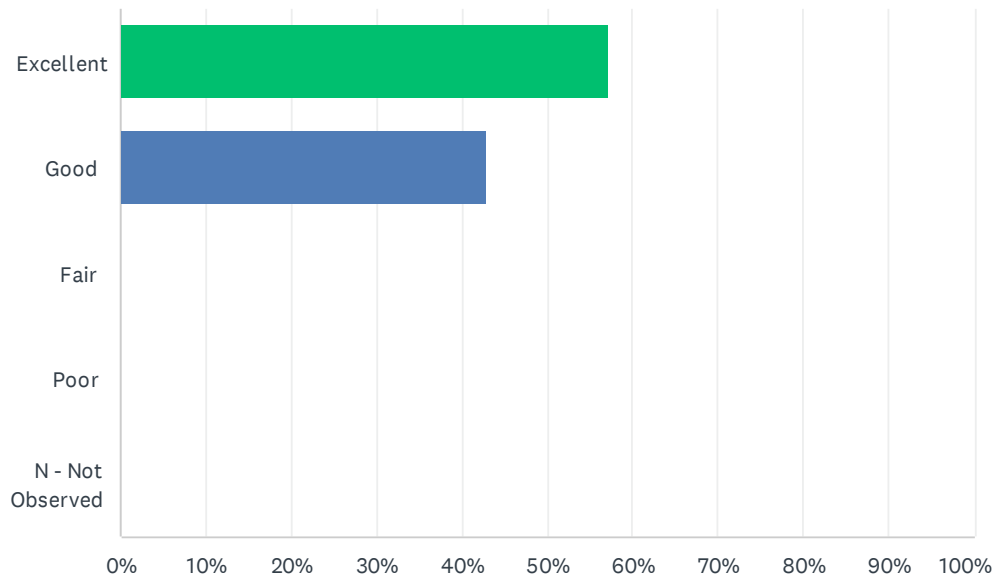


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 57.14% | 4 |
| Good | 42.86% | 3 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q37 Additional Comment

Answered: 1     Skipped: 6

# Q38 Keeps the Members informed of pressing issues.

Answered: 7    Skipped: 0
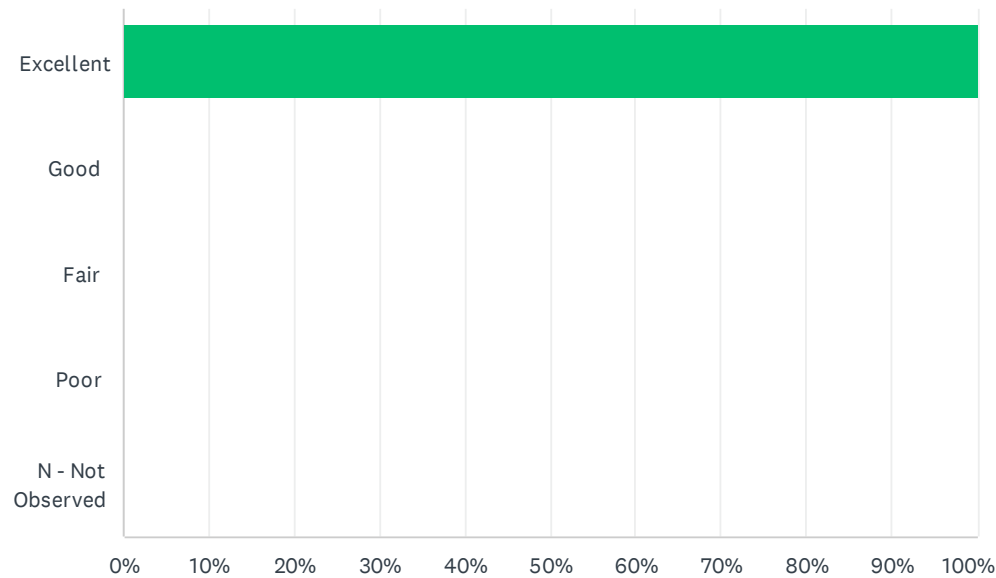
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 100.00% | 7 |
| Good | 0.00% | 0 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q39 Keeps the Members informed of future issues.

Answered: 7    Skipped: 0
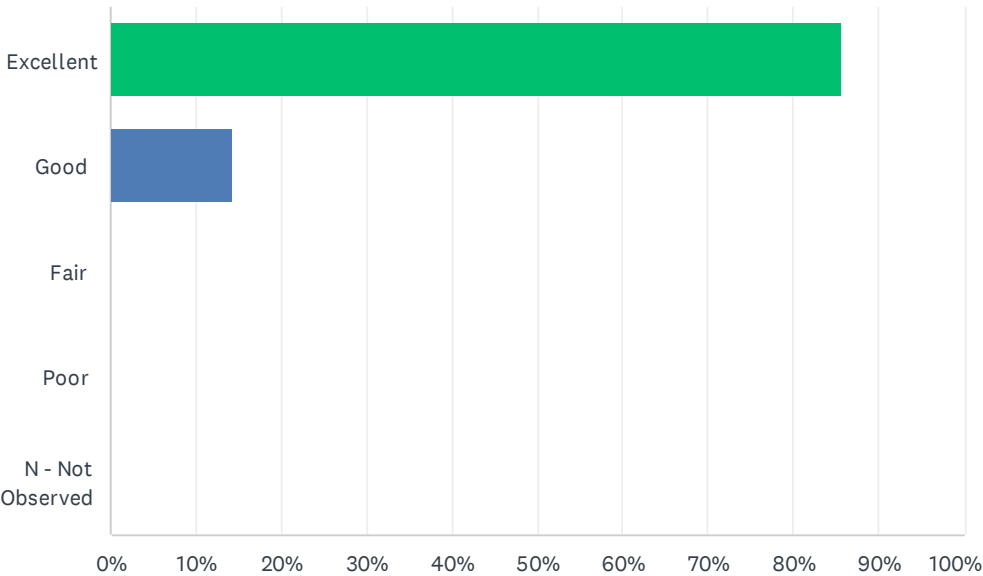


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 85.71% | 6 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q40 Maintains a good relationship with members of University Council.

Answered: 7    Skipped: 0
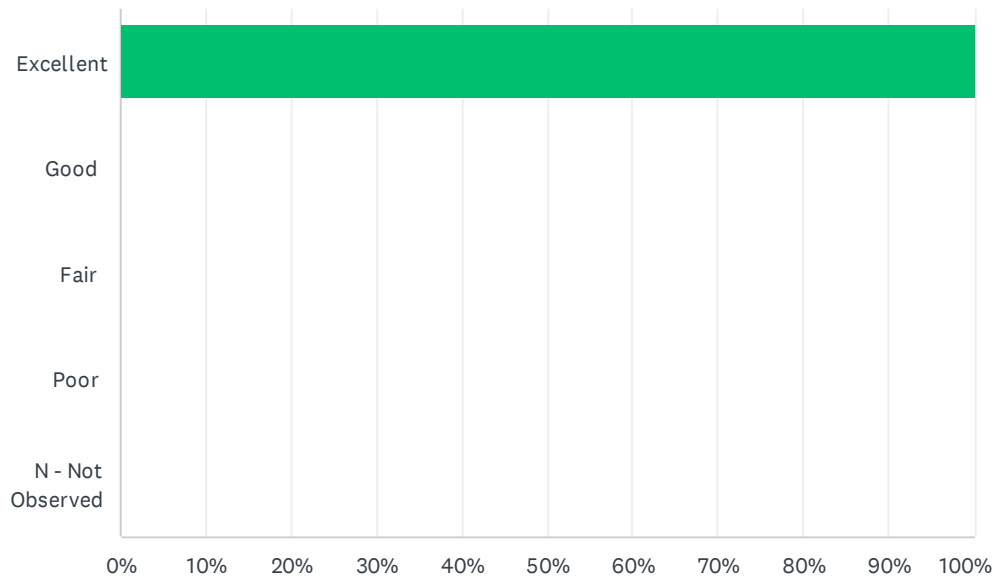
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 100.00% | 7 |
| Good | 0.00% | 0 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q41 Facilitates the proper relationship between the University Council and the Administration.

Answered: 7    Skipped: 0
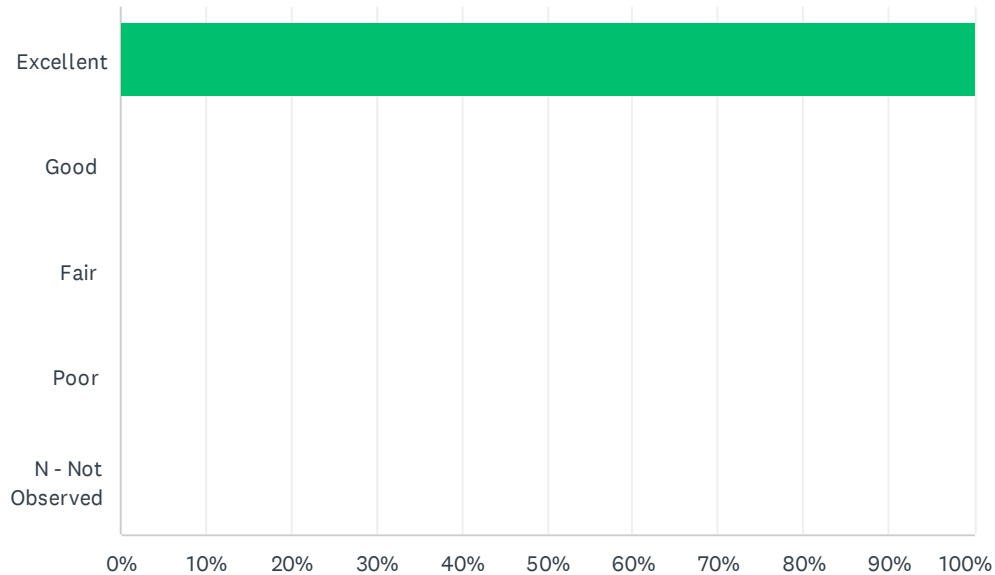
| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|------|
| Excellent | 100.00% | 7 |
| Good | 0.00% | 0 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q42 Additional Comment

Answered: 3     Skipped: 4

# Q43 Overall, rate the performance and effectiveness of the President.

Answered: 7    Skipped: 0
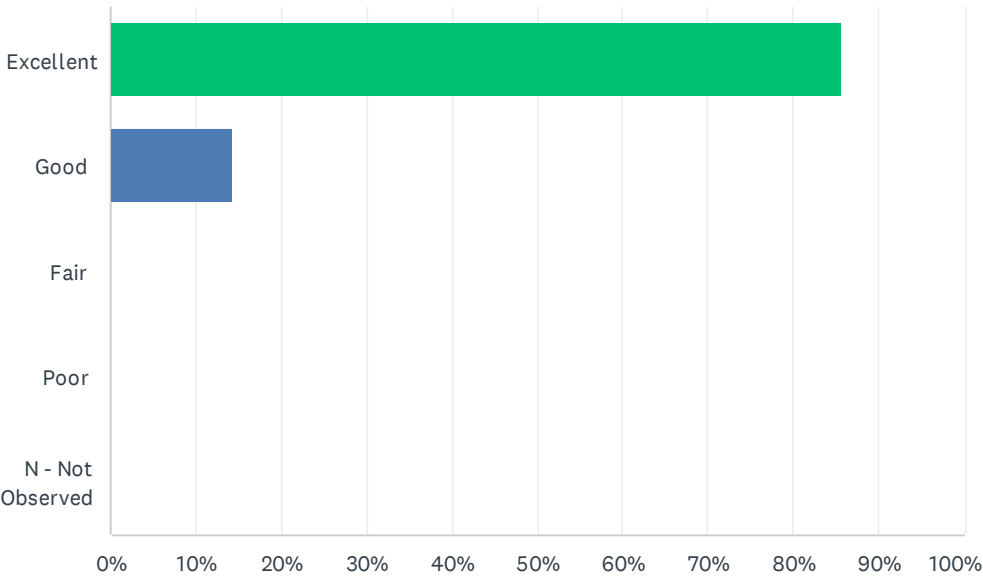


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 85.71% | 6 |
| Good | 14.29% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 7 |

# Q1 provides leadership in developing, communicating, and implementing

Answered: 6    Skipped: 0
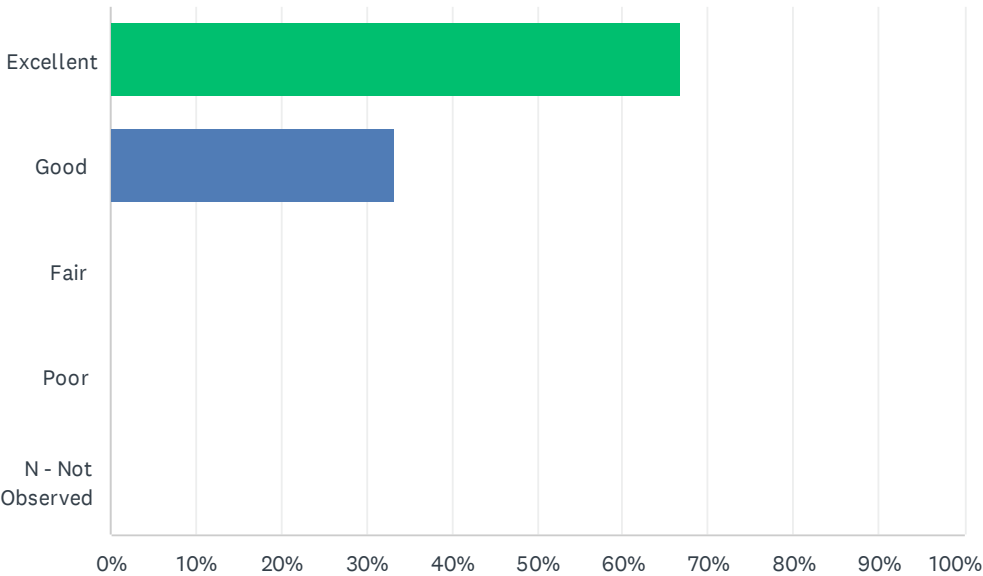


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 33.33% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q2 inspires others to do their best.

Answered: 6    Skipped: 0
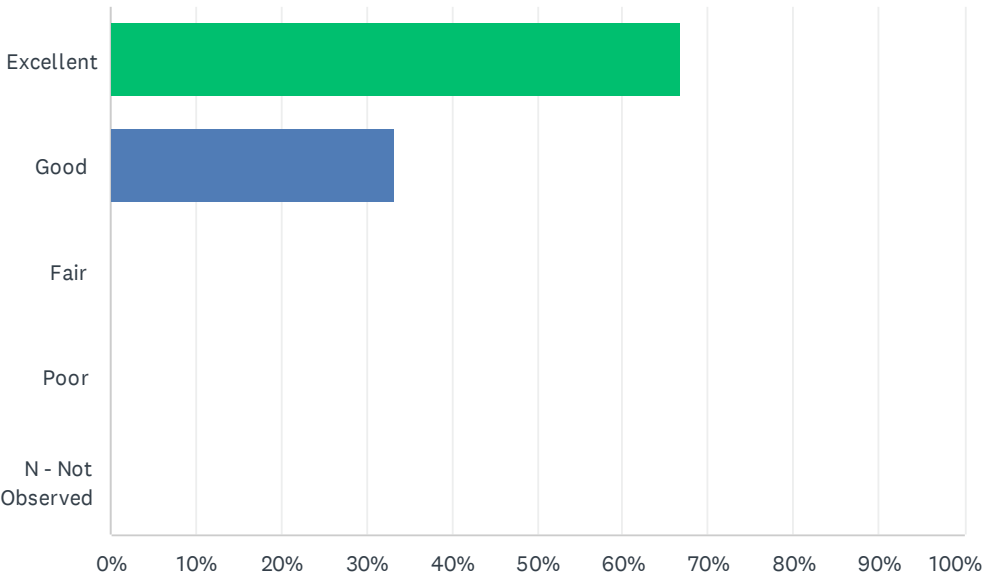
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 33.33% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q3 builds teamwork among colleagues and subordinates.
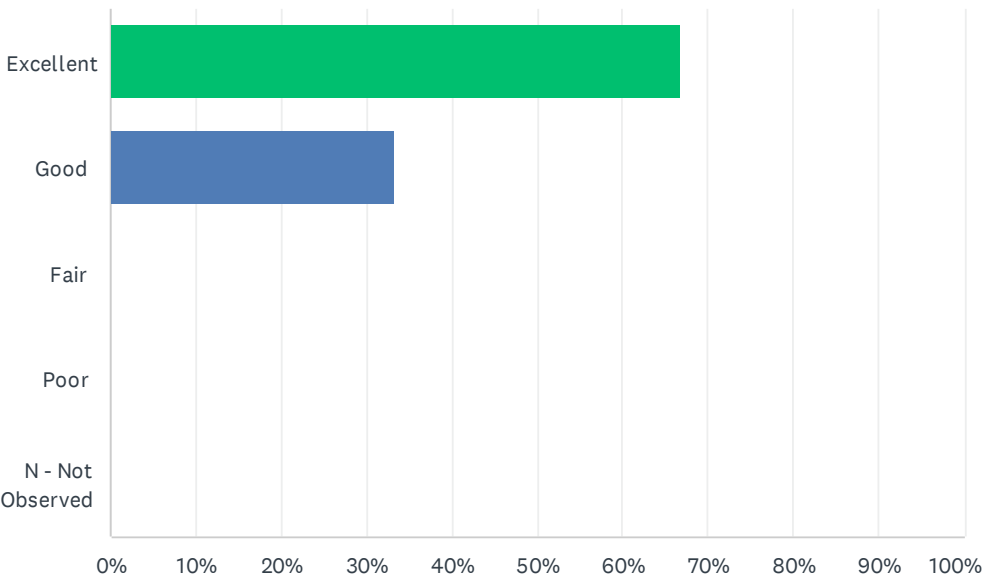
Answered: 6    Skipped: 0

| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 33.33% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q4 provides sound fiscal management.

Answered: 6    Skipped: 0
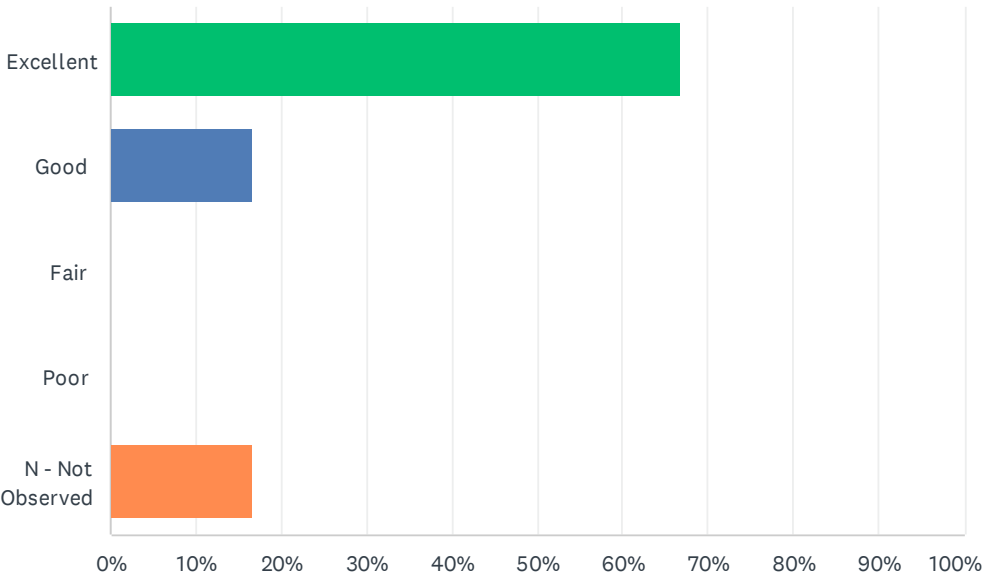


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 16.67% | 1 |
| TOTAL | | 6 |

# Q5 contributes to developing and enhancing the academic quality of the university.

Answered: 6    Skipped: 0
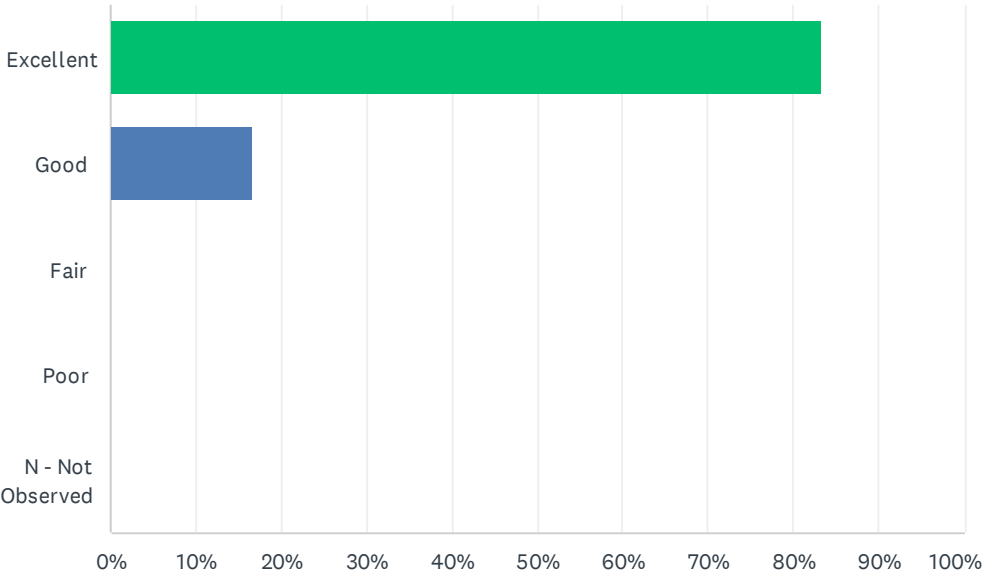
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 83.33% | 5 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q6 Additional Comment

Answered: 2     Skipped: 4

# Q7 consults with appropriate individuals before making decisions.

Answered: 6    Skipped: 0
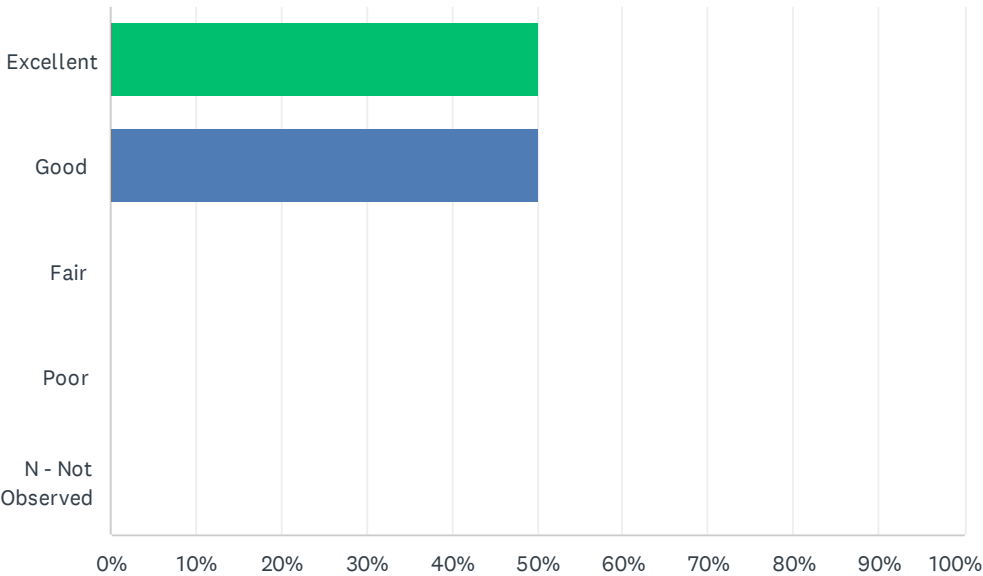
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 50.00% | 3 |
| Good | 50.00% | 3 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q8 gathers information needed for sound decision making.
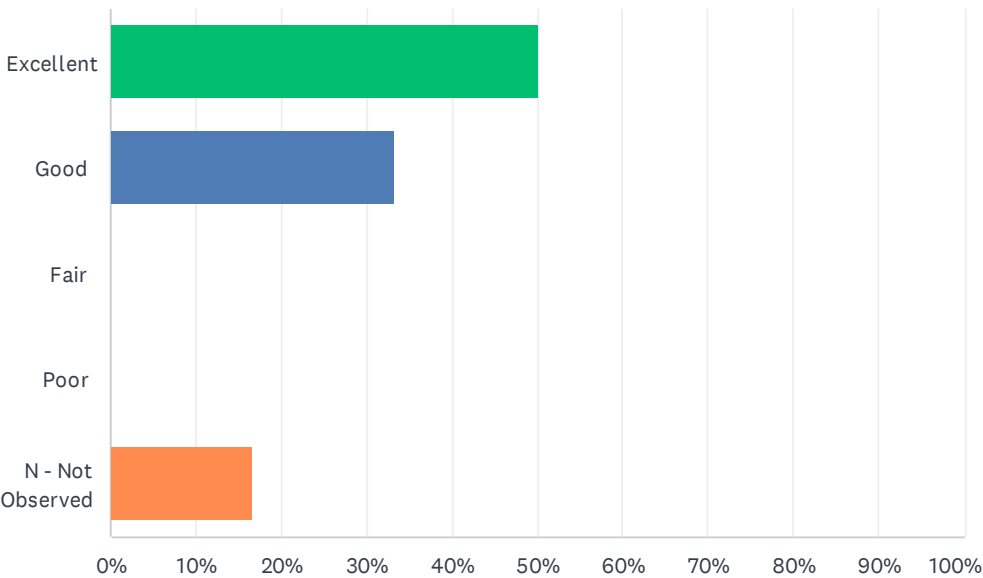
Answered: 6    Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 50.00% | 3 |
| Good | 33.33% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 16.67% | 1 |
| TOTAL | | 6 |

# Q9 considers alternative solutions to problems before making a decision.

Answered: 6    Skipped: 0
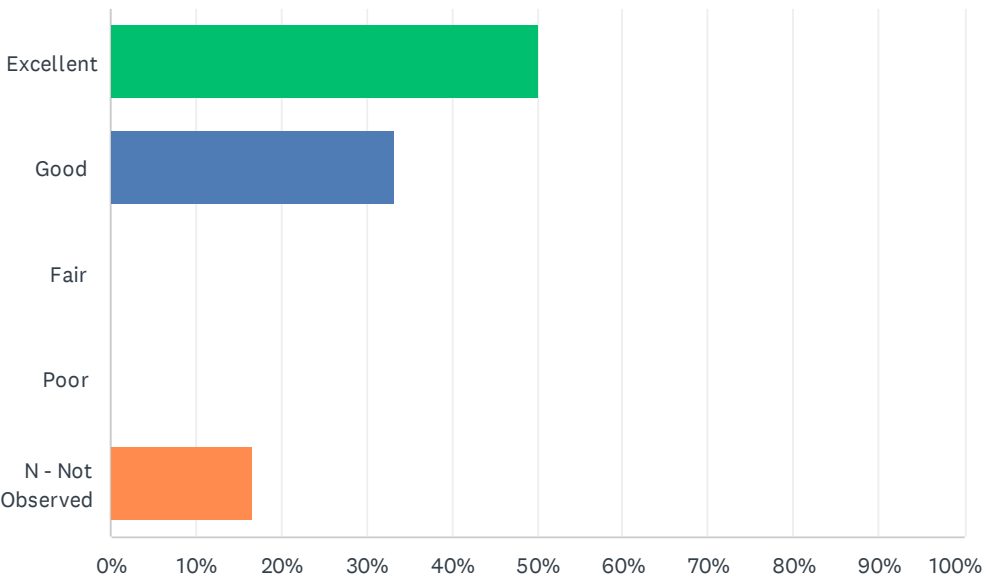
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 50.00% | 3 |
| Good | 33.33% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 16.67% | 1 |
| TOTAL | | 6 |

# Q10 makes sound decisions in a timely manner.

Answered: 6     Skipped: 0
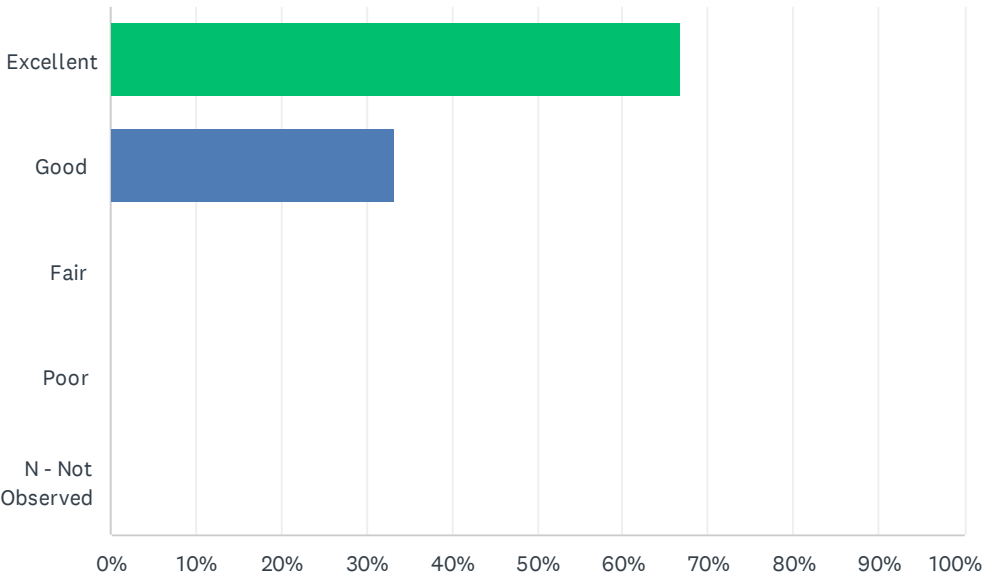


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 33.33% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q11 Additional Comment

Answered: 1    Skipped: 5

# Q12 creates a climate of respect.

Answered: 6    Skipped: 0
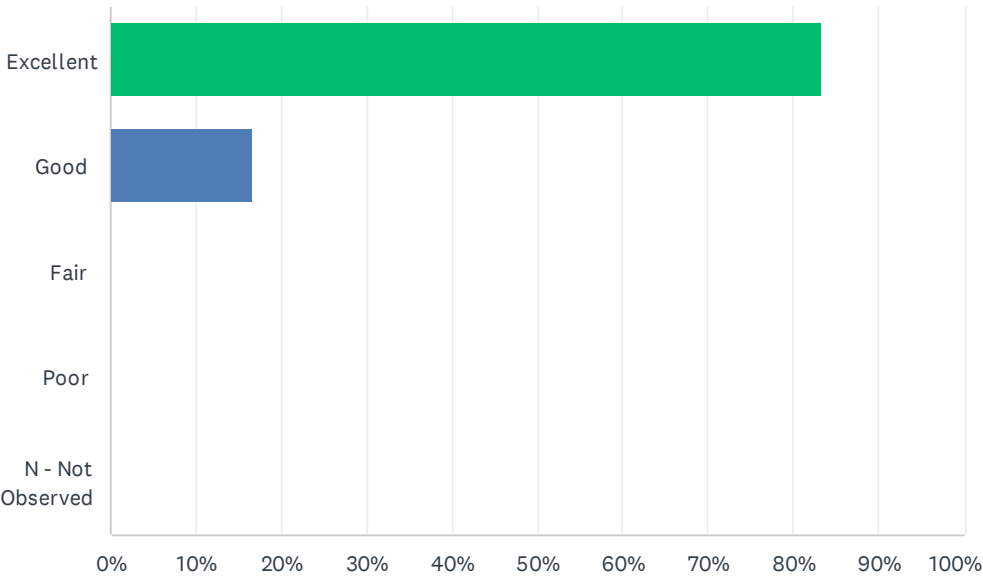


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 83.33% | 5 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q13 facilitates employees' professional development.

Answered: 6    Skipped: 0
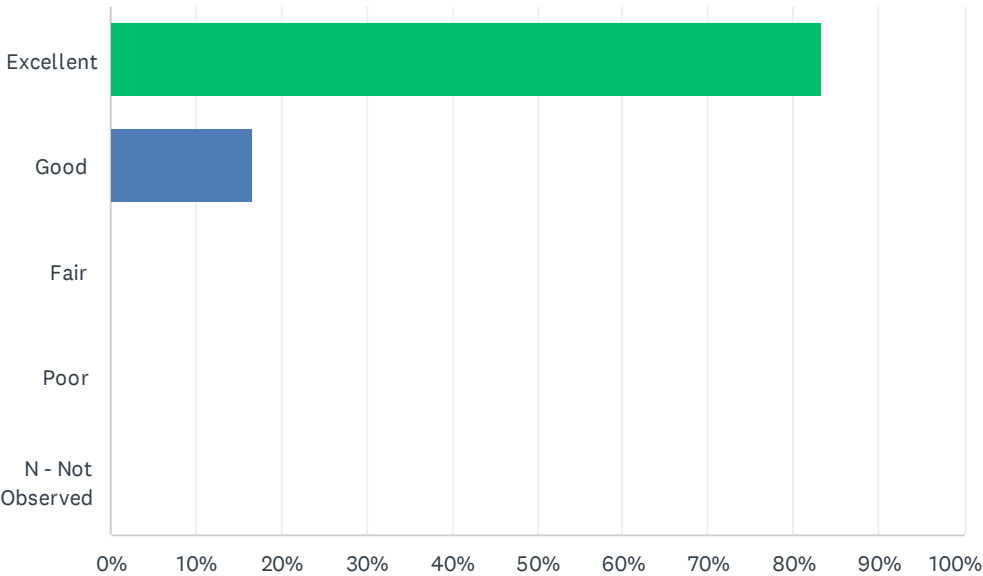


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 83.33% | 5 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q14 listens carefully and asks questions when needed.
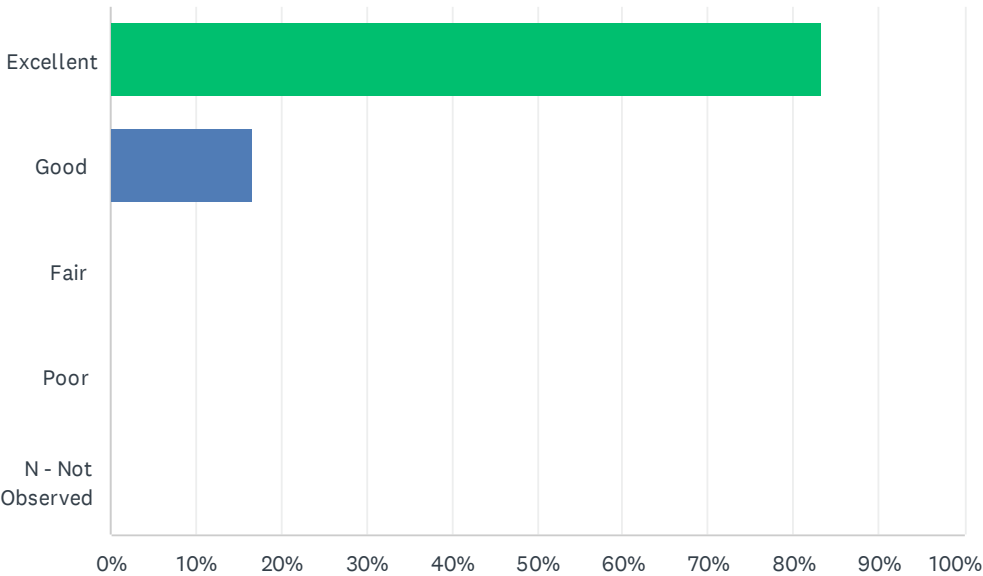
Answered: 6    Skipped: 0
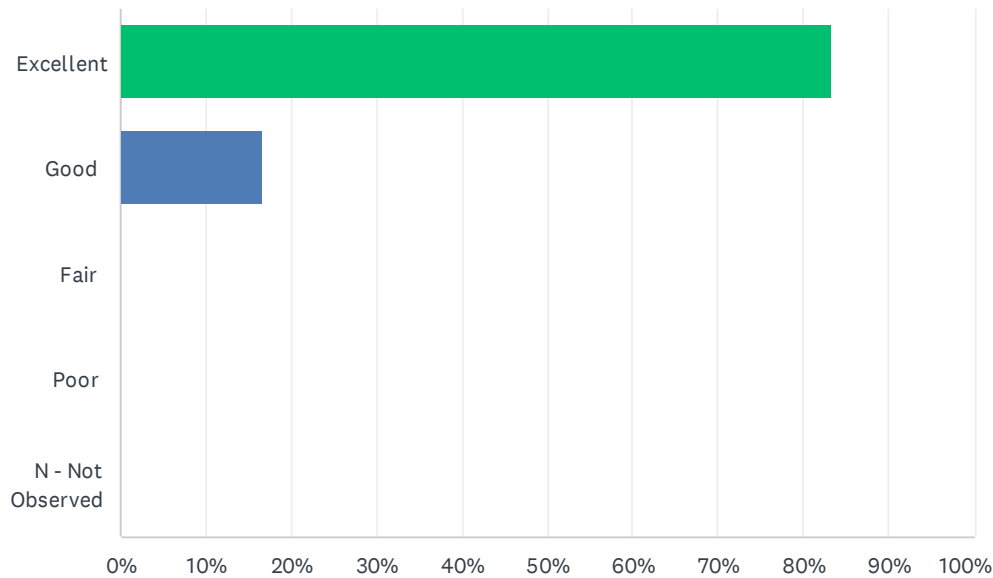


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 83.33% | 5 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q15 is accessible for faculty and staff.

Answered: 6    Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 83.33% | 5 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q16 responds to issues of concern to faculty.

Answered: 6    Skipped: 0
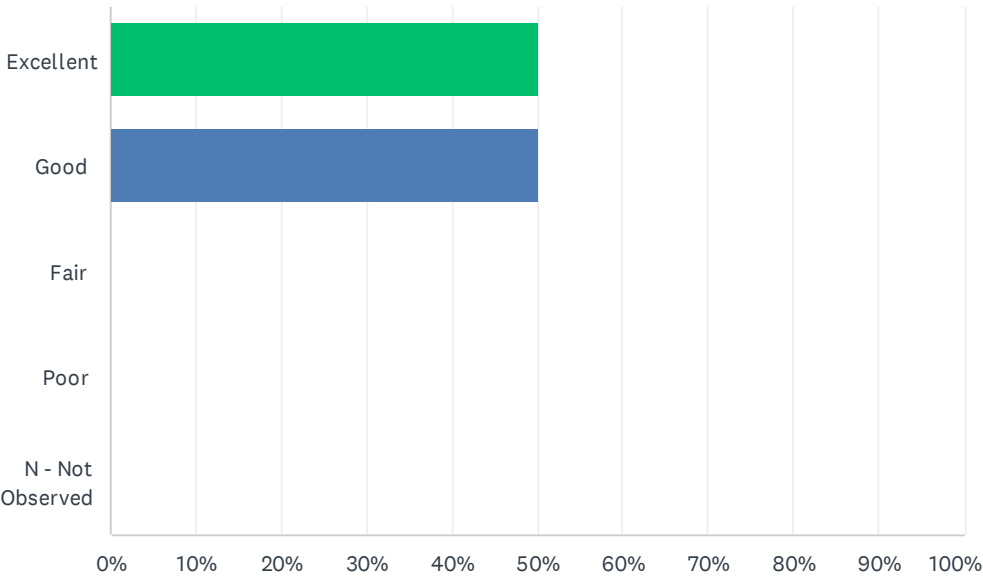


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 50.00% | 3 |
| Good | 50.00% | 3 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q17 Additional Comment

Answered: 1    Skipped: 5

# Q18 communicates well with students.

Answered: 6     Skipped: 0
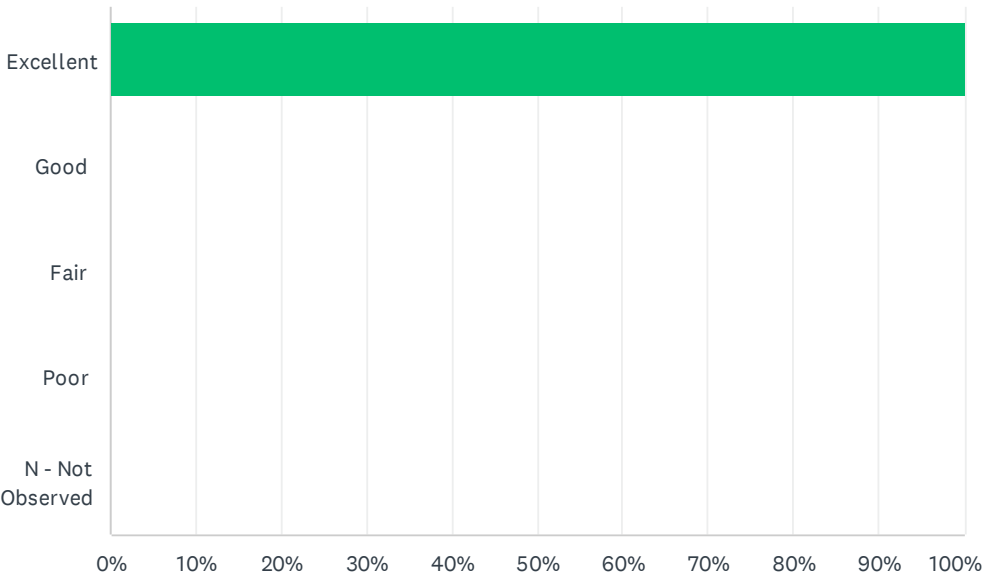
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 100.00% | 6 |
| Good | 0.00% | 0 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q19 promotes an environment which nourishes individual student growth and achievement.

Answered: 6    Skipped: 0
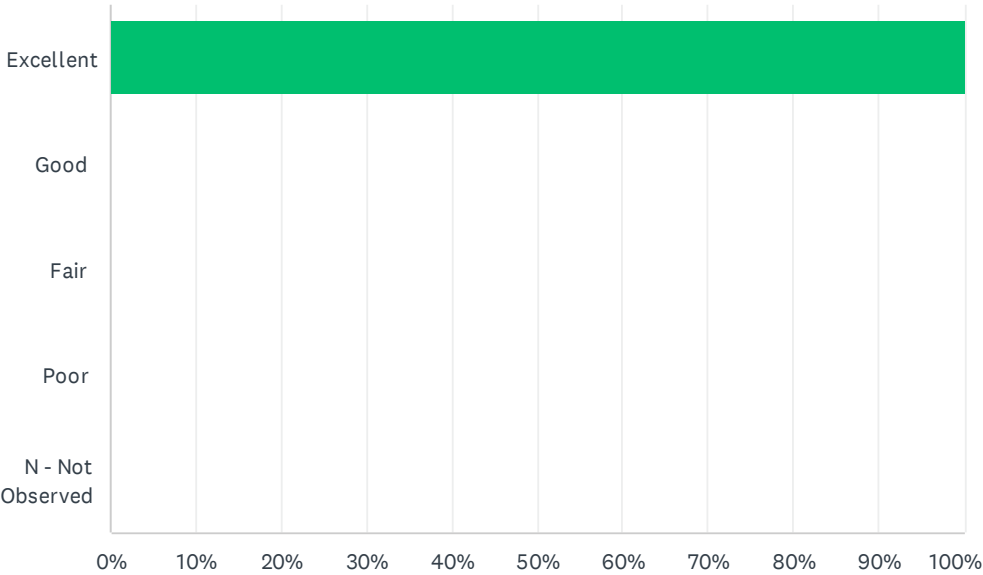
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 100.00% | 6 |
| Good | 0.00% | 0 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q20 puts students first and wants students to succeed.

Answered: 6    Skipped: 0
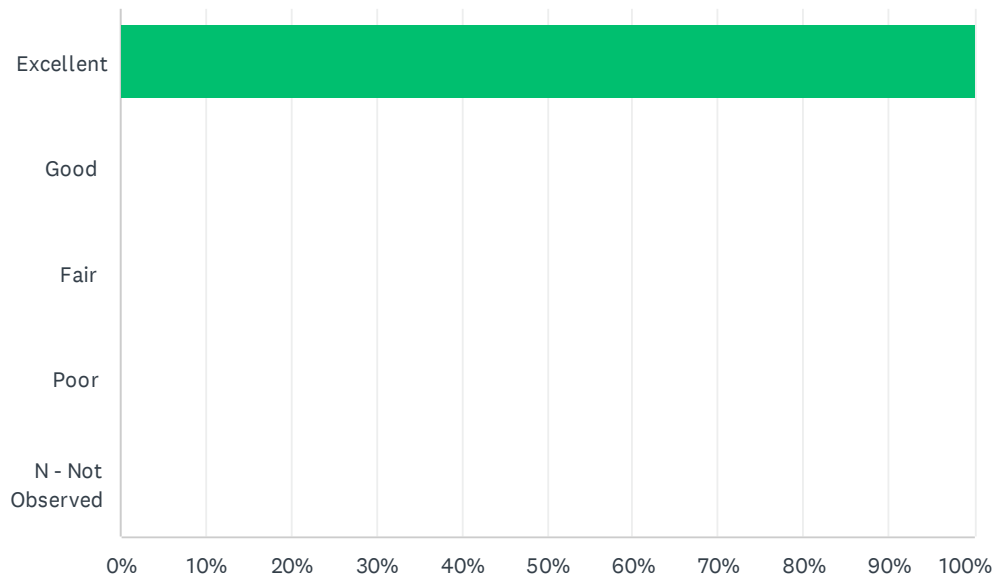
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 100.00% | 6 |
| Good | 0.00% | 0 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q21 Additional Comment

Answered: 2    Skipped: 4

# Q22 arranges/manages resources as to facilitate the accomplishment of work.

Answered: 6    Skipped: 0
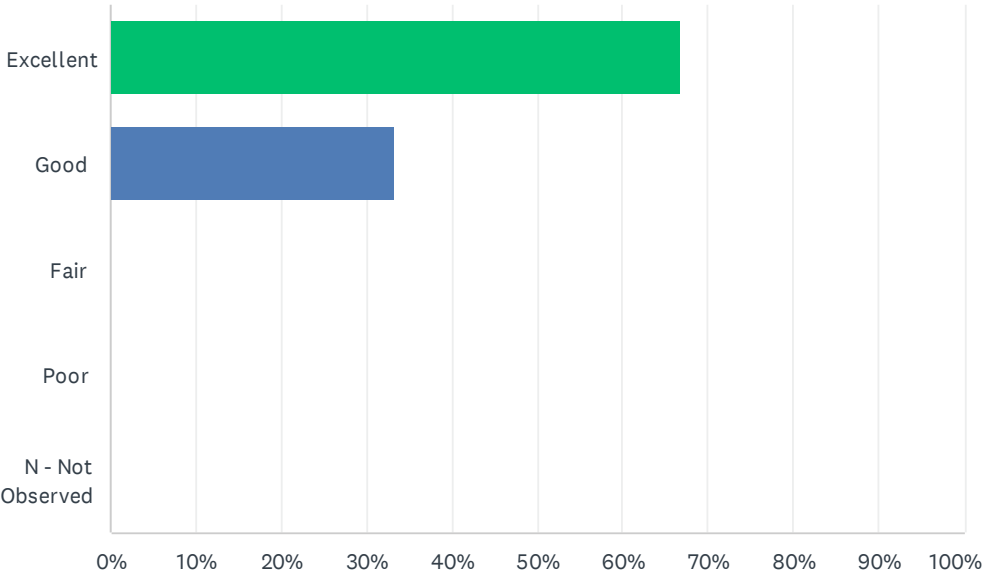


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 33.33% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q23 sets priorities for action.

Answered: 6    Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 83.33% | 5 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

## Q24 communicates performance expectation clearly.

Answered: 6    Skipped: 0
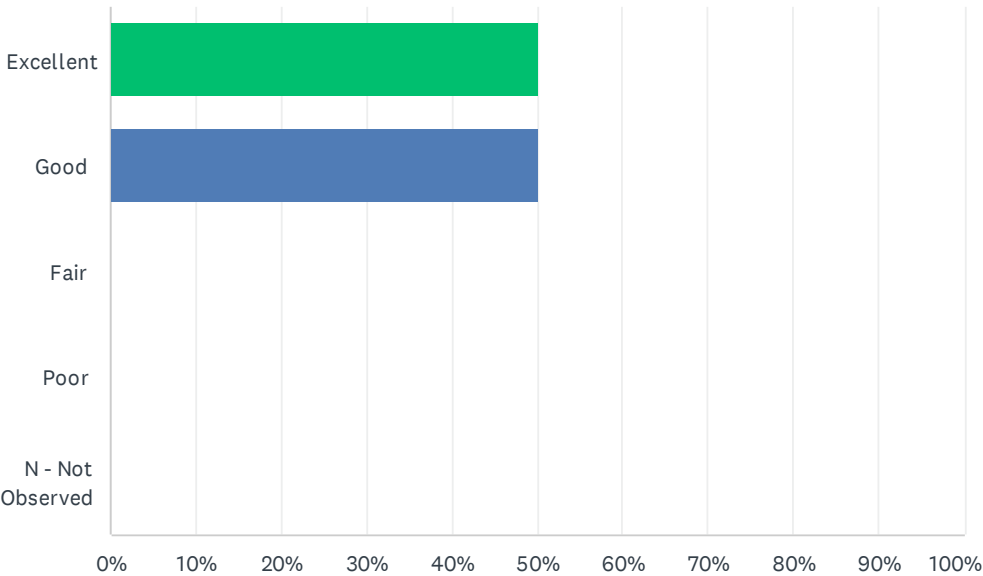
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 50.00% | 3 |
| Good | 50.00% | 3 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q25 provides feedback to subordinates.

Answered: 6    Skipped: 0
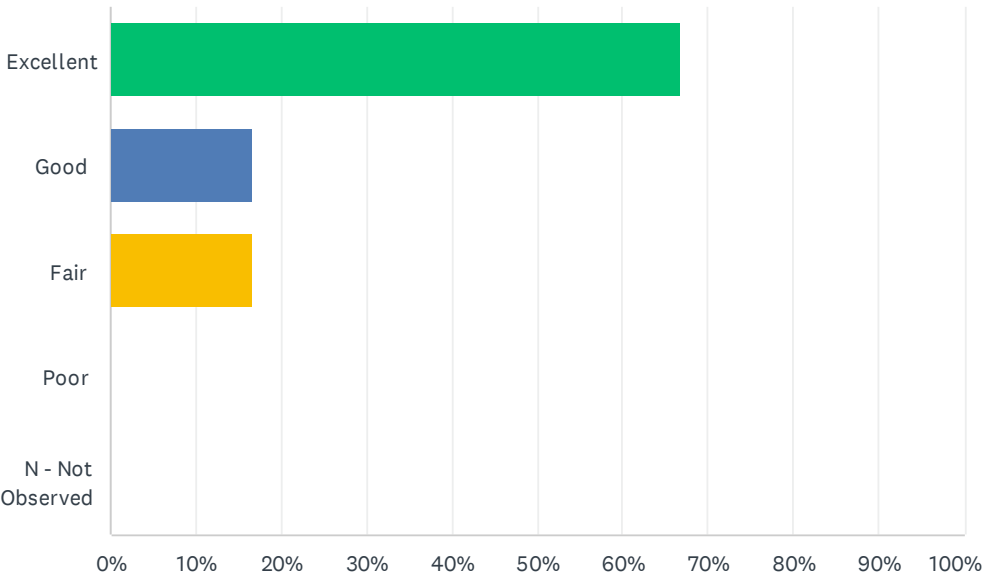


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 16.67% | 1 |
| Fair | 16.67% | 1 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

## Q26 effectively recruits and selects appropriately qualified staff.

Answered: 6    Skipped: 0
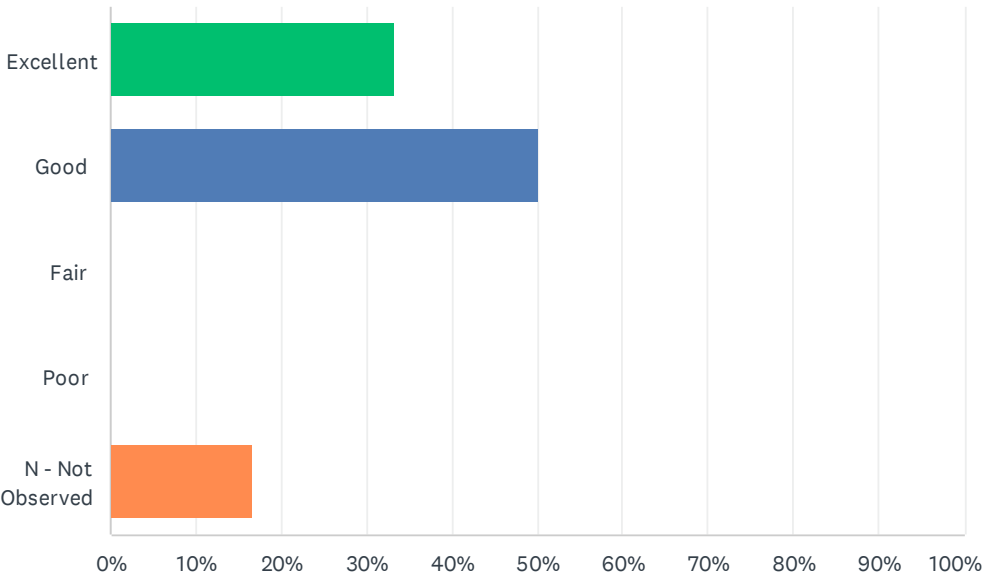


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 33.33% | 2 |
| Good | 50.00% | 3 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 16.67% | 1 |
| TOTAL | | 6 |

# Q27 evaluates staff effectively and fairly.

Answered: 6     Skipped: 0
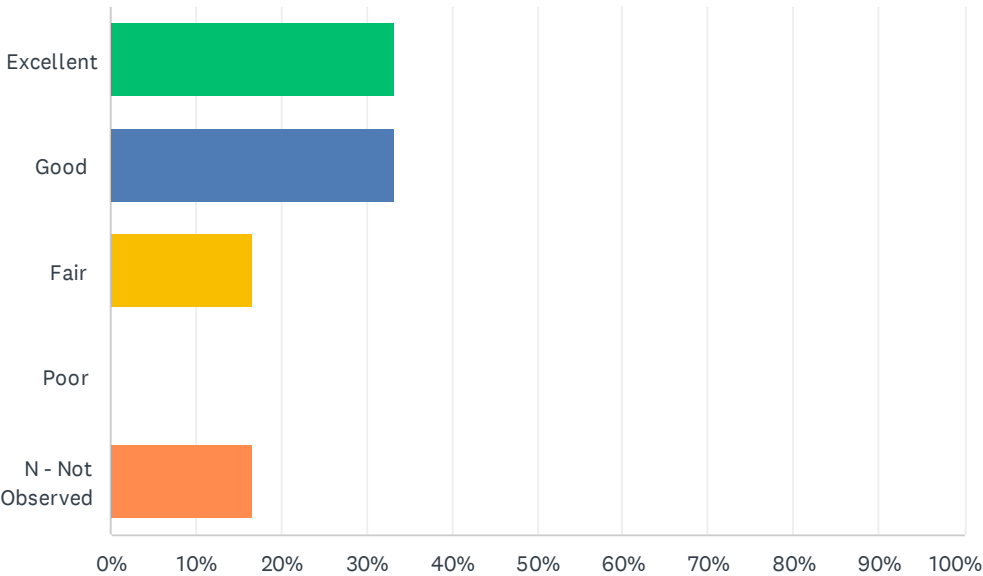


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|---|
| Excellent | 33.33% | 2 |
| Good | 33.33% | 2 |
| Fair | 16.67% | 1 |
| Poor | 0.00% | 0 |
| N - Not Observed | 16.67% | 1 |
| TOTAL | | 6 |

# Q28 Additional Comment

Answered: 1    Skipped: 5

# Q29 portrays a progressive and professional image of the university.
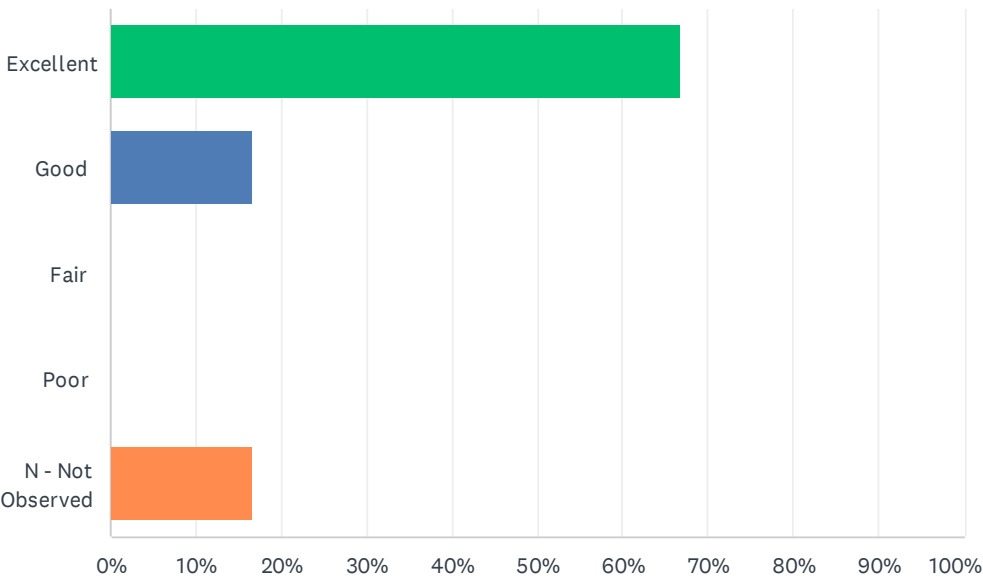
Answered: 6    Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 16.67% | 1 |
| TOTAL | | 6 |

# Q30 relates to and communicates with the external community.

Answered: 6    Skipped: 0
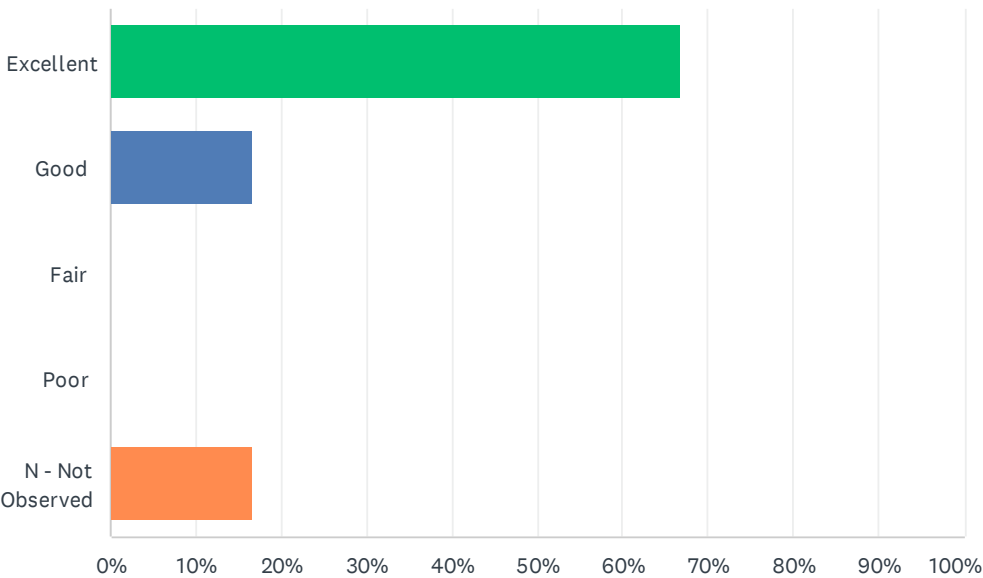


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 16.67% | 1 |
| TOTAL | | 6 |

## Q31 encourages partnerships with the community, business, industry, and other education institutions.

Answered: 6    Skipped: 0
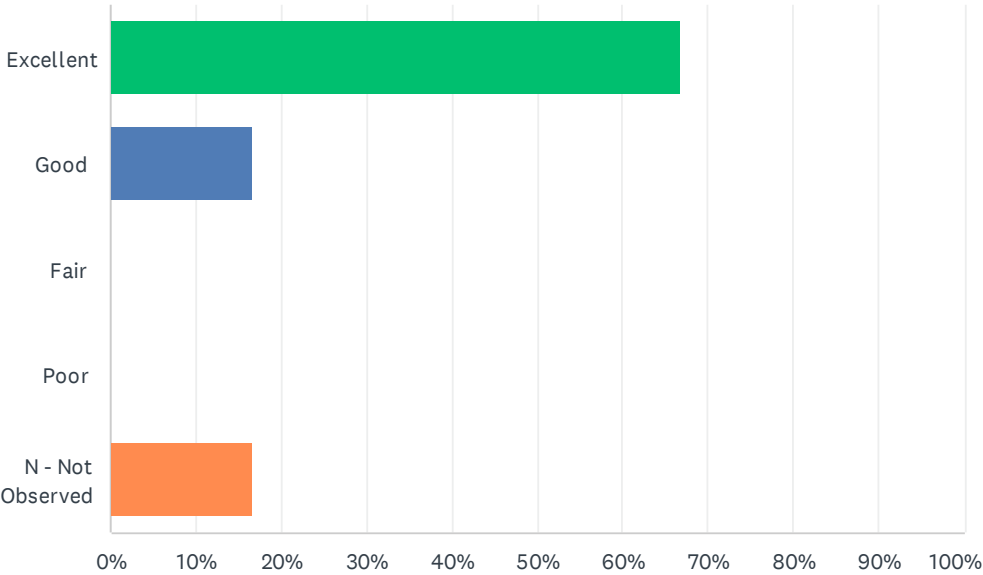
| ANSWER CHOICES | RESPONSES | |
| --- | --- | --- |
| Excellent | 66.67% | 4 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 16.67% | 1 |
| TOTAL | | 6 |

## Q32 exhibits good media presence.

Answered: 6     Skipped: 0
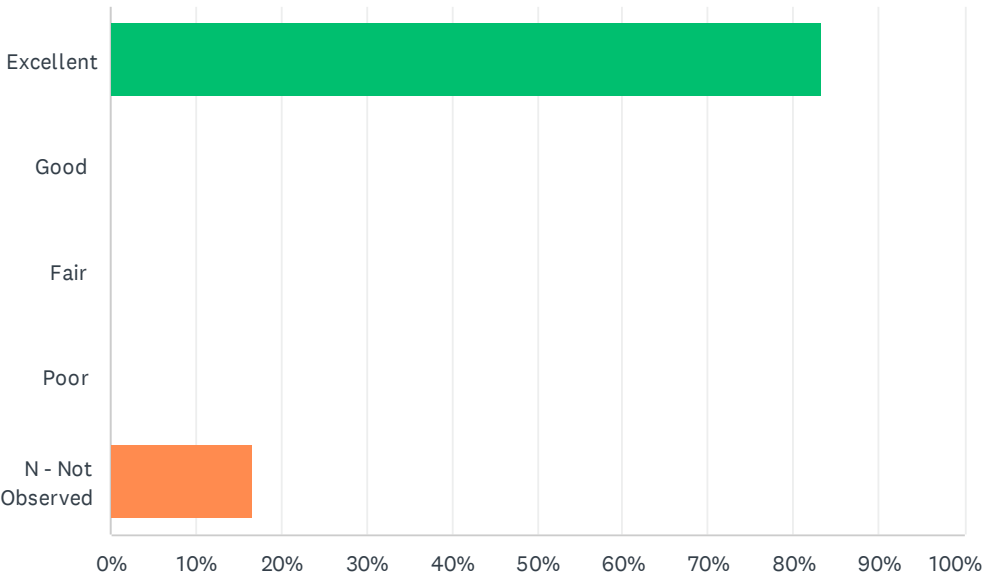


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 83.33% | 5 |
| Good | 0.00% | 0 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 16.67% | 1 |
| TOTAL | | 6 |

# Q33 Additional Comment

Answered: 1     Skipped: 5

# Q34 works with businesses, corporations, and individuals to create new revenue sources.

Answered: 6    Skipped: 0
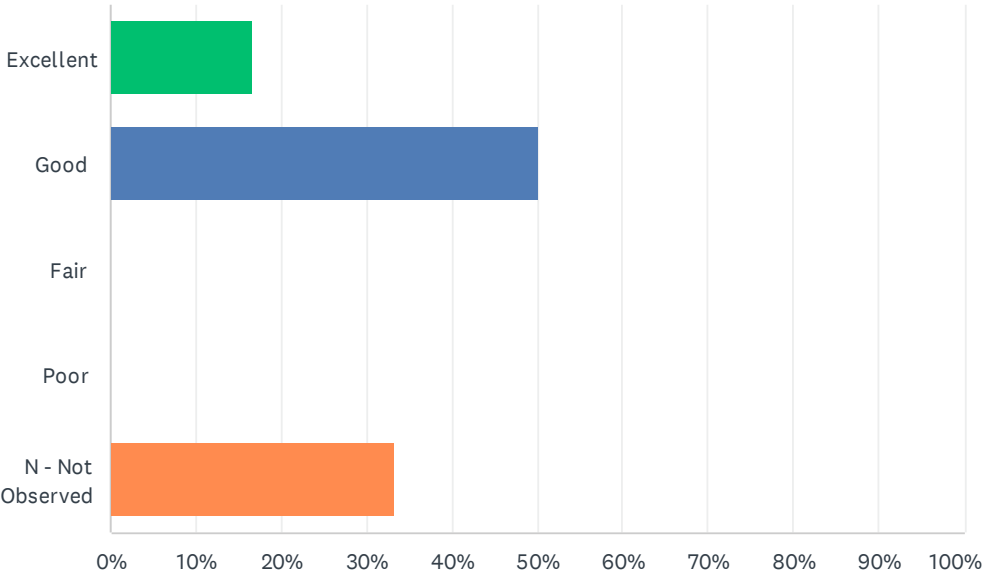
| ANSWER CHOICES | RESPONSES | |
| --- | --- | --- |
| Excellent | 16.67% | 1 |
| Good | 50.00% | 3 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 33.33% | 2 |
| TOTAL | | 6 |

# Q35 works to increase fund generated by external grants and contracts.

Answered: 6    Skipped: 0
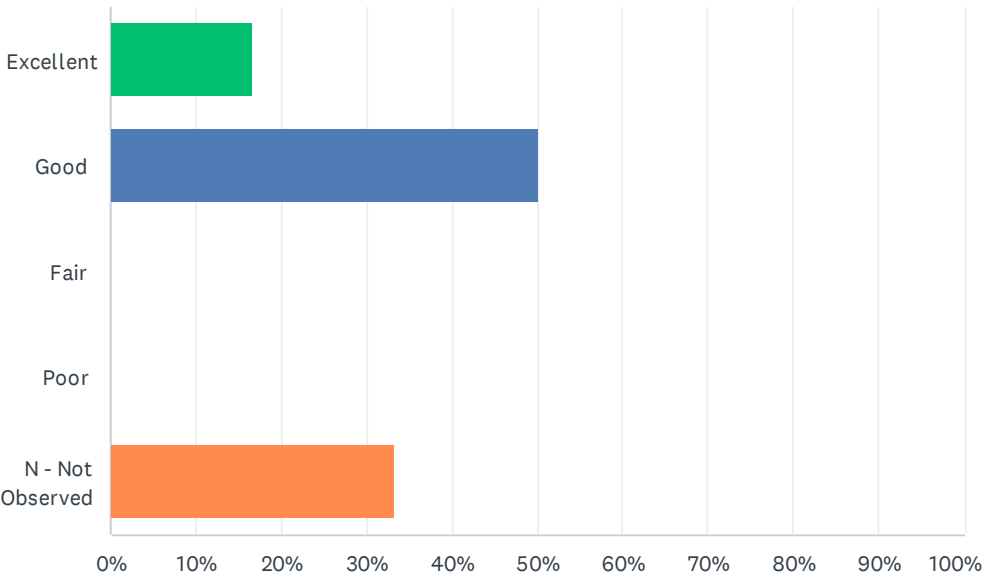


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 16.67% | 1 |
| Good | 50.00% | 3 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 33.33% | 2 |
| TOTAL | | 6 |

# Q36 maintains strong and effective fiscal oversight of the University.

Answered: 6    Skipped: 0
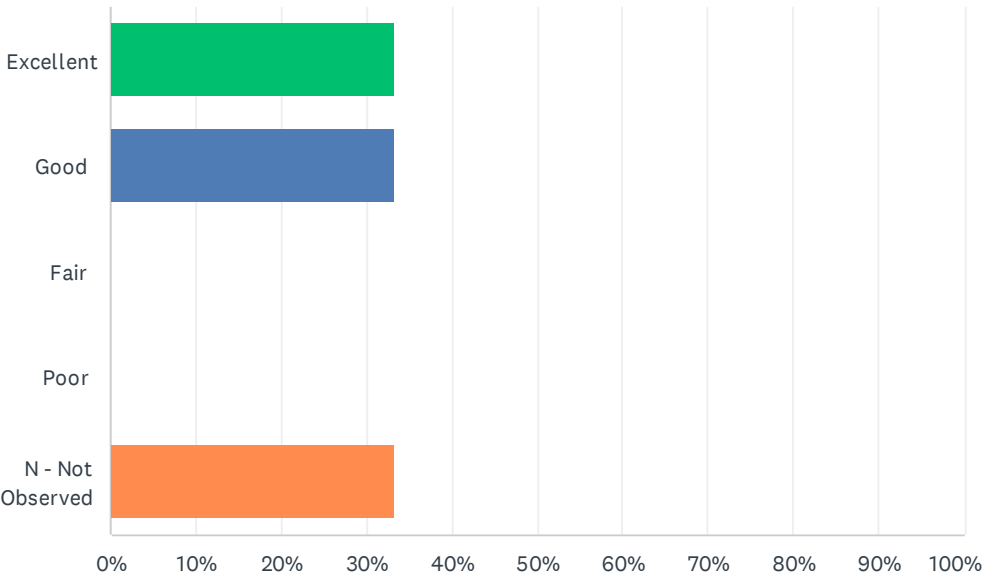
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 33.33% | 2 |
| Good | 33.33% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 33.33% | 2 |
| TOTAL | | 6 |

# Q37 Additional Comment

Answered: 1     Skipped: 5

# Q38 keeps the Members informed of pressing issues.

Answered: 6    Skipped: 0
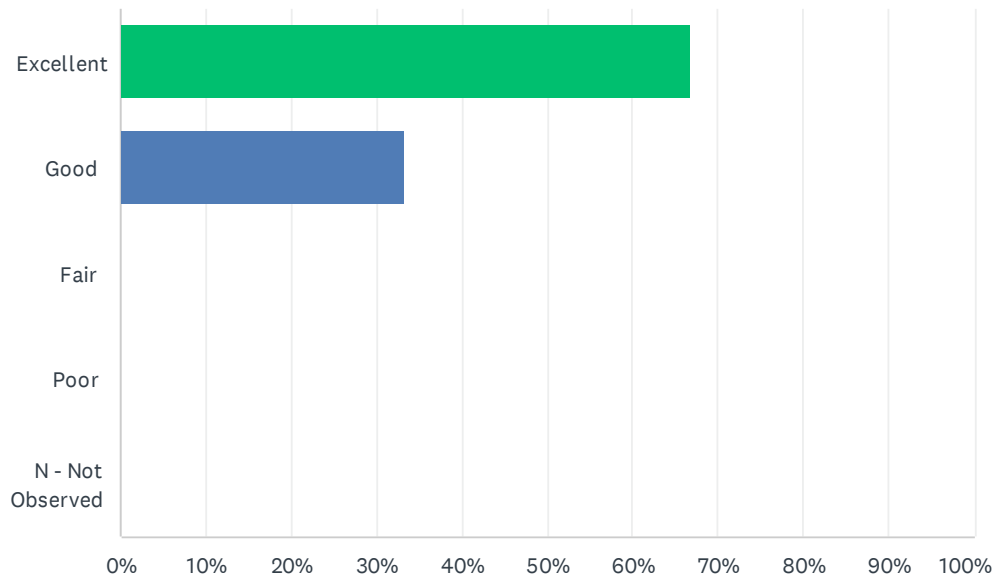


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 33.33% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q39 keeps the Members informed of future issues.

Answered: 6    Skipped: 0
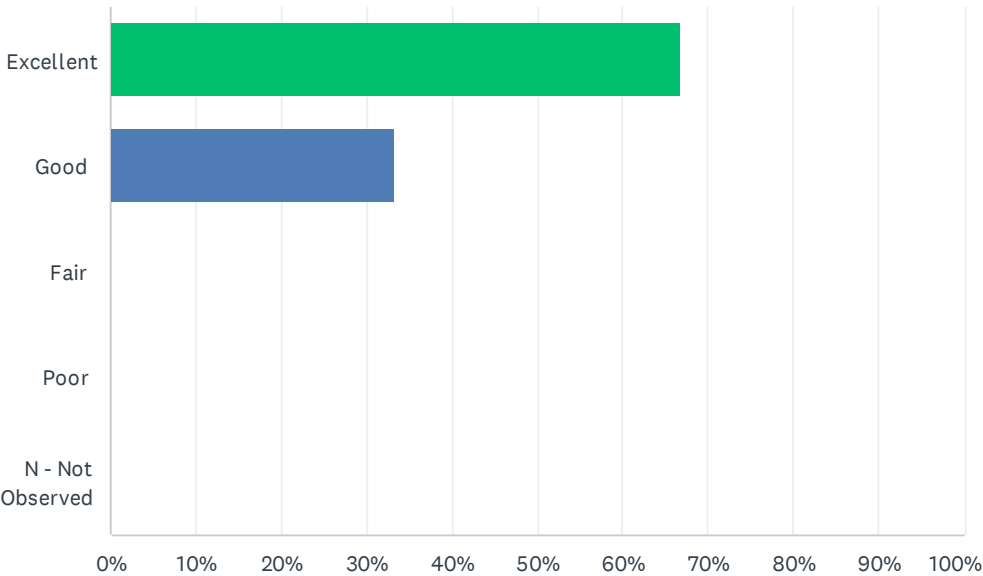


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 66.67% | 4 |
| Good | 33.33% | 2 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

## Q40 Maintains a good relationship with members of University Executive.

Answered: 6     Skipped: 0
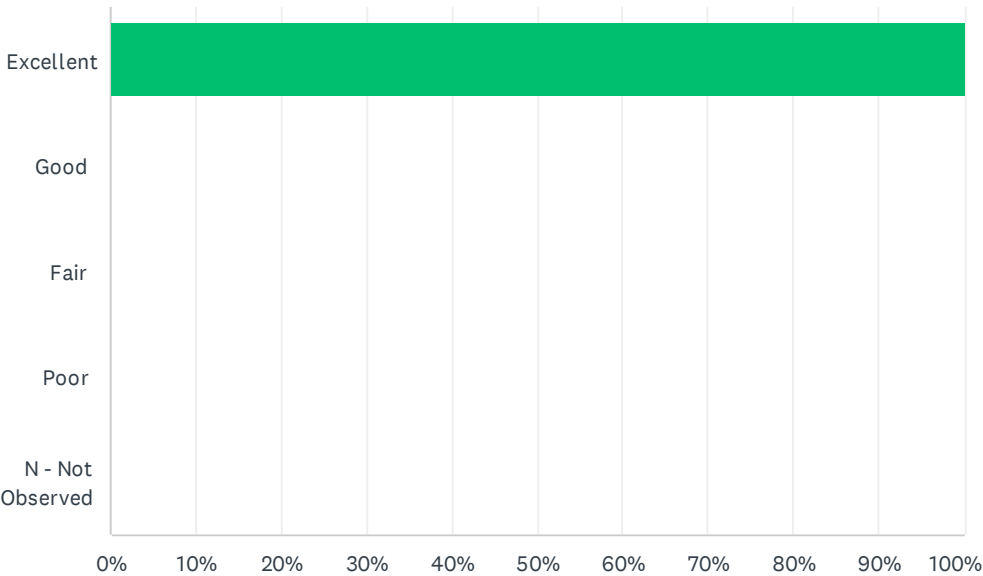


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|---|
| Excellent | 100.00% | 6 |
| Good | 0.00% | 0 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q41 Additional Comment

Answered: 1    Skipped: 5

# Q42 Overall, rate the performance and effectiveness of the President.

Answered: 6    Skipped: 0
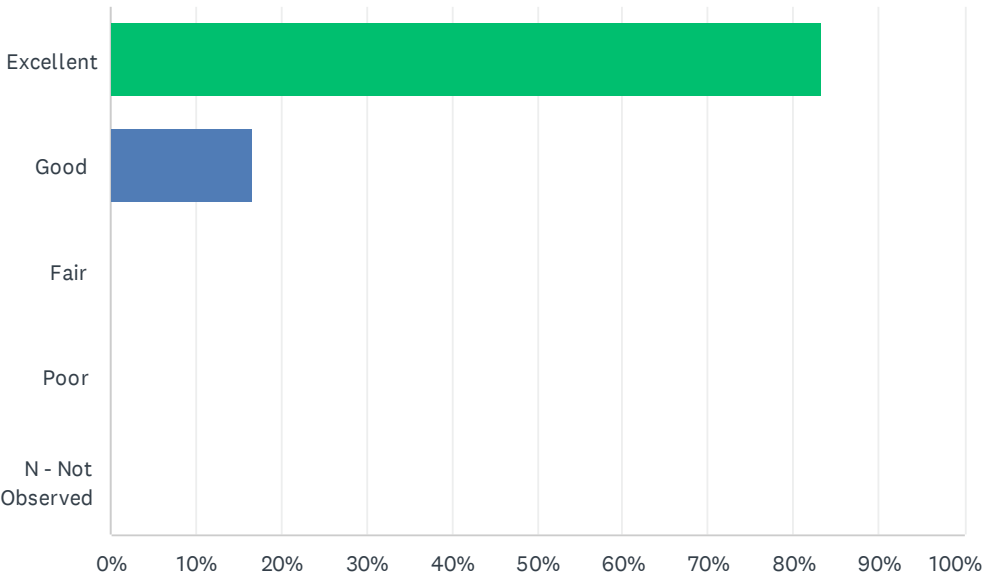
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Excellent | 83.33% | 5 |
| Good | 16.67% | 1 |
| Fair | 0.00% | 0 |
| Poor | 0.00% | 0 |
| N - Not Observed | 0.00% | 0 |
| TOTAL | | 6 |

# Q1 The UC understands its policy role and differentiates its role from those of the CEO and university employees.

Answered: 6    Skipped: 0
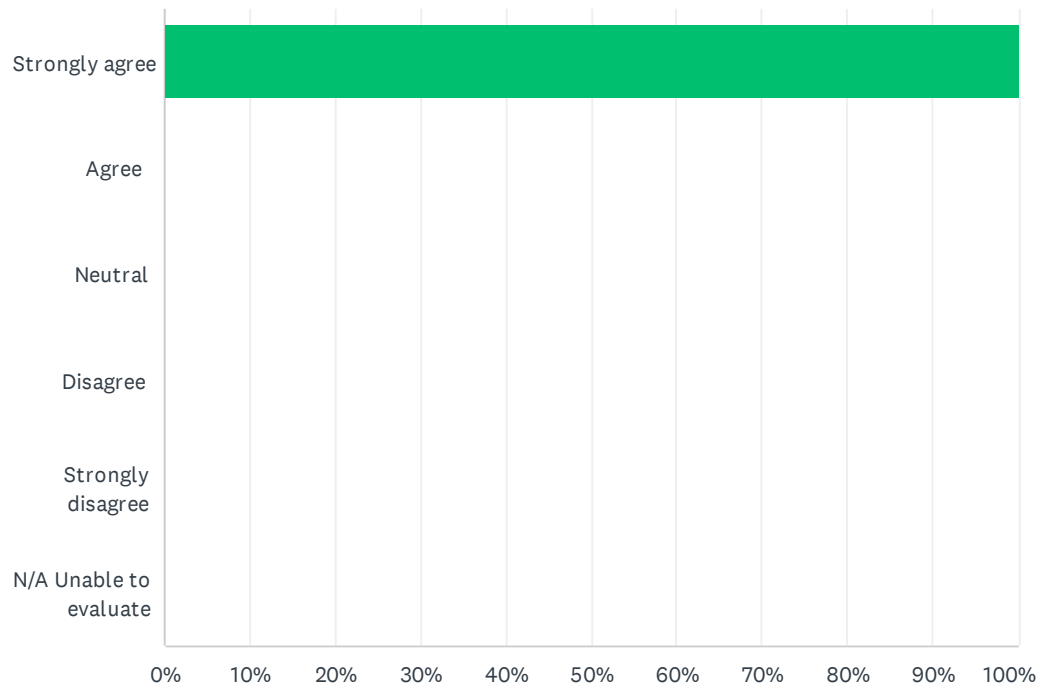


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 100.00% | 6 |
| Agree | 0.00% | 0 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q2 The UC is committed to regularly review the university's mission and goals and monitor progress toward achieving the mission and goals.

Answered: 6    Skipped: 0
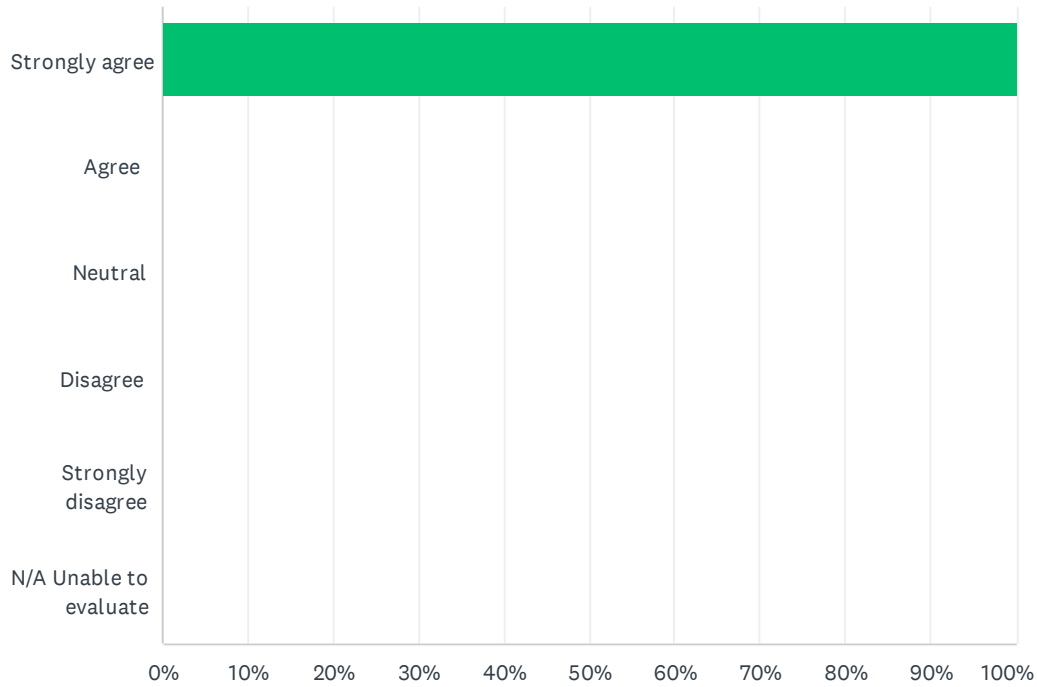
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 100.00% | 6 |
| Agree | 0.00% | 0 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q3 UC assures that there are effective planning processes and that the allocation of resources supports institutional plans.

Answered: 6    Skipped: 0
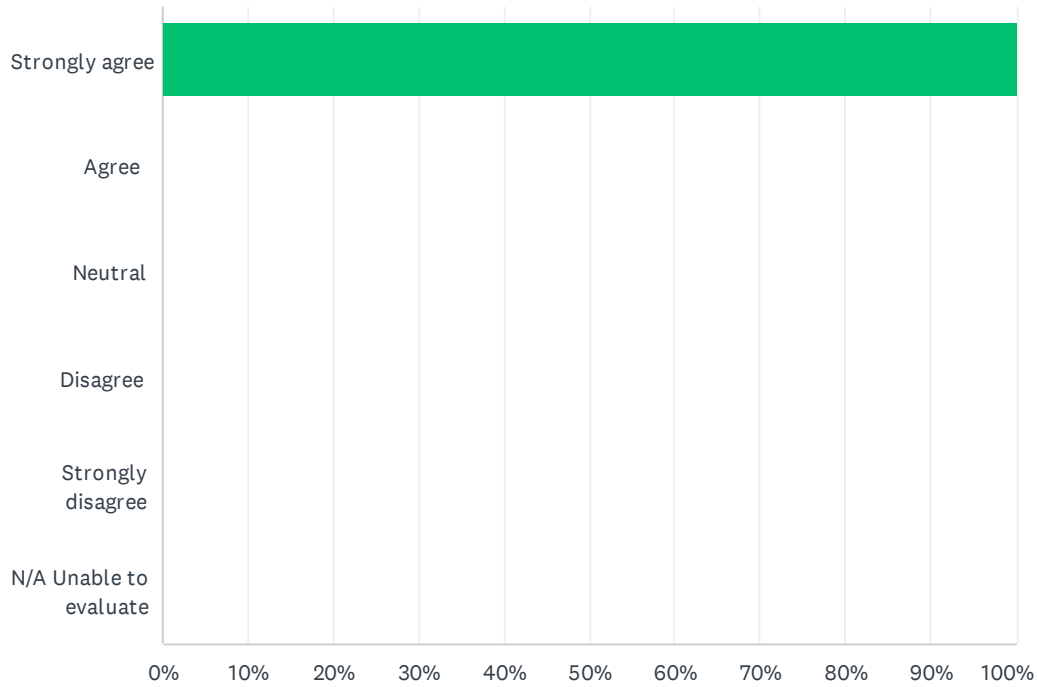


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 100.00% | 6 |
| Agree | 0.00% | 0 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q4 The UC adheres to its policies and regularly reviews them.

Answered: 6     Skipped: 0
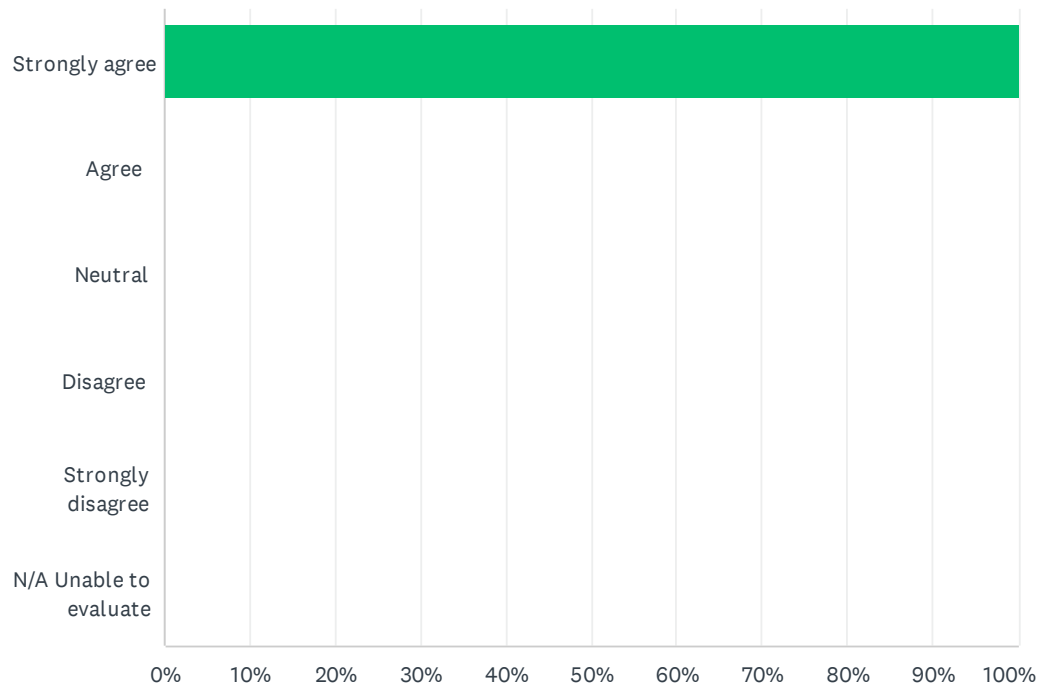


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 100.00% | 6 |
| Agree | 0.00% | 0 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

## Q5 The UC delegates responsibility and authority to the CEO and supports the CEO's leadership.

Answered: 6    Skipped: 0
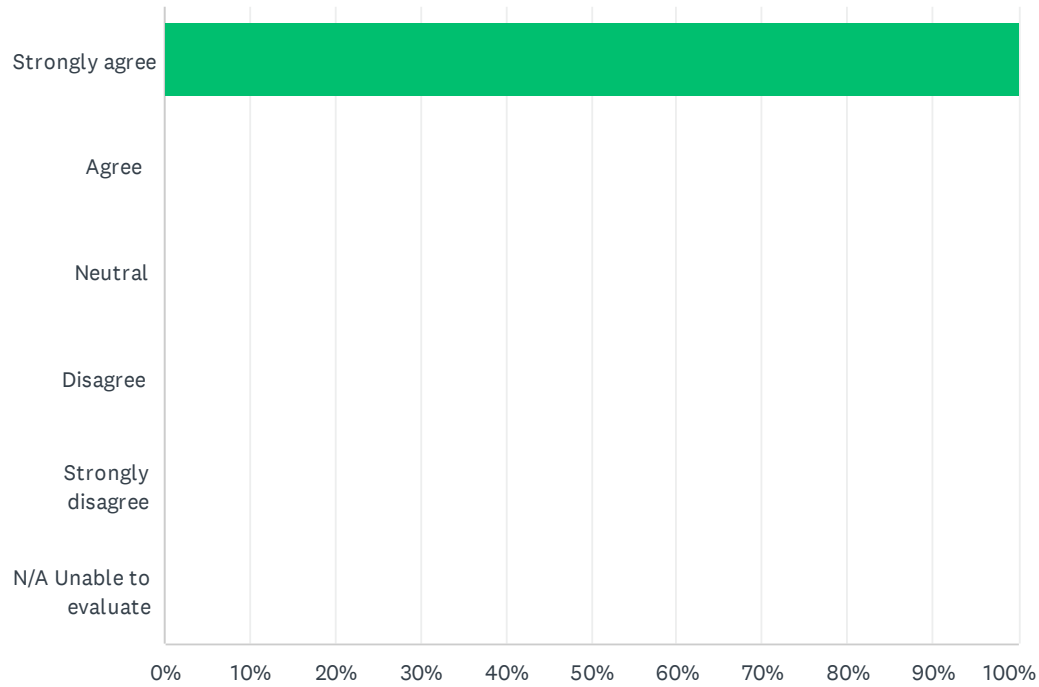
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 100.00% | 6 |
| Agree | 0.00% | 0 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q6 The UC maintains an excellent working relationship with the CEO; including honoring established protocols for communication.

Answered: 6    Skipped: 0
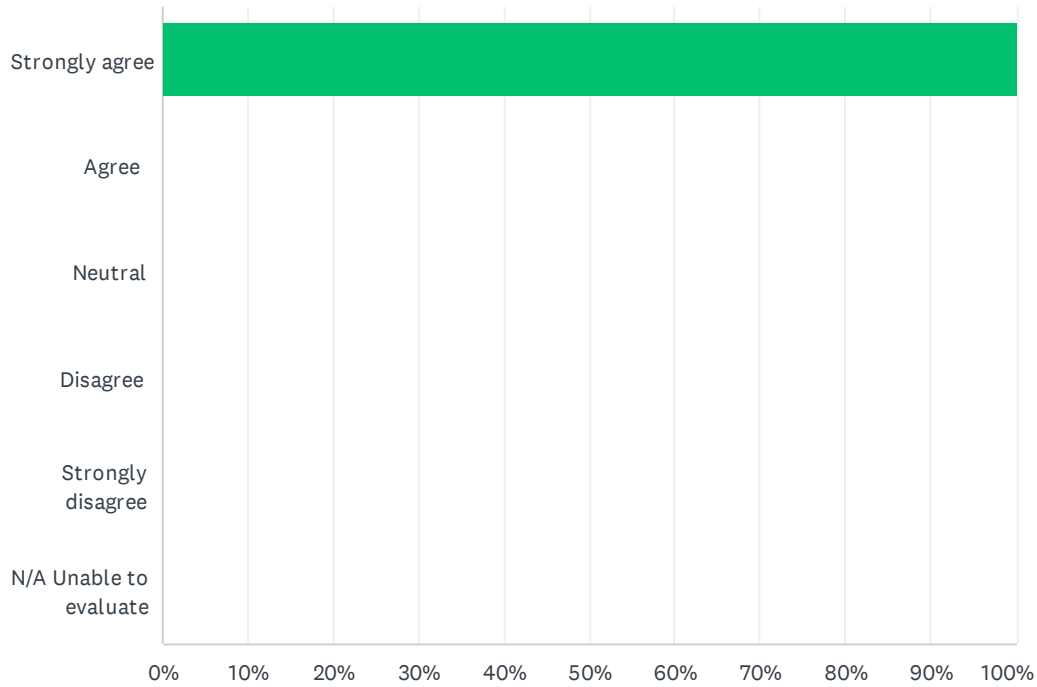


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 100.00% | 6 |
| Agree | 0.00% | 0 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q7 The board sets clear expectations for and effectively evaluates the CEO.

Answered: 6    Skipped: 0
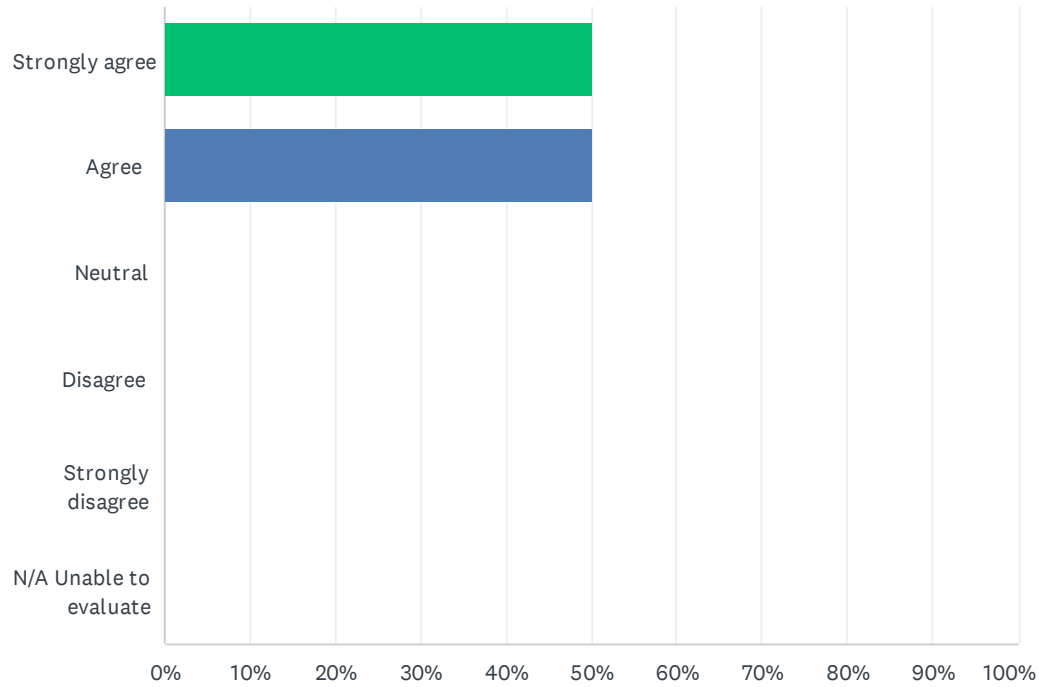


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 50.00% | 3 |
| Agree | 50.00% | 3 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q8 UC members represent the interests and needs of the stakeholders served by the university.

Answered: 6     Skipped: 0
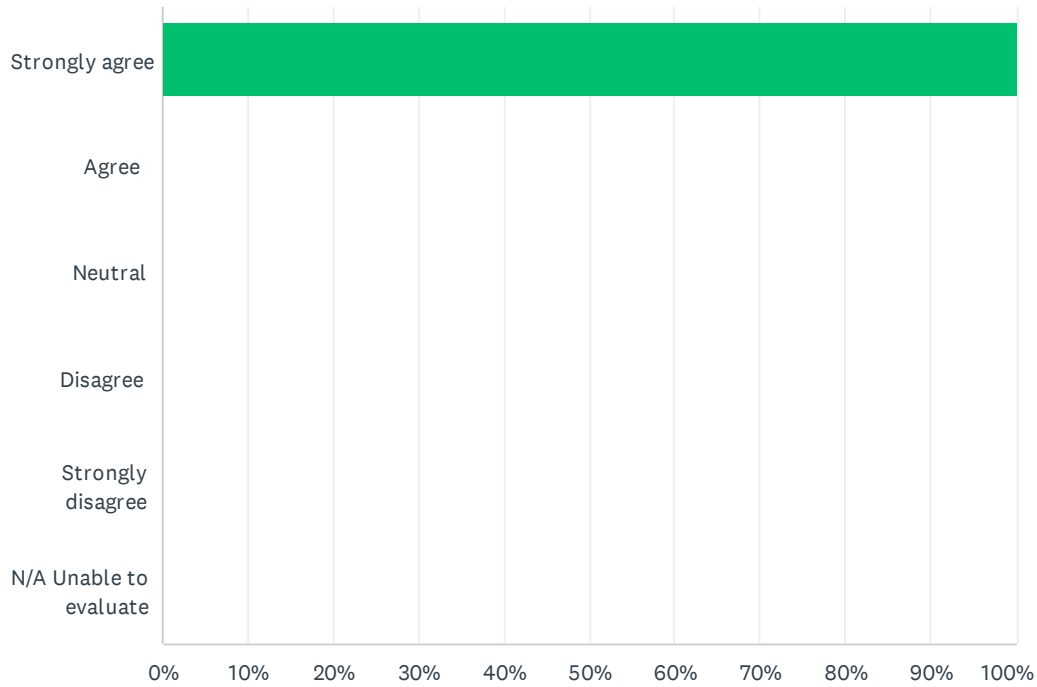


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 100.00% | 6 |
| Agree | 0.00% | 0 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

## Q9 The UC reflects a commitment to student success in its deliberations and decisions.

Answered: 6    Skipped: 0
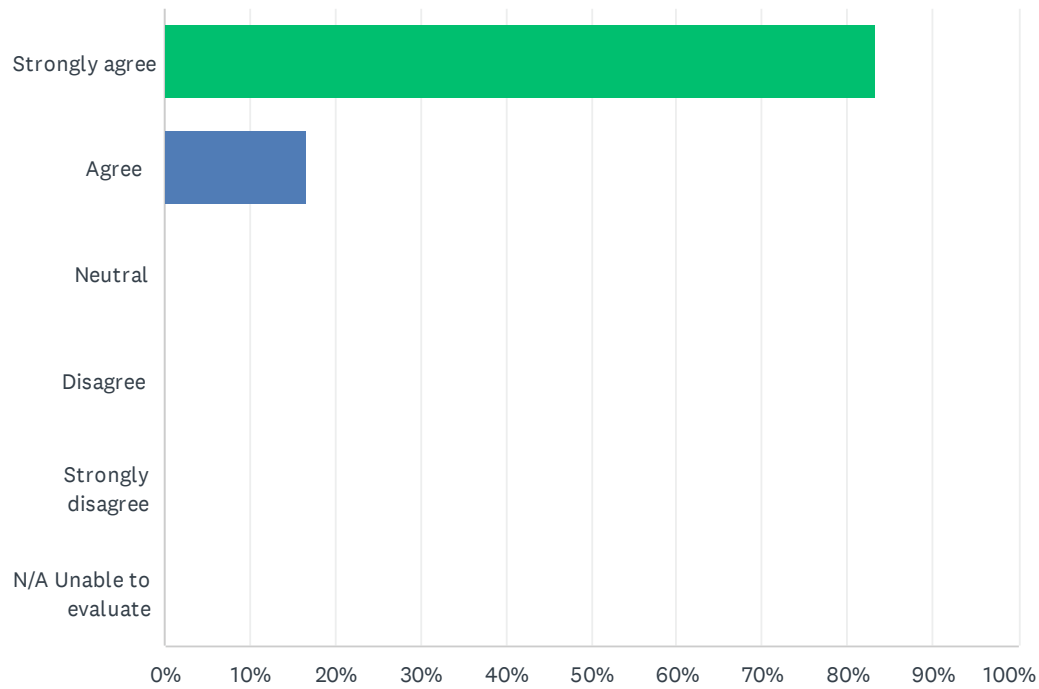


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 83.33% | 5 |
| Agree | 16.67% | 1 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

## Q10 The UC effectively monitors the quality and effectiveness of the educational program and services in fostering student success.

Answered: 6    Skipped: 0
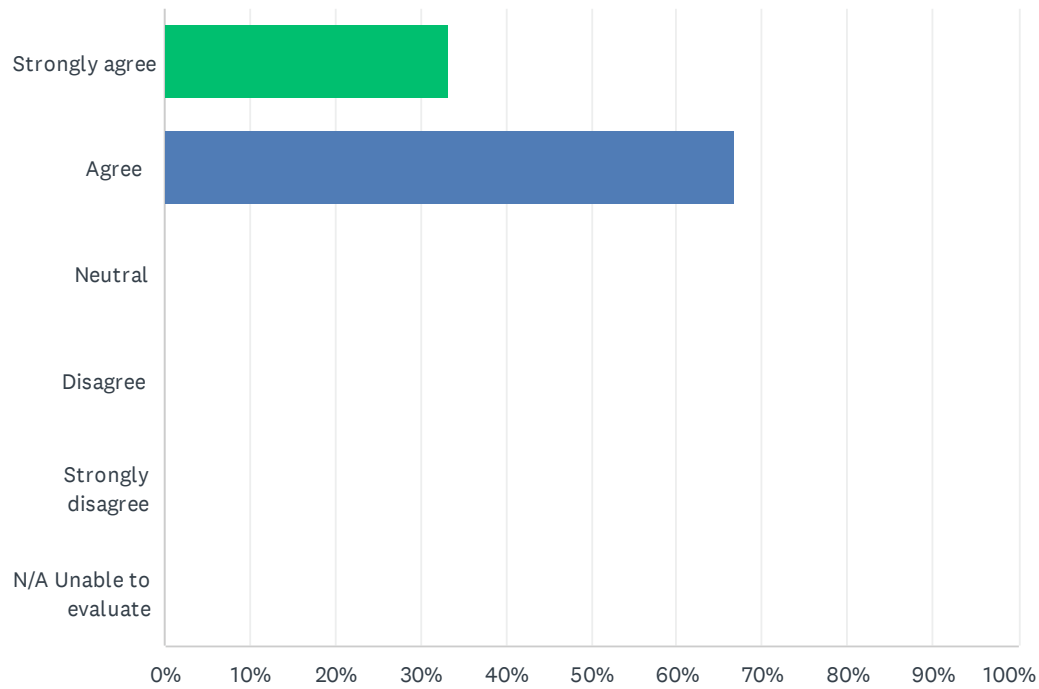


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 33.33% | 2 |
| Agree | 66.67% | 4 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q11 The UC assures the fiscal stability and health of the university.
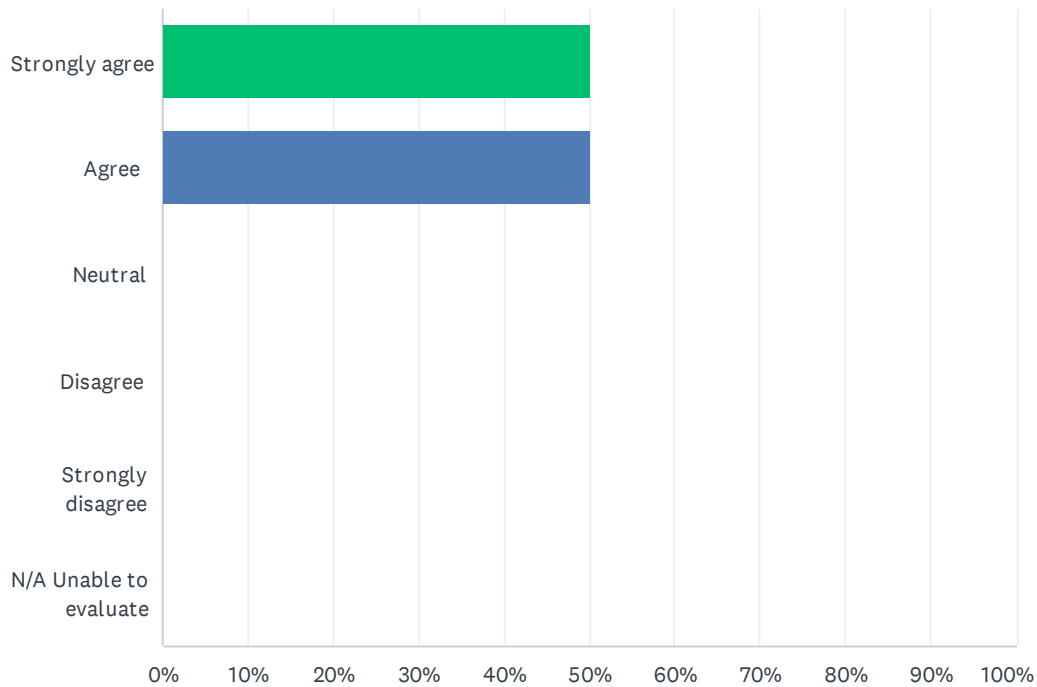
Answered: 6    Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 50.00% | 3 |
| Agree | 50.00% | 3 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q12 The UC ensures that plans for facilities and maintenance are current and monitors their implementation.

Answered: 6    Skipped: 0
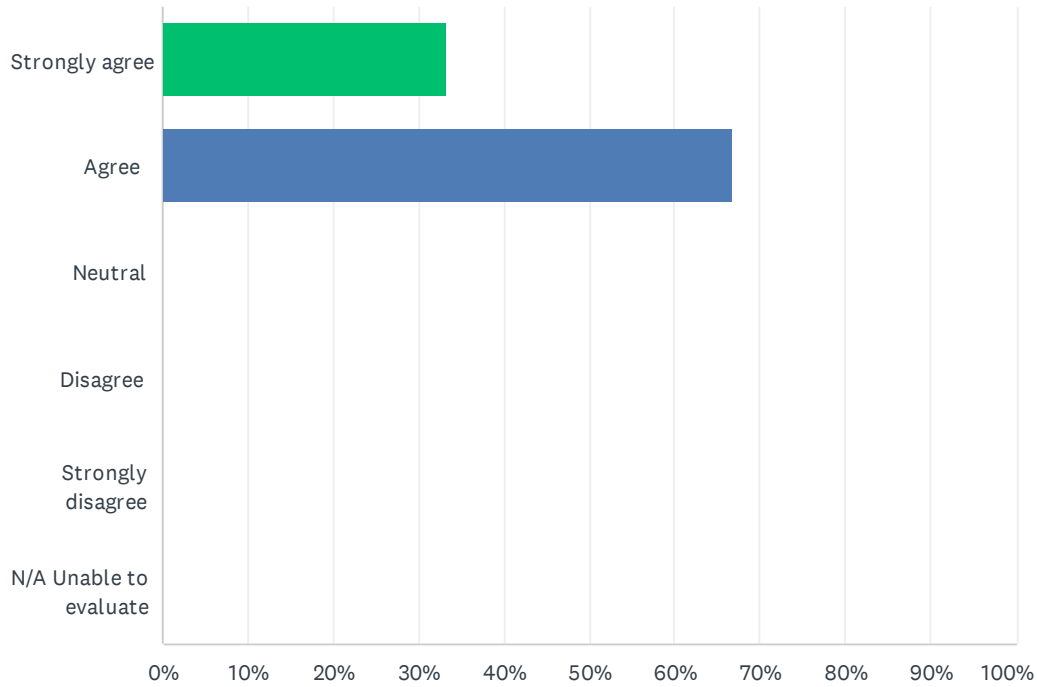


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 33.33% | 2 |
| Agree | 66.67% | 4 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q13 UC ensures that human resources policies comply with government regulations, protect the university, and are fair and equitable.

Answered: 6     Skipped: 0
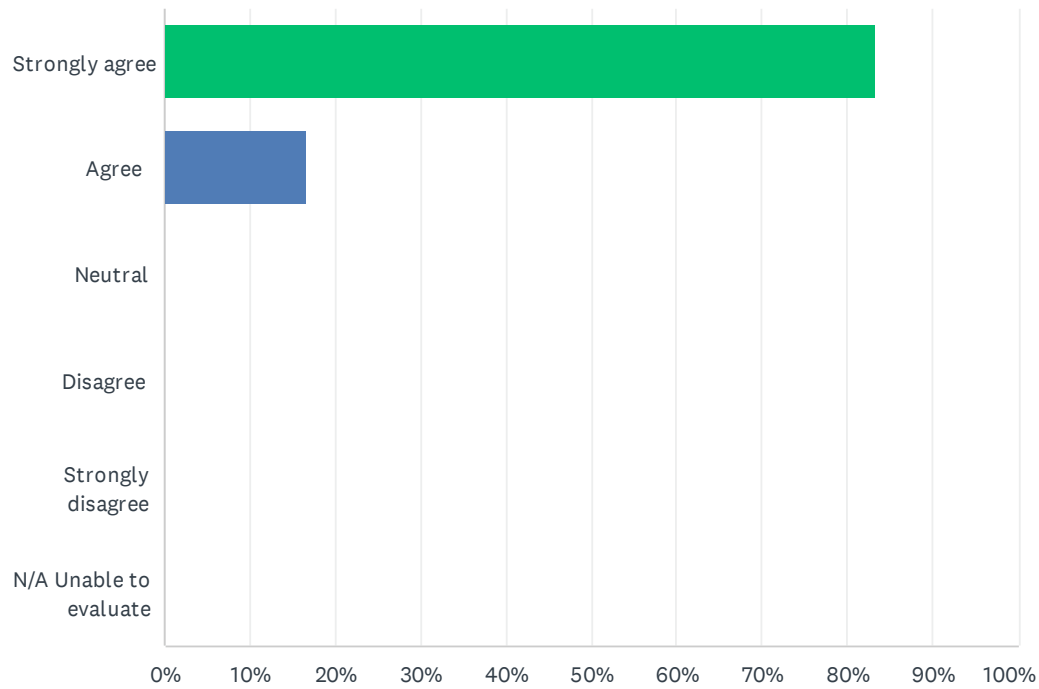
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 83.33% | 5 |
| Agree | 16.67% | 1 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

## Q14 The UC respects the role of faculty, staff, and students in university decision-making.

Answered: 6    Skipped: 0
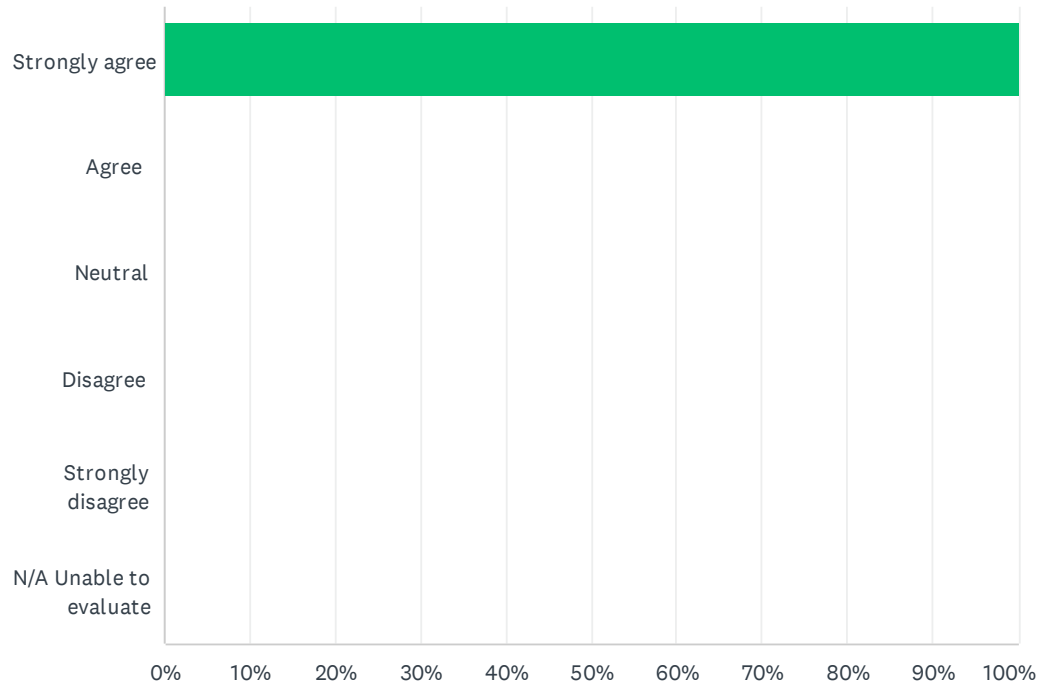
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 100.00% | 6 |
| Agree | 0.00% | 0 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q15 UC members do not attempt to manage or direct the work or activities of employees.

Answered: 6    Skipped: 0
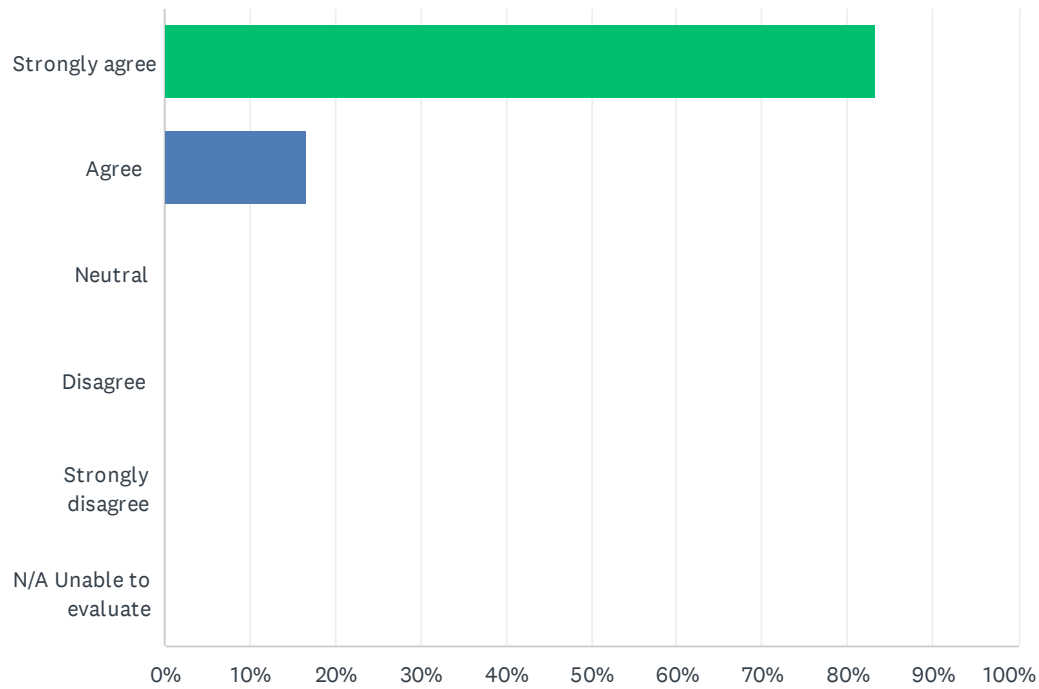
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 83.33% | 5 |
| Agree | 16.67% | 1 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q16 The UC expresses its authority only as a unit; members understand they have no individual authority.

Answered: 6    Skipped: 0
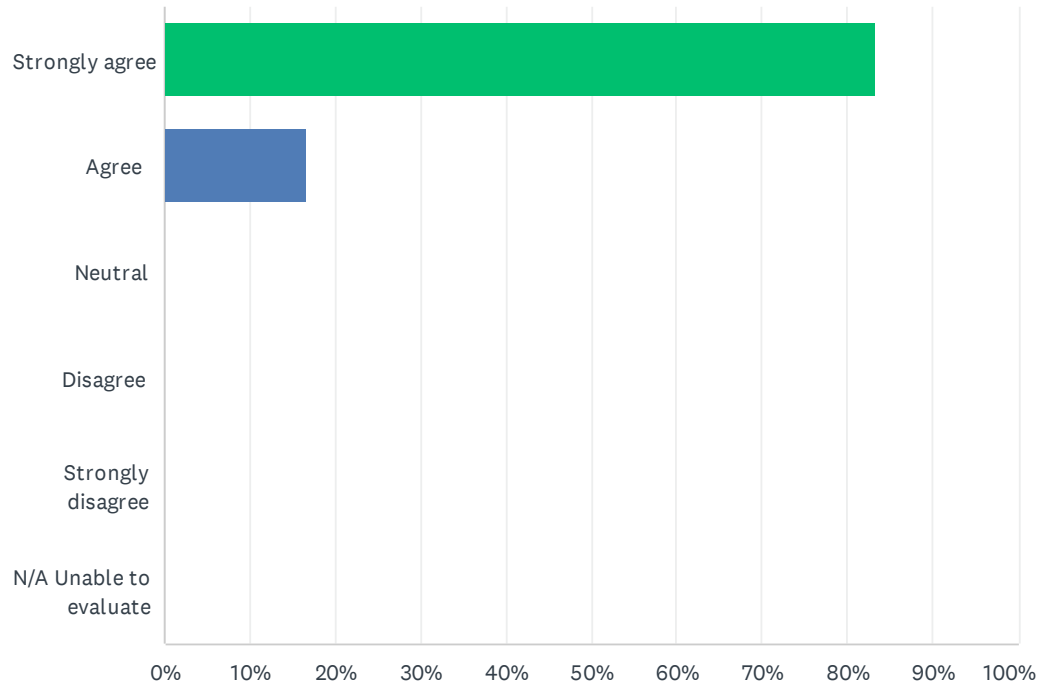


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 83.33% | 5 |
| Agree | 16.67% | 1 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q17 UC members maintain confidentiality of privileged information.

Answered: 6    Skipped: 0
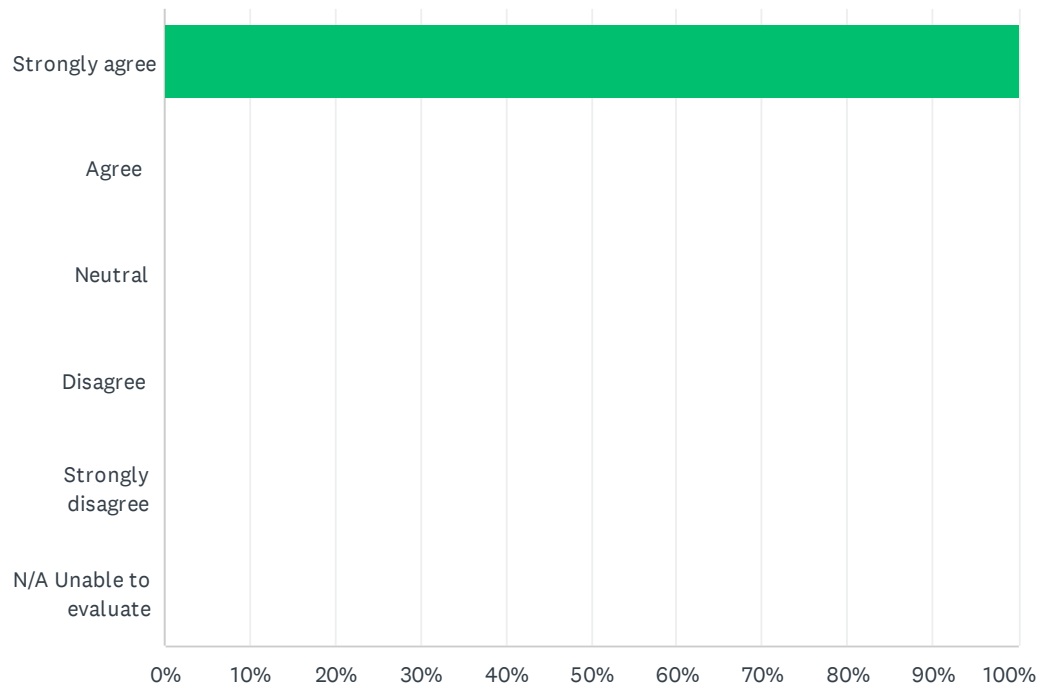


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 100.00% | 6 |
| Agree | 0.00% | 0 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q18 The UC regularly reviews and adheres to its code of ethics and avoids conflicts of interest and the perception of such conflicts.

Answered: 6    Skipped: 0
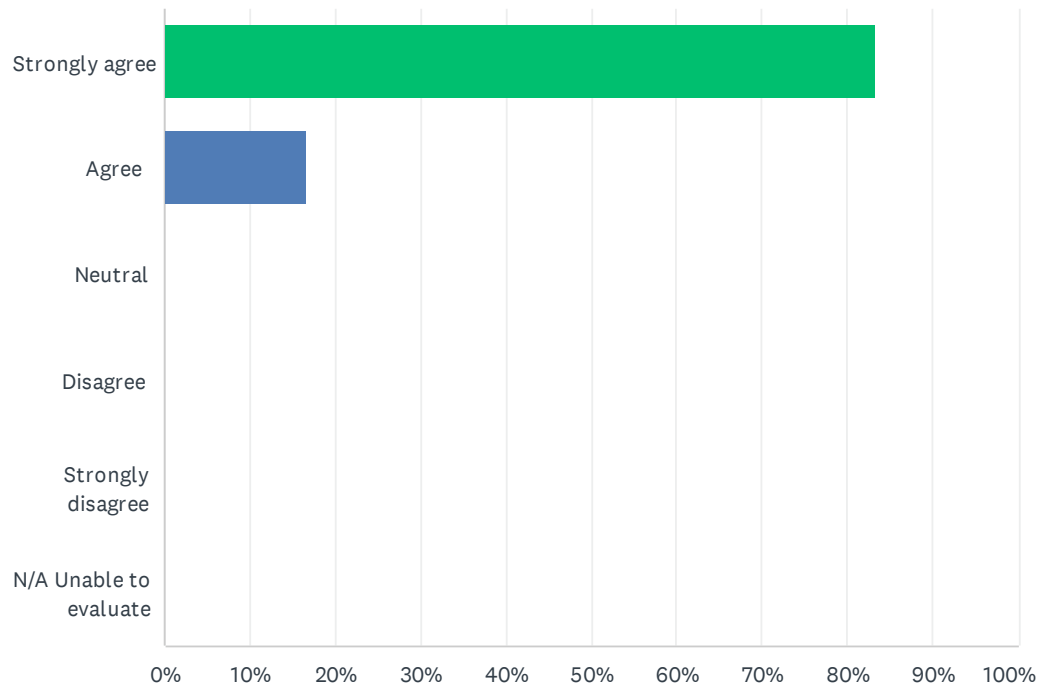


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 83.33% | 5 |
| Agree | 16.67% | 1 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q19 UC meeting agendas reflect governing board responsibilities and include sufficient information for decision-making.

Answered: 6    Skipped: 0
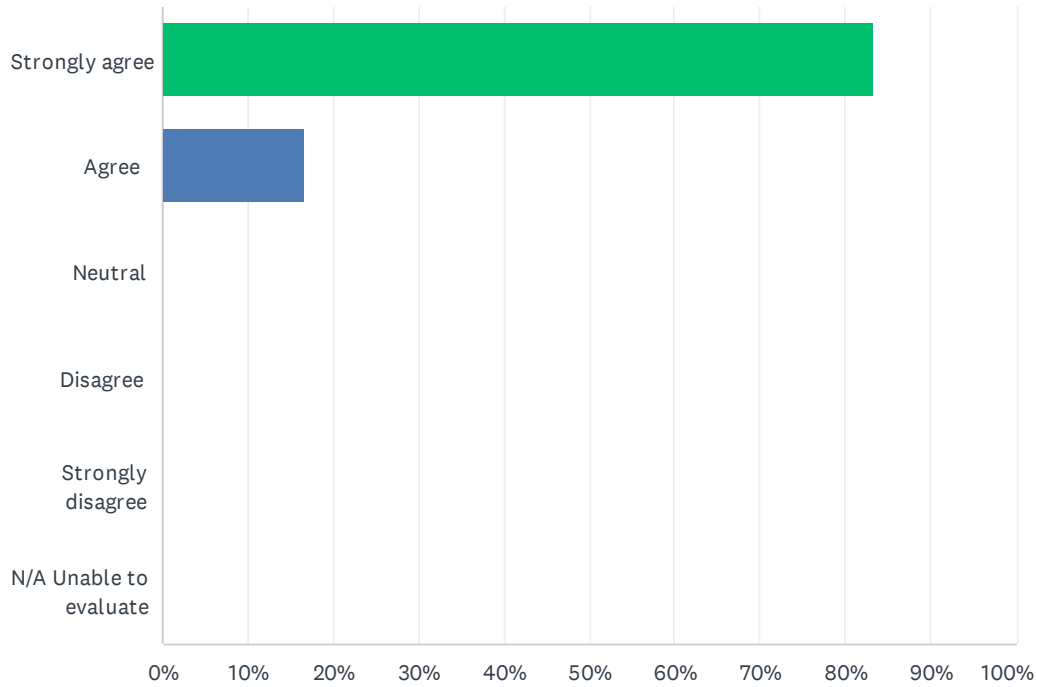
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 83.33% | 5 |
| Agree | 16.67% | 1 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q20 UC members work together with the CEO for the good of the university.
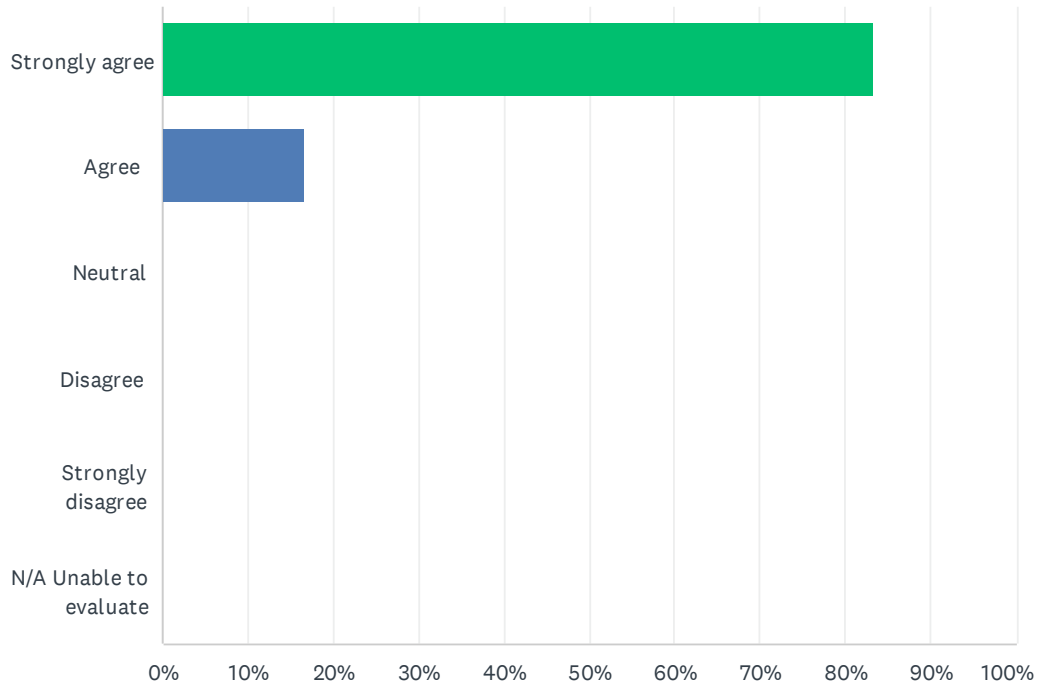
Answered: 6    Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly agree | 83.33% | 5 |
| Agree | 16.67% | 1 |
| Neutral | 0.00% | 0 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| N/A Unable to evaluate | 0.00% | 0 |
| TOTAL | | 6 |

# Q21 Add any comments related to any of the above items:

Answered: 4     Skipped: 2

## Q22 What are the UC's greatest strengths? (at least one)

Answered: 5     Skipped: 1

# Q23 What are the major accomplishments of the UC in the past year? (at least two)

Answered: 5     Skipped: 1

# Q24 What are areas in which the UC could improve its performance? (at least one)

Answered: 5    Skipped: 1

# Q25 I recommend that the UC has the following goals for the coming year: (at least two)

Answered: 5    Skipped: 1

**Document Name:** Meeting Agenda UC 009 AY 2021-2022
**Appendix No:** 4.1
**Corresponding Agenda Item:** Approval of Minutes from Last Meeting

**Meeting No:** *UC 009 AY 2021-2022*
**Date:** Feb 11, 2022
**Action:** Noting

**Brief Description of Document:**

**Relevance of Document:**

**History of Document:**

**Suggested Action:**
**Approval**

University Council Meeting
UC.009.AY21-22
Date:  FEB 11, 2022

**Sampoerna University Council Meeting 008**
**Academic Year 2021-2022**
**30 July 2020**
**Held in Sampoerna University**

*NOTICE IS HEREBY GIVEN THAT the Sampoerna University Council Virtual Meeting **008.AY21-22 was** held on **Friday, 30 July 2021 (Indonesian Time) by** videoconference. The meeting has established the quorum as it was attended by voting members with the following details:*

*Participants:*

| University Council Roll Call | | |
|---|---|---|
| 1. | Yos Adiguna Ginting, Ph.D. [YG] | Present |
| 2. | Amelia Tjendra [AT] | Present |
| 3. | Tommy Tjiptadjaja, MBA [TT] | Present |
| 4. | Dr. Mark Milliron [MM] | Regret |
| 5. | Dr. Andrew Hamilton [AH] | Present |
| 6 | Satryo S. Brodjonegoro, Ph.D (SB) | Regret |
| 7 | Lin Neumann (LN) | Present |
| 8 | Hendra Prasetya (HP) | Present |
| 9 | J. Michael Dinges(MD) | Present |

| Guests | |
|---|---|
| Dr. Marshall Schott [MS] | President of Sampoerna University |
| Dr. Lauren Clarke [LC] | Vice Rector for the University College and International Relations |
| Dr. Soepriyatna [SP] | Vice Rector for Academic Affairs |
| Rahajeng Tyas Astari [RTA] | CFO of Sampoerna University |
| Lorensia Sugiarto | Head of Recruitment |
| Guruh Tri Nugroho [GTN] | University Governance Administration Manager |
| Dian Mayasari | |
| Sofia Barata [SB] | University Council Secretary |

**Minutes of Sampoerna University Council Meeting  UC 008.AY21-22**

**30 November 2020**

| No | Agenda Item | | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|---|
| **1** | **Board Governance** | | | | | | | |
| 1.1 | **Administrative Matters** | | | | | | | |
| | 1.1.1 | Call to Order | The Chairman of UC called to order the UC Meeting at 8.04. | | | | | |
| | 1.1.2 | Establish Quorum | Quorum was established by 5 out of 9 members [AH, LN joined later] | | | | | |
| 1 | **Consent Agenda** | | 1.2. Meeting Agenda<br>1.3. Last Minutes of Meeting | approved as read | | | | |
| **2** | **Governance/ Institutional Effectiveness** | | | | | | | |
| | 2.1. | University Council Self-Evaluation | **Motion to accept University Council Self-Evaluation by AT and seconded by LN**<br>**Roll Call**<br>**Yos Ginting -Ay**<br>**Amelia Tjendra -Ay**<br>**Lin Neumann-Ay**<br>**Hendra Prasetya-Ay**<br>**Michael Dinges-Ay**<br>**Andrew Hamilton-Ay** | *MSC* | | • Institutional Research will create an electronic survey/digital form for UC self-evaluation latest Sept 1, 2020. UC will then decide when to administer the self-evaluation.<br>• University Council Self-Evaluation will be carried out once a year. | MS | 1 Sept |

| No | | Agenda Item | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|---|
| | | | Tommy Tjiptadjaja-Ay | | | • It is an evaluation on the board and the performance of the council not member's individual performance.<br>• [AT] Propose to do it as soon as the digital form is ready to fulfil the requirement of the next NECHE eligibility visit in September. | | |
| | 2.2. | President Evaluation Policy | **Motion to accept President Evaluation Policy by AT and seconded by LN**<br>**Roll Call**<br>**Yos Ginting -Ay**<br>**Amelia Tjendra -Ay**<br>**Lin Neumann-Ay**<br>**Hendra Prasetya-Ay**<br>**Michael Dinges-Ay**<br>**Andrew Hamilton-Ay**<br>**Tommy Tjiptadjaja-Ay** | *MSC* | | • [AT] To propose that for behavioural items, the University Council will request the feedback from University Executives.<br>• Institutional Research will create anonymous digital format for the behavioural items for University Executive and also the digital form for the University Council's part. | MS | |
| | 2.3. | Financial Close Academic Year 2020-2021 | **Motion to accept Financial Close Academic Year 2020-2021 by RTA and seconded by LN**<br>**Roll Call**<br>**Yos Ginting -Ay**<br>**Amelia Tjendra -Ay**<br>**Lin Neumann-Ay** | *MSC* | | • [AT] Instructional Cost dropped significantly on HR Cost; can you explain why?<br>• [RTA] HR cost has been relocated between non-academic to academic to have more alignment with the organization structure. | RTA | |

University Council Meeting
UC.008.AY21-22
Date: 30 July 2022

| No | Agenda Item | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|
| | | **Hendra Prasetya-Ay**<br>**Michael Dinges-Ay**<br>**Andrew Hamilton-Ay**<br>**Tommy Tjiptadjaja-Ay** | | | • [LN] Loss of 4mio, where do we reflect on the infusion of the capital to make it possible to continue the operation?<br>• [AH] The instructional cost is lower than revenues, what do you tell the accreditor about the difference between the increase of revenue and the shrinking outlay of the instructional cost?<br>• CFO will provide the audited financial report (2020-2021) which reflect the revenue. | | |
| | 2.4. | Budget AY 2021-2022 | **Motion to accept Budget Academic Year 2021-2022 by RTA and seconded by YG**<br>**Roll Call**<br>**Yos Ginting -Ay**<br>**Amelia Tjendra -Ay**<br>**Lin Neumann-Ay**<br>**Hendra Prasetya-Ay**<br>**Michael Dinges-Ay**<br>**Andrew Hamilton-Ay**<br>**Tommy Tjiptadjaja-Ay** | *MSC* | | • [YG] The trend is commendable.<br>• [MS] There is a strategic request to increase the marketing and recruitment.<br>• [AH] SU is doubling tuition base revenues in two years with the increase of marketing and recruitment.<br>• [MS] We want to double down, a slight larger deficit projected for the coming year because we expect significant | | |

| No | | Agenda Item | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|---|
| | | | | | | grow enrolment and revenues in the process. | | |
| | | | | | | • [AH] It will take a year from now to see whether this is successful. | | |
| | | | | | | • [TT] What are the difference in term of operating university during pandemic and before the pandemic? | | |
| | | | | | | • [RTA] We save significant amount by closing one floor in term of utilities and for students' activities. It reaches 150K. | | |
| | | | | | | • [AH] Increase and decrease in partnership costs, what is the fluctuation is about? | | |
| | | | | | | • [MS] Part of it is the licensing fee with Broward and literally to pay per course fee. | | |
| | | | | | | • Arizona University has a base fee and increase above the base. For example, we have a base fee for 100 students and if we have more than 100, we must pay per student. That causes the fluctuation. | | |

| No | | Agenda Item | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|---|
| | 2.5. | Opening of New Programs (Psychology and Communication) | **Motion to accept Opening of New Study Program (Psychology and Communication) by SP and seconded by YG**<br>**Roll Call**<br>**Yos Ginting -Ay**<br>**Amelia Tjendra -Ay**<br>**Lin Neumann-Ay**<br>**Hendra Prasetya-Ay**<br>**Michael Dinges-Ay**<br>**Andrew Hamilton-Ay**<br>**Tommy Tjiptadjaja-Ay** | *MSC* | | • [AT] Why does the government have moratorium on these two study programs?<br>• [SP] Government is concentrating on STEM study programs while Psychology and Communication are Social Sciences. With the moratorium, SU finds a manner to open the study program through partnership with AU and we add a science taste such as neuroscience in psychology and consider it as distinctive feature in the study program.<br>• [AT] Where do we get the data for the student absorption?<br>• [SP]Through market studies conducted by the Marketing team last year.<br>• [TT] (1) Because we are importing US Social Science, we need to take account on Indonesian condition. (2) It describes UA program, we need to connect it with psychological program in Indonesia. | | |

University Council Meeting
UC.008.AY21-22
Date: 30 July 2022

| No | | Agenda Item | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|---|
| | | | | | | • [SP] The program will meet DIKTI requirements. For psychology must meet with psychology code of ethic and standard provided by Indonesian psychologic association.<br>• [AT] As a partnership scheme proposal, will the license be issued exclusive to Arizona University?<br>• [SP] We need to show the MoU with the partners when submitting the proposal. However, if there is any change, we can always submit the revision on the license.<br>• [AH] What about the research infrastructure and the cost of opportunities is not reflected in the proforma budget?<br>• [SP] We are establishing a cooperation with the Brain Hospital in Jakarta to use their lab for research.<br>• [TT] Does communication include Digital Communication?<br>• [SP] We cannot only focus on digital, DIKTI might consider it as different | | |

| No | Agenda Item | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|
| | | | | | branch of science. We need to have a distinctive feature, so we explore the speech therapy. | | |
| 2.6 | Creation of Three Committees within UC | | D | | • To create standing committee body in UC to review and pre-screen the proposal from University Executive. The relevant SC will make a recommendation during the UC Meeting.<br>• [MS] to write a white paper for this agenda item for UC in one month time to the Chairman. | MS | Sept, 2021 |
| 2.7 | Closing of Math Education Study Program | **Motion to accept Closing of Math Education Study Program by SP and seconded by YG**<br>**Roll Call**<br>**Yos Ginting -Ay**<br>**Amelia Tjendra -Ay**<br>**Lin Neumann-Ay**<br>**Hendra Prasetya-Ay**<br>**Michael Dinges-Ay**<br>**Andrew Hamilton-Ay**<br>**Tommy Tjiptadjaja-Ay** | MSC | | | | |

| No | Agenda Item | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|
| | | | | | • | | |
| **3** | **Enrollment** | | | | | | |
| | 3.1 Enrolment and Recruitment for Fall 2021 | | | *N* | • [MS] Student profile for the past 3 years as in college readiness, what does it show on the students coming in?<br>• [LS] it increases significantly, our students are changing. For assisted student, they want to apply but they need to pass the diagnostic test first, but once they are accepted, they will confirm. For fee paying student, applicant come from marketing when they apply and sit on the test, the admitted ratio is higher as they have the background and profile. We are aiming for private schools.<br>• [AH] Interested leads translated to couple of hundred application, what is going on there?<br>• [LS] For assisted students, the interested leads need to take diagnostic test which is not applicable for fee paying students. | | |

| No | | Agenda Item | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|---|
| | 3.2 | Tuition Fee Academic Year 2021-2022 | **Motion to accept Tuition Fee Academic Year 2021-2022 by LS and seconded by YG** <br> **Roll Call** <br> **Yos Ginting -Ay** <br> **Amelia Tjendra -Ay** <br> **Lin Neumann-Ay** <br> **Hendra Prasetya-Ay** <br> **Michael Dinges-Ay** <br> **Andrew Hamilton-Ay** <br> **Tommy Tjiptadjaja-Ay** | *MSC* | | • [AH] What are the prices for the new study programs? <br> • [LS] The price will be similar to the study programs in faculty of business, but we have not published it. <br> • [MS] We will make the proposal on the price after we get the license. <br> • [LN] Where do we stand in the market compare with other private university? Are we the same like UPH. <br> • [LS] We are higher than local universities. <br> • [LN] Spending more on marketing, to talk about value propositions and reach students who can afford Sampoerna will not be easy. From today's meeting shows Sampoerna is promising. <br> • [MS] international program involves going abroad to get degree and pay international tuition. Sampoerna is cheaper compared to this. | | |
| **4** | | **Instruction/Student Services** | | | | | | |

| No | | Agenda Item | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|---|
| | 4.1 | Updates on on-line learning | | N | | | | |
| | 4.2. | Graduation | | N | | | | |
| **5** | **Accreditation** | | | | | | | |
| | 5.1 | NECHE Eligibility Visit (September) | . | D | | • Carol note about after the visit on Feb 15, 2021 is that UC is impressive.<br>• Sept 7-10, SU will have a team visit (of 3 people).<br>• SU will have meetings on August to familiarize with the material including with the UC. | | |
| **6.** | **Announcements** | | | | | | | 6. |
| | 6.1. | USAID Higher Education Partnership Initiative Grant | | D | | Submitted a proposal for Partnership Grant for US$ 1 mio/year with University of Sampoerna as primary and University Arizona is the secondary. This project is to improve STEM education in Indonesia. Consortium of 15-16 local universities has been established. | | |
| | 6.2. | USAID Faculty Exchange | | D | | Submitted a proposal for a Grant of US$ 100.000 for one year to bring faculties from the US to support Indonesian universities. | | |

| No | | Agenda Item | Key Decision | Action | Vote | Discussion | PIC | Due Date |
|---|---|---|---|---|---|---|---|---|
| | 6.3. | @America Solicitation | | N | | • Thank you to [LN] for the support for helping SU in obtaining USAID funding.<br>• US State Department has been administering an educational information centre for Indonesia. SU has submitted a proposal to manage this and got contacted to provide additional details. | | |
| **7.** | **Adjournment** | | | | | | | |
| | | | **The Chairman adjourned the meeting at 10.00 a.m.** | | | | | |

By Order of the Council

_____
Council Secretary

**Date of Next Meeting:**

**Document Name:** Meeting Agenda UC 009 AY 2021-2022
**Appendix No:** **4.2**
**Corresponding Agenda Item:** Extension and Interim Appointment

**Meeting No:** *UC 009 AY 2021-2022*
**Date:** Feb 11, 2022
**Action:** Noting

**Brief Description of Document:**

**Relevance of Document:**

**History of Document:**

**Suggested Action:**
**Approval**

University Council Meeting
UC.009.AY21-22
Date:  FEB 11, 2022

# THE UNIVERSITY STRUCTURAL UPDATE

**Dr. Wahdi Yudhi**
*Rector*

**Lorensia Soegiarto**
*Interim VR of Enrollment Services*

**Dr. Wahyoe Soedarmono**
*Interim Dean of FOB*

**Pananda Pasaribu, Ph. D.**
*Interim Head of Management Study Program*

SAMPOERNA UNIVERSITY

| | |
|---|---|
| **Document Name:** Meeting Agenda UC 009 AY 2021-2022<br>**Appendix No: 5.3**<br>**Corresponding Agenda Item:** Q2 Financial Report<br><br>**Meeting No:** *UC 009 AY 2021-2022*<br>**Date:** Feb 11, 2022<br>**Action:** Noting | |
| **Brief Description of Document:** | |
| **Relevance of Document:** | |
| **History of Document:** | |
| **Suggested Action:**<br>**Approval** | |

University Council Meeting
UC.009.AY21-22
Date: FEB 11, 2022

**SU**
**AY 2021/2022**

| CONSOLIDATED | Actual 1st Half 21/22 Full Year | Outlook 21/22 Full Year | Budget 21/22 Full Year |
|---|---|---|---|
| **Student Body** | **619** | **619** | **640** |
| | | | |
| **Total Funding** | **4,122,728** | **8,713,537** | **9,261,460** |
| Revenue (Tuition Fees & Other Revenue) | 2,673,166 | 5,416,960 | 5,396,722 |
| Endowment (Foundation) | 1,449,563 | 3,296,578 | 3,864,738 |
| | | | |
| **Instructional Cost** | | | |
| Academic Support | 174,455 | 388,339 | 376,688 |
| Academic | 1,112,281 | 2,246,195 | 2,291,659 |
| **Human Resources** | **1,286,736** | **2,634,533** | **2,668,348** |
| | | | |
| Academic and School Program | 114,073 | 585,374 | 649,887 |
| Learning Resources | 30,162 | 63,560 | 66,033 |
| International Partnership | 835,257 | 1,564,485 | 1,736,878 |
| **Total Instructional Cost** | **2,266,227** | **4,847,953** | **5,121,144** |
| | | | |
| **Non Instructional Cost** | | | |
| Human Resources | 295,415 | 604,031 | 641,126 |
| School Operation | 62,021 | 154,911 | 192,989 |
| Facilities | 735,421 | 1,533,126 | 1,624,810 |
| Rental | 535,565 | 1,081,763 | 1,115,710 |
| Non Rental | 199,856 | 451,363 | 509,099 |
| Recruitment | 130,083 | 261,026 | 331,026 |
| **Total Non Instructional Cost** | **1,222,940** | **2,553,094** | **2,789,950** |
| | | | |
| **Total Operating Cost** | **3,489,167** | **7,401,047** | **7,911,095** |
| | | | |
| **Operating Profit (Loss)** | **(816,002)** | **(1,984,087)** | **(2,514,372)** |
| | | | |
| **General & Administrative** | | | |
| **HR Cost (ComBen)** | **440,495** | **922,515** | **830,463** |
| **Operational Cost** | **193,066** | **389,975** | **519,902** |
| HR | 676 | 22,555 | 25,724 |
| Finance Accounting | 10,992 | 66,096 | 18,414 |
| IT | - | - | |
| Marketing | 180,398 | 296,531 | 469,902 |
| Legal | 483 | 2,897 | 3,103 |
| CA | 517 | 1,897 | 2,759 |
| Business development | | - | - |
| | | | |
| **Earning before Interest, Tax, Depreciation & Amortization** | **(1,449,563)** | **(3,296,578)** | **(3,864,738)** |
| **Total Funding** | **4,122,728** | **8,713,537** | **9,261,460** |
| **Total Cost** | **4,122,728** | **8,713,537** | **9,261,460** |
| **Instructional Cost** | **2,266,227** | **4,847,953** | **5,121,144** |
| **Instructional Cost %** | **55%** | **56%** | **55%** |
| **Non Instructional & Shared Services** | **1,856,501** | **3,865,584** | **4,140,316** |
| **Non Instructional & Shared Services %** | **45%** | **44%** | **45%** |
| **Total Cost** | **4,122,728** | **8,713,537** | **9,261,460** |
| **Total Cost %** | **100%** | **100%** | **100%** |

**Document Name:** Meeting Agenda UC 009 AY 2021-2022
**Appendix No: 5.4**
**Corresponding Agenda Item:** Enrollment and Recruitment Report

**Meeting No:** *UC 009 AY 2021-2022*
**Date:** Feb 11, 2022
**Action:** Noting

**Brief Description of Document:**

**Relevance of Document:**

**History of Document:**

**Suggested Action:**
**Approval**

University Council Meeting
UC.009.AY21-22
Date: FEB 11, 2022

# STUDENT POPULATION

FALL 2020 & FALL 2021

# ENROLMENT NUMBER



Enrolment Fall 2020 & Fall 2021

# STUDENT POPULATION BY GENDER



Student Gender

# ENROLMENT BY PROGRAM

**Enrolment by Program, Fall 2020 & Fall 2021**



| Program | Fall 2021 | Fall 2020 |
|---|---|---|
| VISUAL COMMUNICATION DESIGN | 39 | 30 |
| MECHANICAL ENGINEERING | 75 | 91 |
| COMPUTER SCIENCE | 82 | 59 |
| INFORMATION SYSTEM | 18 | 1 |
| INDUSTRIAL ENGINEERING | 104 | 147 |
| ENGLISH LANGUAGE EDUCATION | 47 | 48 |
| MATHEMATICS EDUCATION | 12 | 19 |
| ACCOUNTING | 43 | 38 |
| MANAGEMENT | 220 | 189 |
| Undeclared/SUAC-FOB | 8 | 12 |
| Undeclared/SUAC-FET | 6 | 4 |

■ Fall 2021  ■ Fall 2020

Students' Home Province
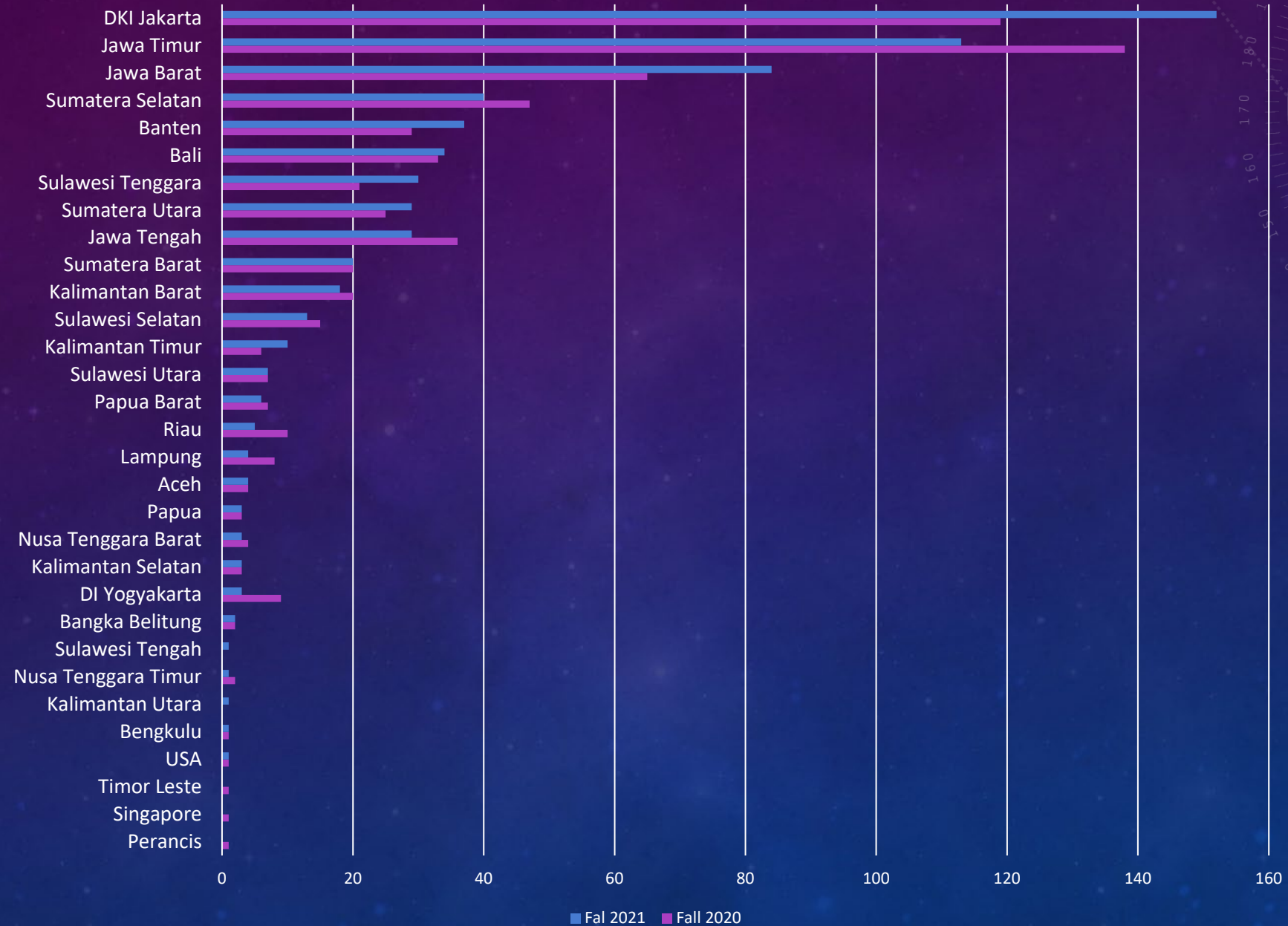
# STUDENT RECRUITMENT UPDATE

FEB 2022

# Recruitment Cycle 2020 - 2022

| | Interested Leads/ DT | Application | Placement Test | Admitted (LOA & Inv. sent) | Committed |
|---|---|---|---|---|---|
| Total 2020 | 4685 | 1302 | 588 | 406 | 168 |
| Total 2021 | 3376 | 1129 | 736 | 412 | 174 |
| 2022 mid year | 2119 | 790 | 578 | 305 | 80 |
| 2022 Est. Total | 2700 | 1120 | 985 | 490 | 220 |
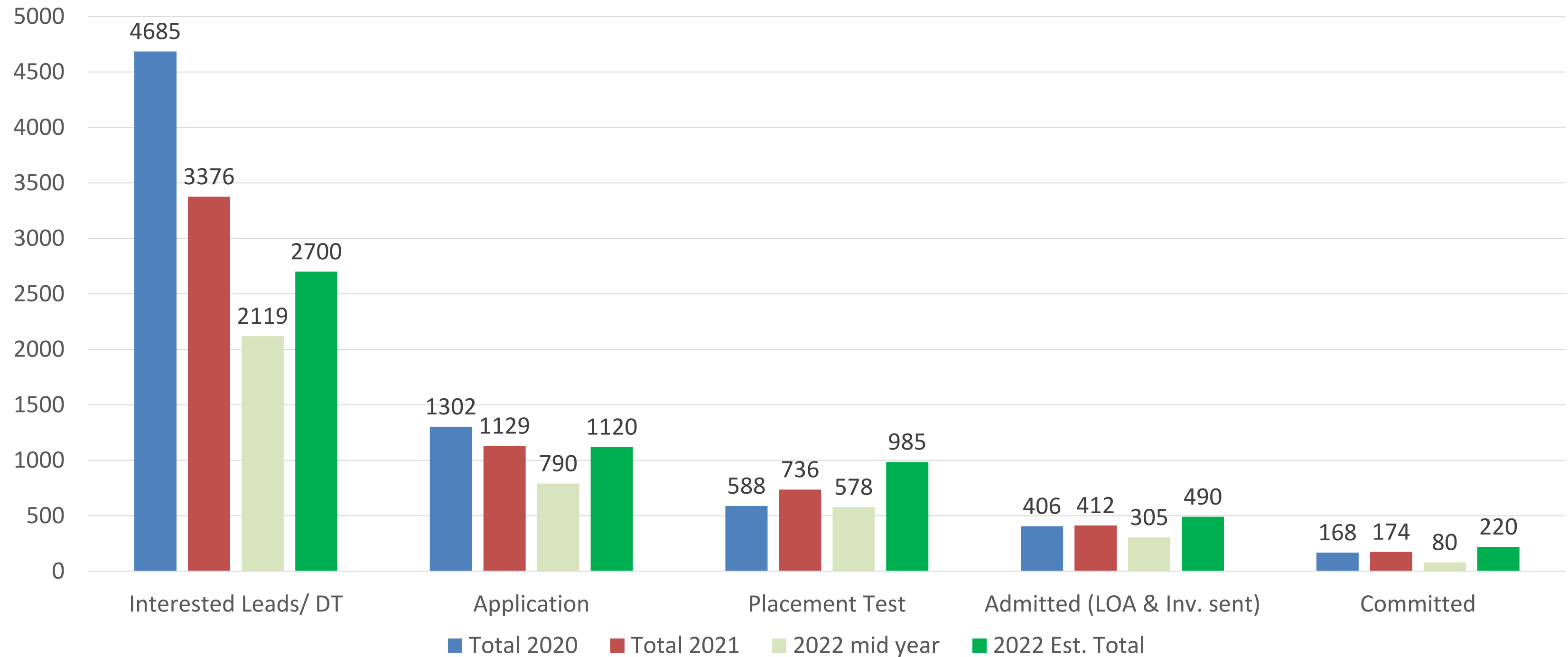
# Regular & Assisted Students

👤 Switching profile from Assisted to more Fee Paying

| ENROLLMENT | Academic Year 2020-2021 | | | | | Academic Year 2021-2022 | | | | | *Academic Year 2022-2023** (on progress)* | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | AP Application | ADM Admitted | % Adm from Apl | C Committed | % C from ADM | AP Application | ADM Admitted | % Adm from Apl | C Committed* | % C from ADM | AP Application | ADM Admitted | % Adm from Apl | C Committed* | % C from ADM |
| **Total Regular** | 685 | 307 | 45% | **73** | 24% | 857 | 360 | 42% | 115 | 32% | 730 | 291 | 40% | 80 | *185* | 27% |
| **Total Assisted** | 617 | 99 | 16% | **95** | 96% | 272 | 60 | 22% | 59 | 98% | 64 | 15 | 23% | *35* | |
| | | | | | | | | | | | 794 | 306 | | | |
| **Grand Total** | **1302** | **406** | 31% | **168** | 41% | **1129** | **405** | 36% | **174** | 43% | **1120** | **490** | 44% | *220* | 45% |

11 are transfer to assisted      15 are transfer to assisted      up till Jan 26th

**2020**

Male 54% — Female 46%

**2021**

Male, 58% — Female, 42%

**2022**

Male, 56% — Female, 44%

# How do we get there?

## Target Market for Regular Students

Hybrid Recruitment to 5 Big Cities:
1. Greater Jakarta
2. Bandung
3. Surabaya
4. Medan
5. Palembang

Next: Bali - Makassar

## Targeted Recruitment Activities

✓ Build & Maintain relation with B2B (Direct & Non-Direct Channel)
✓ Student Ambassador
✓ Building Community through related activities
✓ Referral Program

## Product Development

Additional Two-Degree Programs will be a great booster for the growth of student body number.

Promote a Semester Abroad

English Prep Program (Feeder)

## Internal Readiness

✓ Effective & Efficient Admission Process & Services
✓ User Friendly Placement Test Process
✓ Study Abroad / Transfer Advising Services
✓ Next: International Student Services

**Document Name:** Meeting Agenda UC 009 AY 2021-2022
**Appendix No:** **5.5 & 6.1**
**Corresponding Agenda Item:** Hybrid Learning & Academic Affairs

**Meeting No:** *UC 009 AY 2021-2022*
**Date:** Feb 11, 2022
**Action:** Noting

**Brief Description of Document:**

**Relevance of Document:**

**History of Document:**

**Suggested Action:**
**Approval**

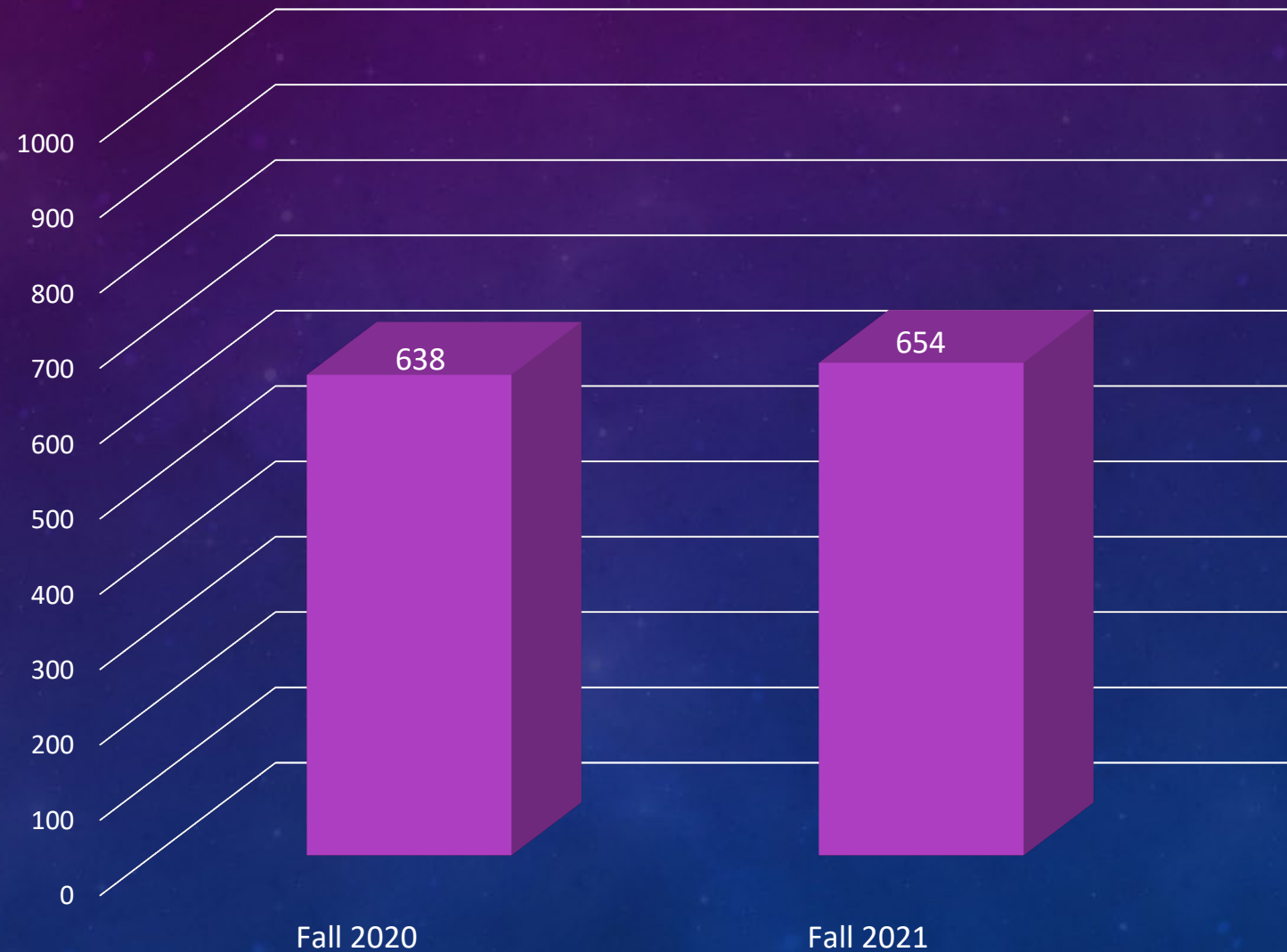University Council Meeting
UC.009.AY21-22
Date: FEB 11, 2022

# A Report on Academic Affairs

UC Meeting, February 2022

# Matters for Noting

- Hybrid Learning and Campus Reopening
- National Accreditation
- The Faculty Code of Conduct
- Assessment Policy
- Responsible Research Conduct
- SU *Merdeka Belajar, Kampus Merdeka (MBKM)* General Guidelines

# A Matter for Approval

## Intellectual Property Rights

# Hybrid Learning and Campus Reopening

## Campus Reopening:

- Health Protocol and the task forced were established.
- A signed consent letter, if students would like to attend campus in Spring 2022.
- 67% of total student population are allowed to attend campus.
- Health Protocol Orientation and quiz were created and all students attending campus must pass the quiz with at least 90% grade.
- Both the orientation and quiz are posted on Canvas.
- Student check-in procedure was created.
- A validation sticker is put on student's ID cards after students meet all the requirement to attend campus.

# Hybrid Learning and Campus Reopening

Hybrid Learning:

- Final Spring 22 Course Scheduled was issued on Nov 18, 2021.
- Gen Ed courses are mapped and assigned to each student to avoid over capacity problems in Gen Ed courses.
- 6 classrooms were installed with hybrid technology.
- IT team provided training to lecturers teaching hybrid courses.
- IT team assigned team members to stand by to assist with any technical difficulties that may occur.
- 84 out of 186 or 45% sections are offered as hybrid
- Most hybrid courses are for Year 1 and Year 2.

# National Accreditation

- A study program must be accredited by an independent accreditation body (LAM: Lemabaga Akreditasi Mandiri).

- 5 independent accreditation body; LAM Teknik (Engineering and Technology), LAM Kependidikan (Education), LAM Infokom (Informatics and Computer), LAMSAMA (Natural science, Formal science), LAMEMBA (Management, Business, Accounting).

- All study programs that belong to the 5 LAMs will be accredited by those LAMs, no longer accredited by BAN-PT after March 30, 2022.

- Exception: The study programs whose accreditation expires before July 1,2022 still can submit their accreditation to BAN-PT before March 30, 2022.

- Management and Information System Study Program whose accreditation will expire before July 1, 2022, can submit the re-accreditation document to BAN-PT before March 30, 2022.

- We tried to submit Mechanical Engineering re-accreditation to BAN-PT but was rejected for the expire date is after July 1, 2022, so it should be re-accredited by LAM Teknik.

- By this plan, SU will have 3 study programs re-accredited this year. 2 by BAN-PT, 1 by LAM Teknik.

# The Faculty Code of Conduct

## Purpose:

- To create a climate suitable for effective teaching and learning, scholarship and community service both for administrators and faculty.

# The Faculty Code of Conduct

Rights

Responsibilities

Conduct

Faculty Adjudication Committee

Sanction

# Assessment Policy

- A University wide unit-based process to determine how well and in what ways individual units and the University are meeting their individual and collective goals.

- The organization charged to lead this effort is the Office of Quality Assurance and Institutional Research (QAIR),

- Assessment is an ongoing process, required of all units in the University and conducted by the members of each unit.

- QAIR is part of the program review process and will collect and analyze data to support planning activities at the University and unit level.

- The primary goal of these activities is to improve the educational programs at SU.

# Assessment Policy

**Unit Responsibilities for Assessment**

**Assessment Plan**

# Responsible Research Conduct

## Purpose:

To have a clear guideline on the responsible and ethical conduct of research and ensures compliance through the Office of Community Research and Community Service

# Responsible Research Conduct

**Responsible Conduct of Research Components**

- Mentor/Mentee Responsibilities and Relationships
- Mentor/Mentee Responsibilities and Relationships
- Peer Review
- Data Acquisition, Management and Ownership
- Authorship and Publication

# Responsible Research Conduct

- Human Subjects Ethical Research Practices
- University Review Board
  - Appointment, assignment
- Ethical Principles endorsed
- Informed Consent Procedures
- Basic Elements of Informed Consent
- Waiving the Informed Consent Requirements
- Duration of Approval

# SU Merdeka Belajar, Kampus Merdeka (MBKM) General Guidelines

- (KEMENDIKBUDRISTEK launched a new initiative, the *Merdeka Belajar, Kampus Merdeka (MBKM*). It promotes the importance of having multidisciplinary thinking and knowledge to be ready for work.

- To implement the MBKM effectively, SU develops this policy to cater and to regulate the initiative at SU context.

- Student Exchange
- Internship
- Teaching
- Research
- Humanitarian Project
- Entrepreneurship
- Independent Project
- Thematic Field Work/ Urban Development

# MBKM Curriculum Design

| Minimum 4 semesters | Maximum 1 semester | Maximum 2 semesters |
|---|---|---|
| Discipline Courses at the Study Program | 1 semester equals 20 CHRs, courses taken outside the study program at the same university | 2 semesters equal 40 CHRs, courses taken at the same or different study programs at different university, or the-8 learning forms. |
| Core discipline | Enrichment and Widening | Students may opt to do: exchange, teaching, etc. |

# Intellectual Property Rights

## Purpose:

As a guidance to encourage innovation and creativity among faculty members, staff and students and to protect intellectual property in Sampoerna University.

# Intellectual Property Rights

**Types and Ownership**

- University, Individual, non-exclusive

**Disagreement**

**Royalty distribution**

I would like to move for intellectual property rights with an effective date of implementation in AY 2021-2022.

**THE FACULTY CODE OF CONDUCT**

Sampoerna University Code of Faculty Rights and Responsibilities

| Policy Number: | 1.4.900 | Date Approved: | November 11, 2021 |
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*explain which part and article have been changed*

### A. Purpose

To create a climate suitable for effective teaching and learning, scholarship and community service both for administrators and faculty.

### B. Scope

This code is applied to administrators and all faculty members at Sampoerna University

### C. Policy Statement

### Article I. Title

This code shall be known as the Code of Faculty Rights, Responsibilities, and Conduct. This code is based on the premise that both administrators and faculty share responsibility to create a climate suitable for effective teaching and learning, scholarship and community service. Except as otherwise specified by law or government regulation, no policy or action by the University or its faculty and staff may violate the rights, responsibilities, and standards of conduct established by this Code. Substantive changes to this Code will be made only after approval by the Vice Rector of Academic Affairs and the University Senate, subject to the authority of the Office of the President.

### Article II. Definitions

1. The term "University" means Sampoerna University, and collectively, those responsible for its control and operation.
2. The term "student" includes all persons taking courses at the institution, both full-time and part-time, pursuing academic or non-credit studies.
3. The term "faculty member" includes all persons with appointment as a lecturer and any person hired by the University to conduct teaching/learning activities. Determination of a person's status as a "faculty member" in a particular situation will be determined by the surrounding context.
4. All other terms have their conventional meaning unless the text dictates otherwise.

## Article III. Faculty Rights

The following enumeration of rights will not be construed to deny or disparage others retained by faculty members as members of the University community. Subject to and to the extent permitted by law, faculty will have the following rights:

1. Faculty members will have the legal rights and privileges accorded by the laws of the Republic of Indonesia. Faculty members have the right to academic freedom and the right to freedom of inquiry, expression, and assembly.
2. Faculty members will have the right to impartial application of any departmental, Faculty and University policies.
3. Faculty members will have the right to participate in the determination of departmental, Faculty and University policies consistent with the principles of shared governance. Faculty members have the right to impartial treatment in the application of departmental, Faculty and University policies and decisions.
4. Faculty members have the right to negotiate the distribution of their workload between teaching, administrative assignments, research and community service subject to applicable Faculty and University policies. This right recognizes that the proportions of time and energy devoted to teaching, administration, research, community service, and other responsibilities may vary from individual to individual, and for the same individual over time. Faculty members have the right to impartial treatment in the application of Faculty and University policies for the evaluation of their performance of these responsibilities, including the right to participate in that evaluation.
5. Faculty members have a right to be informed about personnel files that contain information about them. Faculty personnel records may be maintained in various administrative units including Academic Affairs, Human Resources, and the Faculty to which the faculty member is assigned. Faculty members have the right to examine the contents of such files and should notify the Vice Rector of Academic Affairs of any inaccuracies or missing information in the files.
6. Faculty members have a right to due process in all disciplinary matters. Faculty members have the right to peer judgment through an adjudication process. Sanctions may not be imposed upon a faculty member without notice of the charges against him or her and the opportunity to request a hearing before the Faculty Adjudication Committee. If the

faculty member requests a hearing, the University will stay imposition of the sanction pending disposition of the request.

7. University facilities will be made available for assignment to faculty members, individually or in groups, even though not formally organized, subject to University policies.  Preference will be given to programs designed for audiences consisting of members of the University community.

8. Faculty members are encouraged to pursue opportunities for improving their skills and developing their talents related to their responsibilities as teachers and scholars contingent upon the availability of resources and compliance with University policies (e.g., travel, conflict of interest, leaves, class schedules, etc.).

9. Faculty members have the right to engage in a limited amount of outside work, for pay or without pay, in accordance with University policies related to disclosure of outside employment, commitment of time/effort, and conflict of interest.

10. Faculty members have the right to be evaluated annually according to University policy. Each faculty member will receive from the Head of Program or Dean a written statement evaluating his/her performance during the preceding year.  The faculty member will be evaluated on teaching, scholarship, community service, and professional performance consistent with Faculty and University expectations.


## Article IV. Faculty Adjudication Committee

1. The adjudication process provides for actions to address disputes through formal clarification and evaluation of the issues surrounding the complaint and information obtained during any investigations of the complaint for those disputes that have not been resolved through reasoned discussions and decisions of the involved parties.

2. A "complaint" is any action or decision that a faculty member feels has adversely affected his or her professional capacity as an SU employee that appears to have occurred or been decided unfairly, improperly, or in violation of University policy or has caused hostile or intolerable work conditions.  The complaint will be considered a grievance when the Faculty Adjudication Committee agrees to accept the complaint as a grievance and begins committee activities related to the complaint.  Misapplications of University policies, but not dissatisfaction with existing University policies, may be considered as grievances.  Violations of academic freedom, negative evaluations not based on objective criteria, continuing intolerable conditions, and continuing behavior or conduct unbecoming a faculty member may be considered as grievances.

3. If the Faculty Adjudication Committee agrees to hear a grievance, it will hear the complaint of faculty members regarding decisions that are believed to be due to inappropriately applied policies and procedures or allegations of other unfair treatment. The Faculty Adjudication Committee will advise administrators on redress and alterations of decisions when it determines that prior judgments have been made unfairly or with such bad practice and negligence as to be improper and invalid.  The Faculty Adjudication Committee should, to the extent possible, seek to bring about a settlement among the involved parties with or without a formal investigation of the situation.

4. If an amicable resolution is not possible, the Committee will hold hearings and investigate the matter according to processes established by the Committee. Within five (5) days of the conclusion of the Committee's investigation into a matter, the Chair will provide, in writing, the findings of the Committee to the Vice Rector of Academic Affairs and the Chair of the University Senate. The findings should be reported in accordance with University policy, including policies related to individual privacy.

5. Within five (5) days of receiving the Committee's recommendations, the Vice Rector of Academic Affairs will:
   a. Accept the recommendations of the Committee and redress the grievance of the faculty member;
   b. Accept portions of the recommendations of the Committee and reject others, providing a written explanation to the Chair of the Committee and the Faculty member; or
   c. Return the recommendation to the Chair of the Committee with a request for clarification or more information.

6. If the recommendation is returned to the Chair for clarification, the Chair of the Committee will meet with the Committee and provide a written response to the Vice Rector of Academic Affairs providing clarification within ten (10) business days.

7. Upon receiving clarification, the Vice Rector of Academic Affairs has five (5) business days to address the complaint by accepting all or part of the recommendation or rejecting it in its entirety and providing a written response.

8. Membership of the Faculty Adjudication Committee. Three full-time faculty members will be elected each year by the University Senate to serve annual terms. A fourth person (among full-time faculty members) will be elected as an alternate. Heads of Study Program, Deans and higher administration personnel are ineligible to serve on the Committee. At the beginning of each academic year, will elect a Chair. The Committee will meet within the first month of the Academic Year to review operating guidelines and then on a regular basis to discuss pending complaints or accepted grievances.

## Article V. Faculty Responsibilities

The responsibilities of the faculty as a whole are multiple and are not to be construed as limited to any specific list. The same is true of the responsibilities of individual faculty members. Nonetheless, the major responsibilities are traditionally divided into teaching, scholarship, community service and professional performance consistent with Faculty and University expectations and policies. Each faculty member is expected to meet academic responsibilities at an acceptable level in all areas over time.

1. **Teaching**

a. Faculty are expected to teach courses in their Faculty in accordance with the needs, requirements and expectations of the Faculty and the general requirements concerning the conduct of classes specified in various University regulations

b. Good teaching requires continual application and effort. Faculty who teach are expected to stay current in their field of study and maintain credentials as scholars so that they are part of the creative process by which knowledge is continually transferred and expanded.

c. Faculty should be engaged in their discipline and should be able to convey to the students the value of the subject.

d. Teaching duties include planning classroom and/or online activities as appropriate to the method of course delivery; preparing course syllabi; designing assignments and/or examinations; holding regular office hours or being available for consultation; supervising independent work undertaken by students; directing theses and capstone projects; evaluating students; assessing and documenting student learning; and developing and assessing curricula.

e. Faculty are expected to treat students with professional courtesy and to respect their rights, including, but not limited to, those rights outlined in the Student Code.

f. Teaching responsibilities include prompt and regular presence during scheduled class hours whether in a physical classroom or online, as appropriate to the mode of course delivery. In the case of online course delivery that does not involve regular meeting times, teaching responsibilities including meeting University expectations for other forms of student-teacher and student-student interaction. With the exception of illness or emergency, a faculty member must make satisfactory advance arrangements and obtain his/her Head of Program's or Dean's approval if he/she will be absent from class or unable to meet his/her online teaching responsibilities, or if he/she needs to change a class time or location. Such approval will be granted only if it is determined that these arrangements are made for sound academic reasons and do not cause undue hardship for any student and will be timely communicated to the students by the faculty member.

2. **Scholarship**

Faculty members should engage continuously in scholarship consistent with Faculty and University expectations consistent with their position and approved allocation of time and effort. Scholarship encompasses not only traditional academic research and publication but also the creation of artistic work or performances and any other intellectual properties accepted by the academic or professional discipline's standards for scholarly achievement. Scholarship should be subject to the critical scrutiny of peers and should expand the frontiers of knowledge and/or culture.

Faculty members have a responsibility to demonstrate ethical and responsible behavior in the design, conduct, and reporting of academic scholarship consistent with the standards of their disciplines. Faculty have a responsibility to act as positive examples of responsible scholarship for students and developing scholars.

3. **Service**

Service is expected of all faculty and covers activities in a number of different areas.

   a. Service to the Study Program or Faculty. It is essential that all members of academic units share in the work necessary for the effective functioning of the unit. Thus, each faculty members has the responsibility to participate regularly and fully in their respective unit.
   b. Service to the University. Faculty members are expected to serve on University committees in support of shared governance.
   c. Service to the community. The use of academic expertise and effort to help the community fulfills our obligations related to *tri dharma.*

4. **Additional Faculty Responsibilities**

In addition to the responsibilities listed above, faculty members will:

   a. Be aware of national/local laws and University policies and regulations and comply with them.
   b. Respect the confidential relationship between the University and its students by preserving the privacy of all records relating to students and protecting student information from improper disclosure.
   c. Use technology in a responsible manner in accordance with University guidelines and policies.
   d. Respect the rights and academic freedom of students, staff, and faculty members.
   e. Refrain from engaging in behavior in the discharge of duties that violates commonly accepted standards of professional ethics and University policy. Abusive or unprofessional treatment of students, faculty, or other members of the University falls within this category.
   f. Refrain from plagiarism, misrepresentation, and fraud in the performance of responsibilities.

## Article VI. Sanctions

Sanctions constitute disciplinary action. Sanctions therefore do not include written or verbal feedback from an administrator concerning one's performance or behavior such as those resulting from annual or other University performance evaluations. Faculty who fail to fulfill the responsibilities specified in this Code may be subject to sanction. As stated in this Code, sanctions may not be imposed upon a faculty member without notice of the charges against him or her and the opportunity for a hearing before the Faculty Adjudication Committee. If the

faculty member requests a hearing, the University will stay imposition of the sanction pending disposition of the request. Sanctions of censure, suspension, or dismissal will be applied only after the faculty members has the opportunity for a hearing before the Faculty Adjudication Committee.

1. Sanctions will be commensurate with the severity of the offense. Accordingly, determination of appropriate sanctions should take into account whether a faculty member intentionally and willfully failed to meet a responsibility or whether a faculty member made a good faith attempt to meet a responsibility. Repeated infractions of one's responsibilities are more serious than initial infractions of the same type.

2. One or more of the following sanctions may be imposed. Sanctions, listed below in order of severity, need not be applied serially, and a more serious sanction may be applied without a less serious one having been previously applied.

   a. Warning. Notice in writing that continuation or repetition of conduct found wrongful, within a period of time stated in the warning, may be cause for more severe disciplinary action.

   b. Restitution. Reimbursement for damage to or misappropriation of property. This may take the form of appropriate service or compensation.

   c. Recommendation for Censure. Recommendation to the President that a faculty member be formally reprimanded.

   d. Recommendation of Suspension. Recommendation to the President that a faculty member be excluded from teaching and other specified privileges or activities without pay for a definite period of time not to exceed one year.

   e. Recommendation of Dismissal. Recommendation to the President that a faculty member be dismissed from the University.

**D. Related Policies and Procedures**

Lecturers' Handbook

**ASSESSMENT POLICY**

| Policy Number: | 1.6.900 | Date Approved: | November 11, 2021 |
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| Approving Authority: | President/Rector | Effective Date: | November 11, 2021 |
| Responsible Executive: | VRAA | Next Review: | November 11, 2024 |

Revision History

| Revision Number: | Description of changes made*: | | Date: |
|---|---|---|---|
| Initial version | V.1 | | |
| | | | Click to enter a date. |

*explain which part and article have been changed*

### A. Purpose

To give clear guideline on how to assess individual units and the University meeting their individual and collective goals.

### B. Scope

This policy is applied to all units and staff from all levels.

### C. Policy Statement

### Article I. Definition and Purpose

Assessment at SU is a University wide unit based process to determine how well and in what ways individual units and the University are meeting their individual and collective goals. The organization charged to lead this effort, the Office of Quality Assurance and Institutional Research (QAIR), was established by the Administration and the University Senate in response to directives from the Ministry of Education and Culture and guidelines from the New England Commission of Higher Education (NECHE). Assessment is an ongoing process, required of all units in the University and conducted by the members of each unit. QAIR is part of the program review process and will collect and analyze data to support planning activities at the University

and unit level.  The primary goal of these activities is to improve the educational programs at SU.

## Article II.  Unit Responsibilities for Assessment

1. Each unit will define its goals in alignment with the University mission and Strategic Plan.  The following will then be evaluated:
   a. Progress toward meeting its goals;
   b. The interaction between its academic programs, student services, and the campus environment---and how these relate to achieving established goals;
   c. The results/effects of its goals on students.
2. Assessment is done to improve the quality of the University's academic programs and services.  The results of assessment are not used to determine funding or resource allocation.

## Article III:  Assessment Plan

QAIR leads and coordinates the assessment plan for the University.  Each unit will be asked to define its goals and methods of assessment by QAIR.  This assessment/evaluation must be an ongoing process conducted by members of the unit and QAIR to evaluate the results of the programs, services, policies, and the planning of the unit.  Specifically:

1. In coordination with QAIR, each unit will develop an assessment plan, identify methods for evaluating the results of their programs, services, and policies, and establish a timeline.  The methods must go beyond grades and should result in giving information to the individual members of the unit, the unit as a whole, and to students.  Units will annually review current evaluation practices and consideration of alternative approaches.  Furthermore, units are encouraged to develop assessment methods that generate qualitative information rather than only quantitative data.
2. Student Affairs will assess the interaction between academic programs, student services and the campus environment (based on their engagement with students).  Again, this assessment will generate qualitative and quantitative data.
3. Units will incorporate assessment efforts in the program review process (this includes both Academic Program Reviews and Non-Academic Program Reviews), and as part of the program review process, assessment will contribute to unit planning.
4. The Dean of each Faculty is responsible for ensuring that each unit in the Faculty develops and implements an assessment plan.  The Head of General Education will be responsible for developing and implementing an assessment plan encompassing the General Education Core Curriculum.  Prior to a program's self-study, each academic unit will be required to develop an assessment plan in collaboration with QAIR.  The resulting assessment plan produced by this collaboration will then be submitted to the Vice Rector for Academic Affairs for final review and approval.  Once final approval is granted, the unit will implement its plan as part of its assessment plan.  Data collected may become part of the program review process.
5. The Vice Rector for Academic Affairs will have the responsibility for ensuring that each academic unit develops and implements an assessment plan.  Furthermore, the Vice Rector for Academic Affairs will determine (through the program review process) if the University's mission and goals are addressed by the academic units in the University.  Ensuring assessment in non-academic programs will be the responsibility of the appropriate Vice Rector.

**F. Related Policies and Procedures**

HR Policies on Performance Evaluation

**POLICY ON**

**RESPONSIBLE CONDUCT OF RESERACH**

| Policy Number: | 1.2.1200 | Date Approved: | November 11, 2021 |
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*explain which part and article have been changed

### A. Purpose

To have a clear guideline on the responsible and ethical conduct of research and ensures compliance through the Office of Community Research and Community Service

### B. Scope

This policy is applied to all faculty member and students

### C. Policy Statement

### Article 1:  Overview

Responsible conduct of research in the practice of scientific investigation with integrity.  It involves the awareness and application of established professional norms and ethical principles in the performance of all activities related to scientific research.

Sampoerna University recognizes the curricular importance of faculty and student research and supports such endeavors with a variety of internal and external grant programs.  The University is also committed to the responsible and ethical conduct of research and ensures compliance through the Office of Community Research and Community Service (CRCS).

## Article II:  Responsible Conduct of Research

Faculty, students, and key personnel working research projects (regardless of source of funding) should be familiar with current guidelines for responsible conduct of research.  These guidelines may apply to specific types of compliance issues (i.e. human subject in research) or to more general questions (i.e. mentoring and authorship).  Faculty working with students on research projects are responsible for ensuring that students are aware of and comply with applicable laws, University policies, and professional norms related to responsible and ethical research practices. Furthermore, faculty are encouraged to make notes, in laboratory records or other files, providing information about information and mentorship they have provided to students regarding the responsible conduct of research.

## Article III:  Responsible Conduct of Research Components

1.  Mentor/Mentee Responsibilities and Relationships
    Adequate and supportive mentoring is a critical aspect of building a scientific community.  Appropriate relationships, adequate training and preparation for mentees, and reasonable work requirements are all important aspects of the mentor/mentee relationship.
2.  Research Misconduct
    The University has policies and procedures for addressing research misconduct.  They are detailed in the Faculty Code and the Student Code.  Engaging in research misconduct can result in serious consequences for both faculty and students.  Misconduct includes, but is not limited to:
    a.  Fabrication of data;
    b.  Falsification of data; or
    c.  Plagiarism
3.  Peer Review
    Peer review should be expert, timely and constructive.  Agreeing to serve as a reviewer indicates that there are no conflicts of interest that might impact the review, and that the reviewer has adequate expertise to serve in that capacity.  Manuscripts, grant proposals, books and other materials are considered confidential while under review.
4.  Data Acquisition, Management and Ownership
    Researchers are responsible for the integrity of their data, including acquiring, managing, and storing information.  Lab notebooks and observations are considered part of the research record.  A long term data management plan is recommended for projects.  In collaborative projects, ownership of data should be determined well before the project begins.
5.  Authorship and Publication

Although authorship conventions vary by discipline, in most cases, the "first" author of an article, chapter or book is the individual who has made the largest contribution to the writing, analyses and other work involved in the publication.

## Article IV:  Human Subjects Ethical Research Practices

1. University Review Board
   Sampoerna University affirms that human research subjects will be treated with dignity, respect, and with due regard for their welfare.  To protect human research subjects, the University, through the Office of Community Research and Community Service (CRCS), has established a University Review Board.  The University Review Board is an ad hoc Task Force, appointed annually to include five (5) members:  one faculty member from each Faculty, a faculty member at-large appointed by the University Senate, and the Head of CRCS or designee.  "Human Subjects" include all individuals and groups from whom researchers anticipate gathering information or data necessary for the successful completion of the research design.

   The criteria for the University Review Board to approve research involving human subjects include:

   - Risks to participants are minimized;
   - Risks are reasonable in relation to anticipated benefits;
   - Selection of participants is equitable;
   - Informed consent is sought from each subject; and
   - Informed consent is appropriately documented.

   Sampoerna University is committed to protecting the safety, welfare, rights, and privacy of all persons who participate in research projects conducted by our faculty, staff, and students.  It is also committed to ensuring that the participants of such research are fully aware of their rights and protections available to them.  The following ethical principles, first articulated in the Belmont Report issued by the National Commission for the Protection of Human Subjects in 1979, are endorsed by Sampoerna University:

   - Respect for Persons---Respect for persons incorporates the following ethical convictions.  Individuals should be treated as autonomous agents and persons with diminished autonomy are entitled to greater protection (i.e. prisoners, children, those who are mentally or cognitively disabled, or economically or educationally disadvantaged persons).  Each person should be given the respect, time, and opportunity necessary to make his or her own decisions.  A core feature of respect for persons is informed, voluntary consent.  Prospective participants must be given the information they will need to decide to participate in a study or not to participate.  Once provided with adequate information, the decision to enter a research project or not should be completely voluntary---free from undue influence or coercion.

- Nonmaleficence and Beneficence---Persons are treated in an ethical manner by respecting their decisions and protecting them from harm.  Two general rules have been formulated as complementary expressions of beneficent actions in this sense:  (1) do no harm and (2) maximize possible benefits while minimizing possible harms.
- Justice---Justice is a difficult and complex ethical issue.  Who ought to receive the benefits of research and bear its burdens is a question of justice in the sense of "fairness in distribution" or "what is deserved?"  An injustice occurs when some burden is duly imposed or when some benefit to which a person is entitled is denied without good reason.  Attempt at all times to distribute the risks and benefits fairly and without bias.

Keep the principles of autonomy, beneficence, and justice in mind when you are selecting participants, excluding participants, obtaining consent, and conducting your study.  The responsibility to protect and inform research participants is ultimately yours (all those engaged with research) and cannot be ignored or delegated.  Although you may delegate various tasks to certain team members, you cannot delegate the responsibility of protecting and informing participants of their rights.

2.  Informed Consent Procedures
    Informed consent is more than just a form; it is the basis of a dialogue between the researcher and research subject(s).  Except under special conditions specified below (Waiving Informed Consent), researchers are required to obtain written informed consent from all adult participants

    Researchers are required to provide prospective adult participants with sufficient information and opportunity to consider that information.  Every consent form should obtain a statement of the participants' rights.

    a.  When the participants are under 18 years of age, parental (or guardian) consent must be obtained.  Parents and guardians may sign a consent form giving permission for their child(ren) to participate in a series of projects conducted over a period of an academic year.  Parent consent letters should provide information about the purpose of the research as well as information about the procedure itself from the child's point of view.  As with research involving adult participants, this letter should indicate how confidentiality would be maintained.
    b.  Researchers may request a waiver of parental consent for students who are under the age of 18, but who are also matriculated students at Sampoerna

University. The request and rationale for such a waiver should be clearly stated on the University Review Board application form.

    c.  It is understood that although parental consent is obtained, child participants are free to decline invitations to participate without any penalty. Child participants should be given an age appropriate explanation about the procedures used and what to expect by way of participation. Children should be asked if they want to participate. Mere failure to object on the child participant's part should not, in the absence of an affirmative response, be interpreted as assent. In the proposal, the researcher should indicate how assent would be obtained and documented.

3. Basic Elements of Informed Consent

    a.  A statement that the study involves research, a readily understood explanation of the purpose(s) of the research, the expected duration of the subject's participation, a brief description of the procedures to be followed, and identification of any procedures which are experimental.

    b.  A description of any reasonably foreseeable risks or discomforts to the subject. These may include not only physical injury, but also possible psychological, social or economic harm, discomfort or inconvenience.

    c.  A description of any benefits to the subject or to others that may reasonably be expected from research (if no direct benefit, this should be stated).

    d.  A statement concerning costs or compensation to the subject, if any.

    e.  An explanation of whom to contact for answers to pertinent questions about the research and the research subject's rights, and whom to contact in the event of a research related injury to the subject. It is suggested that faculty include contact information for the Head of CRCS. Student researchers must include contact information for their faculty sponsor.

    f.  Description of the extent, if any, to which confidentiality of records identifying the subject will be maintained.

    g.  A statement that participation is voluntary, that refusal to participate will involve no penalty or loss of benefits to which the subject is otherwise entitled, and that the subject may discontinue participation at any time without penalty or loss of benefits to which the subject is otherwise entitled. Compensation is separate from benefits and a distinction should be made here. If participants will not receive compensation under certain conditions, then an explanation of those terms and conditions should be provided.

    h.  Signature of subject indicating agreement to participate and date of signature.

4. Waiving the Informed Consent Requirements
In some cases, written consent may not be required

a. If the principal risks are those associated with a breach of confidentiality concerning the subject's participation in the research;
b. If the consent document is the only record linking the subject with the research;
c. If the research involves no more than minimal risk to the subjects and involves procedures that do not require written consent when they are performed outside of a research setting; and
d. The research could not be carried out in any other practical way.

If there is no written consent form, an oral presentation of the research should be provided to the subjects by the researcher, with documentation that such a presentation was made to the subjects.  In this instance, researchers should maintain a written summary of the oral presentation and some record that consent was provided by the participant.  Researchers who believe their research project meets the requirements for a Waiver of Informed Consent should contact the Head of CRCS.


## Article V:  Duration of Approval

1. All studies must be periodically reviewed again at least annually (if the duration of the research project extends beyond an academic year).  There are times when the risks associated with a particular project are such that continuing review should take place more frequently.  In these cases, the University Review Board will specify that the researcher report to the University Review Board at a shorter time interval (e.g. 3 or 6 months) or after a specified number of participants are enrolled.  The researcher's report must describe the observed effects of the research activities and/or how the participant(s) responded to the research interventions.  The report will be made available to the University Review Board.  The Chair will determine whether a full review by the Board is required to continue or suspend the research project.
2. Appealing a Decision by the University Review Board
If the Board makes a decision that an investigator believes to be unfair, unsubstantiated, or unduly restrictive on his/her proposed research, the investigator should first discuss the matter with the Chair of the University Review Board.  The investigator should be prepared to present reasons that he/she believes that the proposed research in in compliance with University policy and applicable laws related to the protection of human participants.
3. If the issue cannot be resolved satisfactorily by negotiation, the investigator may appeal the decision, in writing, to the University Review Board.  In developing his/her appeal, the investigator should document the claim that the proposed research is in compliance with University policy and applicable laws related to the protection of human participants.
4. The investigator must appear before the University Review Board to present his/her appeal and any supportive material or documentation obtained through consultation.

Based upon this appeal, the University Review Board will issue a final determination on the proposed research.  The University, acting through the Vice Rector for Academic Affairs, CAN overrule the University Review Board to disapprove a project, but CANNOT overrule the University Review Board to approve a project.  Only the University Review Board can approve a project.

5. Negative decisions by the University Review Board may be appealed to the Vice Rector for Academic Affairs on the grounds of a failure by the Board to carry out a thorough and complete review in accordance with its stated procedures or on the grounds of a possible violation of the academic freedom of the investigator.  Final appeal rests with the President.

## F. Related Policies and Procedures

HR Policies on lecturer assignment

**Merdeka Belajar Kampus Merdeka Policy**

**Sampoerna University**

(Concise, descriptive heading that identifies the procedure)

*This template aims to assist procedures writers in organizing the content of a procedures according to the official policy template used at Sampoerna University.*

*Note: Delete instructions when you no longer need them.*

| Procedure Number: | Get the Procedure Number from the Univ. Governance | Date Approved: | Click to enter a date. |
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Revision History

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| Initial version | - | Click to enter a date. |
| 1 | Changing in XXX | Click to enter a date. |

*explain which point have been changed*

## A. Purpose

As we enter a "new normal" era marked by digital technology and disruption, Indonesian universities are expected to response this dramatic change accordingly. University should not apply the old approaches to respond new challenges in higher education. In addition, the competition among nations and talents has become hyper-competitive at regional and international levels. The ability to possess multifaceted knowledge and skills is needed by student to be more ready for future employment or career.

The Ministry of Education, Culture, Research and Technology of the Republic of Indonesia recently launched a new initiative call the *Merdeka Belajar, Kampus Merdeka* (MBKM). It promotes the importance of having multidisciplinary thinking and knowledge to be ready for work. As more jobs required to seek solutions from different angles, this approach is timely. Sampoerna University, as one of leading higher education institutions, supports this initiative to be implemented by Faculty and Study Program. To implement the program effectively, it starts by developing a policy that caters and regulates the initiative. A special task force, represented form all faculties at Sampoerna University, has been also formed to meet this objective.

## B. Scope

This guideline applies to all Sampoerna University Students.

## C. Definition

These definitions apply to the terms used in this procedure.
Define relevant terms contained in the policy (alphabetical order).

| | |
|---|---|
| **Merdeka Belajar Kampus Merdeka (MBKM)** | Ministry Education and Culture's new initiative to foster multidisciplinary knowledge among students. The program allows students to learn from outside their study program and university. |
| **SU MBKM Task Force** | A group of Heads of Study Program within Sampoerna university assigned to develop MBKM policy. |

## D. Process

### 1. Introduction

#### 1.1 Background

To prepare students to face changes in social, cultural, world of work and rapid technological advances, student competencies must be prepared to be more responsive to the needs of the times. Link and match not only with the world of industry and the world of work but also with a rapidly changing future. Universities are required to design and implement innovative

learning processes so that students can achieve learning outcomes covering aspects of attitudes, knowledge, and skills optimally and relevant.

The MBKM Policy is expected to be the answer to these demands. Independent Campus is a form of learning in higher education that is autonomous and flexible to create a learning culture that is innovative, unfettered, and in accordance with the needs of students.

The main programs are the ease of opening new study programs, changes to the higher education accreditation system, the ease of state universities becoming state universities with legal entities, and the right to study for three semesters outside the study program. Students are given the freedom to take credits outside the study program, three semesters which are meant in the form of 1 semester of opportunity to take courses outside the study program and 2 semesters of carrying out learning activities outside the university.

Various forms of learning activities outside of tertiary institutions, including doing internships/ work practices in industry or other workplaces, implementing community service projects in villages, teaching in educational units, participating in student exchanges, conducting research, conducting entrepreneurial activities, making studies/independent projects, and following humanitarian programs. All these activities must be carried out with the guidance of the lecturer. Independent campuses are expected to provide field contextual experiences that will improve student competencies, be ready to work, or create new jobs.

The learning process in the Merdeka Campus is one of the most essential manifestations of student-centred learning. Learning in the Merdeka Campus provides challenges and opportunities for the development of innovation, creativity, capacity, personality, and student needs, as well as developing independence in seeking and finding knowledge through realities and field dynamics such as ability requirements, real problems, social interaction, collaboration, self-management, performance demands, targets, and achievements. Through a well-designed and well-implemented independent learning program, students' hard and soft skills will be formed strongly.

The MBKM is expected to answer the challenges of higher education to produce graduates who are in accordance with the times, advances in science and technology, the demands of the business and industrial world, as well as the dynamics of society.

## 1.2 Regulation

MBKM Policy is developed and implemented on the basis of following laws and regulations:

1. Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System;
2. Law of the Republic of Indonesia Number 14 of 2005 concerning Teachers and Lecturers;
3. Law of the Republic of Indonesia Number 12 of 2012 concerning Higher Education;
4. Government Regulation of the Republic of Indonesia Number 15 of 2014 concerning the Statute of the Indonesian Education University;
5. Regulation of the Republic of Indonesia President Number 8 of 2012 concerning the Indonesian National Qualifications Framework;
6. Regulation of the Minister of Manpower of the Republic of Indonesia Number 2 of 2016 concerning the National Work Competency Standardization System;
7. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 3 of 2020 concerning National Standards for Higher Education;
8. Research and Technology and Higher Education regarding Guidelines for the Preparation of the Higher Education Curriculum in the 4.0 era;
9. Regulation of the Board of Trustees of the University of Education of Indonesia Number 03/PER/MWA UPI/2015 concerning Implementing Regulations of Government Regulation Number 15 of 2014 concerning the Statute of the Indonesian University of Education;
10. Decree of the Academic Senate of the University of Education of Indonesia Number 005./Senate Akd./UPI-SK/X/2010 concerning the Re-design of Teacher Professional Education;

## 2. Sampoerna University Vision and Mission

### 2.1 Sampoerna University Vision

Sampoerna University aspires to foster future leaders with strong moral character and internationally competitive skills sets, enabling them to actively participate in building a more prosperous, equitable, respected, and globally competitive Indonesia.

## 2.2 Sampoerna University Mission

Sampoerna University aims to provide students affordable access to education that meets the highest international standards. Sampoerna University offers a curriculum unique in Indonesia built around an American general education core, successfully preparing students for credential completion at Sampoerna University or for recognized transfer abroad. We also provide a full spectrum of cocurricular and pre-professional opportunities that ensure student success, preparing leaders for a global society.

## 2.3 Core Principles

The following Core Principles guide Sampoerna University in delivering its key value proposition:

a) **English Language Proficiency** as a key enabler and connector for education.

b) **Character Development** through the nurturing of self-confidence by an affirming and engaging educational experience.

c) **Science and Technology** as key instruments for personal and national advancement.

d) Development of **Leadership** potential as an integral part of education.

e) Fostering an **Entrepreneurial Spirit** through industry collaborations that provide an applied learning environment.

f) Cultivating a sense of **Social Responsibility** as a key part of our national education agenda.

g) Encouraging **Inclusion and Diversity** – promoting secularity and tolerance to foster greater local and international ties.

h) Tangible and ongoing engagement with **Family and Community** to ensure student success.

i) Access to **Financial Assistance** and student support tools for those in need.

j) **Collaboration** with best-in-class institutions to expand student opportunity throughout the world.

## 3. Program Objective and Principles

### 3.1 Objectives

The Directorate of Higher Education of the Ministry of Education, Culture, Research and Technology has developed and disseminated a guide for the *Merdeka Belajar, Kampus Merdeka (MBKM)* initiative. This guide would help Indonesian universities understand the

concept and objective of the initiative. With this, it is expected that they can effectively implement it through their policy, curriculum, and other academic programs.

The essence of MBKM is to equip students with relevant knowledge and skills expected at work, while they are still in the university. To achieve this goal, students are allowed to take courses or programs outside their current study program and/or university. To be specific, students can take courses for maximum one semester (equal to 20 credit hours) from other study program *within* Sampoerna University. They can also take additional courses for maximum two semesters (equal to 40 credit hours) from the same program study *outside* of Sampoerna University.

By participating in this initiative, students can:
a) Be more ready, knowledgeable, and adaptive to the changing environment and prepared to become future leader in their respective field.
b) Enhance and enrich their knowledge and capacity to be more successful in their career.
c) Gain an opportunity to learn from and network with other students in other institutions.

This implementation guide is considered as the foundation for each study program at Sampoerna University to formulate, develop, and implement MBKM.

## 3.2 Principles

The implementation of MBKM at Sampoerna University will follow the guiding principles below:
a) *21$^{st}$ Century Competencies*. Through the implementation, students can gain a mastery in *critical thinking skills, communication skills, creativity,* and *collaboration skills.*
b) *Collaborative*. Each participating university and study program initiate partnership that can enhance effective collaboration and benefits all stakeholders.
c) *Link and Match*. Knowledge and skills gained through MBKM relevant to the future work of new graduate.
d) *Experience.* Students will be enriched via experiencing of taking courses or programs outside of Sampoerna University and networking with other students.

With this implementation guide, each faculty and study program at Sampoerna University can conduct the following:

a) Study program can offer courses equal to 20 credit hours available to be taken by students from other study programs and/or universities outside of Sampoerna University.

b) Socialization for faculty members and students to disseminate the concept, policy, and implementation of MBKM.

c) Find and begin partnerships with other study programs and/or institutions that allow students at Sampoerna University to register and participate in.

## 4. Mechanism

### 4.1 General Requirement

Students and study programs need to comply with the following requirements:

- Students should come from study programs that are ready for the curriculum (passing a minimum of 90 credits of courses based on students' study program) to run MBKM at Sampoerna University.
- Students should be registered in PDDikti as active students at Sampoerna University.
- The study program develops and facilitates the implementation of the MBKM program based on academic regulations from Sampoerna University.
- Programs implemented by the study program are prepared and agreed upon with partners.

### 4.2 Teaching and Learning at Sampoerna University

#### 4.2.1 General Requirements

Students and study programs need to comply with the following requirements:

- Students should come from study programs that are ready for the curriculum (passing a minimum of 90 credits of courses based on students' study program) to run the MBKM program at Sampoerna University.
- Students should be registered in PDDikti as active students at Sampoerna University.
- The study program develops and facilitates the implementation of the MBKM program based on academic regulations from Sampoerna University.
- Programs implemented by the study program are prepared and agreed upon with partners.

### 4.2.2 Responsibility

#### a) University Responsibility

- Referring to the Permendikbud Number 3 of 2020 concerning National Standards for Higher Education, University is obliged to facilitate students' rights (can be taken or not) to:
  - Take credits outside of university for a maximum of 2 semesters or the equivalent of 40 credits.
  - Take credits in different study programs at the same university for 1 semester or the equivalent of 20 credits.
- University is obligated to develop academic policies/guidelines to facilitate learning activities outside the study program.
- University is required to create cooperation documents (MoU)/SPK and MoA with partners.
- University is expected to conduct Internal Monitoring and Evaluation (Monev-in) coordinated through each faculty.

#### b) Faculty Responsibility

Faculties are responsible for the following duties:

- Preparing a list of faculty-level courses that can be taken across study programs.
- Preparing cooperation documents (MoU)/SPK and MoA with relevant partners.
- Facilitating the implementation of Monev-in, which is coordinated through each faculty.

#### c) Study Program Responsibility

- Developing or adjusting the curriculum regarding the implementation model of MBKM.
- Assisting students who are going to take cross-study programs at Sampoerna University.
- Providing courses that students can take outside their study program and outside Sampoerna University along with the requirements.
- Reporting all activities carried out for the implementation of Monev-in, which is coordinated through each faculty.
- Conducting the equivalence of courses with learning activities outside the study program and outside Sampoerna University.

- Preparing alternative online courses when some courses/credits have not been fulfilled from learning activities outside the study program and outside Sampoerna University.

d) **Student Responsibility**

- Planning the course/program that can be taken outside the study program with the Academic Advisor.
- Registering the program activities outside the study program.
- Completing the requirements for activities outside the study program, including taking part in the selection process (if any).
- Participating in program activities outside the study program following the provisions of the academic guidelines of MBKM.

e) **Partner Responsibility**

- Developing cooperation document (MoU)/SPK and MoA with university/faculty/ study program.
- Performing program activities outside the study program following the provisions contained in the cooperation document (MoU)/SPK and MoA.

### 4.2.3 Credit Counting for Learning Activities

The calculation of credits for MBKM program is described as follows.

a) Each credit is defined as activity hours instead of study hours.

b) Form of activity may include:

- Classroom learning, internships/work, projects in the village, student exchanges, research, entrepreneurship, independent studies/projects, community service, and teaching assistance in educational units/entities.
- Lecturers determined by the university must guide all types of selected activities.

c) Activities that students can take in three semesters outside origin university can be chosen from:

- Government policy programs; and
- Programs approved by the university.

d) The counting of credits for off-campus learning is equivalent to 170 (one hundred and seventy) minutes weekly per semester.

### 4.2.4 Learning Activities Form

### A. Student Exchange Program

Student Exchange Program is an activity intended to provide opportunities for students throughout the country to attend relevant lectures at other universities. Students would be able to obtain credit scores and credit transfer and non-academic activities in the form of extra-curricular activities, including cross-cultural understanding activities, as long as they meet predetermined criteria.

The transfer and acquisition of credit scores are carried out within three months at the university partner. After returning to Sampoerna University, students are required to continue studying with an online system for two months. The final exam is carried out through the university partner's online system. One credit recognition is 50 minutes of scheduled face-to-face meetings with lecturers (lectures), 50 minutes of structured academic activities (homework and assignments), 60 minutes of independent academic activities (library studies and others). The assessment is carried out by the lecturer in charge of the course.

### 1) Background

Numerous issues concerning the quality of higher education in Indonesia arise because the discrepancy in educational quality across universities remains stark, and the coaching pattern pitting strong universities against poorer universities has not worked well. However, each university has a comparative advantage, which is represented in the differentiation of missions. This differentiation serves as an incentive for collaboration and provides the foundation for reciprocal learning, allowing all universities to become learning units in Indonesia.

In the current demanding environment, a pattern of collaboration amongst Indonesian institutions is required to bolster the country's competitiveness in the global period. Collaboration between universities and other institutions is critical for Indonesia's higher education system to improve quality. This type of educational collaboration will allow for the enhancement of quality,

expansion of access and strengthening of networks. This collaboration will affect broadening national insight for the academic community of higher education, increasing synergies, increasing the efficiency of learning and research resources, developing centres of excellence, raising quality standards, developing collective capacities to boost the nation's competitiveness, and reaffirming universities' role as national glue.

Higher education in Indonesia demonstrates rising gaps in quality, facilities, and independence as it develops. To address these various issues, Sampoerna University organizes Student Exchange activities by providing opportunities for students with various parties' assistance, collaboration, and cooperation.

## 2) Purposes

- Improving national insight, integrity, and solidarity among students throughout Indonesia through intercultural learning.
- Developing students' leadership qualities and soft skills to prepare them to work constructively and competitively with other nations.
- Allowing students to gather educational experiences at different universities through credit transfer and credit acquisition.
- Enhancing the quality of higher education by capitalizing on each university's comparative advantages.

## 3) Program Benefits

- **Students**
  - Developing abilities and potential while gaining knowledge at various campuses.
  - Acquiring experience in a learning setting and become acquainted with new cultures and learning environments nationally and globally.
  - Developing and promoting student nationalism.
  - Enhancing cross-college and cross-cultural communication among students.
- **University**
  - Redesign the department/study program's curriculum to ensure alignment between graduate learning outcomes, course learning outcomes, study

materials, learning methods, and the sorts of assessments used in the student exchange program.

- o Widespread collaborations with other universities on both academic and non-academic levels.

- **Partner**
  - o Redesign the department/study program's curriculum to ensure alignment between graduate learning outcomes, course learning outcomes, study materials, learning methods, and the sorts of assessments used in the student exchange program.
  - o Widespread collaborations with other universities on both academic and non-academic levels.

4) **Program Mechanism**

- **Program Period**

  Each academic year, the Student Exchange Program is held in the odd or even semesters for students in their fifth to seventh semesters of applied undergraduate/bachelor programs. Credit scores are transferred and acquired at the destination university during a three-month period. Students are required to continue studying online for two months after returning to their home university. The final examination is administered online using the destination University's system.

- **Place**

  The student exchange program is located at a university that meets the set requirements and has signed a Memorandum of Understanding (MoU).

- **Mechanism**

  a) **Program Requirements**
  - o Active student from fifth semester to seventh semester for bachelor programs.
  - o Never be subject to academic sanctions at home University.
  - o Obtain the written permission from parents or guardians.
  - o Fill out and sign the registration form of the student exchange program.
  - o Declared healthy with evidence of doctor letter.

### b) Student Selection

- o Participants register at their home university by completing all requirements.
- o The home university conducts a transparent and accountable selection.

### c) Program Implementation

- o The transfer and acquisition of credit scores are carried out in a semester following the destination university's academic calendar.
- o Each participant of the Student Exchange Program is expected to learn and understand the community's customs, culture, and characteristics at the university destination, both structured and unstructured.
- o Students are entitled to administrative and academic services at the destination university, including:
  - Student ID Card from the destination university, which is valid for one semester.
  - Library services.
  - Academic advisor.
  - Student activities at the destination university.
- o Participating students must follow the administrative, academic, and campus life regulations at the destination university.
- o The assessment system for students participating in the Student Exchange Program is carried out by following the system applicable at the destination university.
- o At the end of the Student Exchange Program, students are entitled to a transcript for the courses they have taken signed by an authorized official at the destination university as proof of the transfer of credit scores recognized by the home university.

### d) Student Exchange Process

- o The home university and destination university appoint each officer responsible for the departure and admission of students participating in the program.
- o Before leaving for the destination university, students are given a briefing and all the Student Exchange Program information.

- o The briefing contains clear information regarding:
  - Objectives and aims of the Student Exchange Program.
  - Rights and responsibility of the student.
  - University destination.
  - City of residence.
  - Contact information of the person in charge.
- o The departure officer from the home university coordinates with the officer from the destination university regarding the departure of the program participants regarding the departure date and the mode of transportation used, following the readiness of the university destination, including accommodation.

e) **Welcoming and Assistance**
- o Student Exchange Program participants come to the destination university to register, apply for ID cards, and receive explanations about academic regulations and campus life.
- o The Rector of the destination university accepts students participating in the Student Exchange Program.
- o The Rector of the university handed over the participants to the Dean and Head of Study Program.

f) **Academic Activity Process**
- o The implementation of student academic activities is carried out in accordance with the academic calendar and academic regulations at the destination university.
- o Student Exchange Program participants are required to comply with all academic regulations, disciplinary regulations, student ethics, and other regulations imposed by the destination university.
- o Participants of the Student Exchange Program are treated the same as students at the destination university in matters relating to the implementation of academic activities.

5) **Duties and Responsibilities of Each Party**
- • **Students**
  - o Participants register at their home university by completing all requirements.

- Students learn and understand the community's customs, culture, and characteristics in the destination university environment, both structured and unstructured.
- Required to follow the administrative, academic, and campus life regulations at the destination university.
- Obtain debriefing and all information/information related to the Student Exchange Program.
- Participants come to the destination university to register, apply for ID cards, and receive explanations about academic regulations and campus life.

- **University**
  - The university conducts a transparent and accountable selection and determines through the Rector's Decree.
  - The home university appoints an officer responsible for the departure and admission of students participating in the program.
  - The home university provides briefing and all information related to the Student Exchange Program.
  - The officer from the home university coordinates with the officer from the destination university regarding the departure of participants regarding the date and transportation, including accommodation.

- **University Partner**
  - Partner universities conduct assessments for students participating in the Student Exchange Program based on the partner university's system.
  - At the end of the Student Exchange Program, the Study Program provides students with transcripts of grades for the courses they have taken signed by the authorized official as proof of the transfer of credit scores.
  - Partner universities appoint officers who are responsible for departing and accepting program participants.
  - Rector of partner universities hand over participants to the Dean and Head of Study Program.
  - Partner universities carry out activities following the academic calendar and applicable academic regulations.

**6. Student Exchange Form**

- **Student Exchange Cross Study Programs at the same University**

  Students can select elective courses to promote the fulfilment of learning outcomes, both those currently included in the study program's curriculum structure and those developed to enhance graduates' learning outcomes.

  [1] Mechanism

  a. Study Program

  - Developing and adopting a curriculum that facilitates students to take courses in other study programs.
  - Determining and offering courses that students can take from outside the study program.
  - Regulating the quota of participants who take courses offered in other study programs at the same university.
  - Setting the number of credits that can be taken from other study programs.

  b. Student

  - Obtaining the approval of the Academic Advisor.
  - Participating in activities outside the study program in accordance with the provisions of existing academic guidelines.

  [2] Learning activities in other study programs at the same university can be done face-to-face or online.

- **Student Exchange in the same Study Program at Different Universities**

  Students can use this form of learning to supplement their expertise and scientific context gained at other universities. This form of learning may have unique characteristics or serve as learning support vehicles to enhance learning results.

  [1] Mechanism

  a. Study Program

  - Developing and adopting a curriculum that facilitates students to take courses in the same study program at other universities.

- Creating agreements with partner universities, including the learning process, semester credit recognition, assessment, and financing schemes.
- Regulating the quota of participants who take courses offered in the form of learning in the same study program at other universities.
- Setting the number of courses that can be taken from the same study program at other universities.

b. Student
- Getting the approval of the Academic Advisor.
- Participating in activity programs in the same study program at other universities in accordance with the provisions of academic guidelines owned by universities.
- Registered as a course participant in the same study program at another university.

[2] Learning activities in the same study program at different universities can be done face-to-face or online. Learning carried out virtually with the provisions of the courses offered must receive recognition from the Ministry of Education, Culture, Research and Technology.

- **Student Exchange Cross Study Programs at different Universities**

  Students can take this form of learnings at different universities to support the fulfilment of learning outcomes, both those already contained in the curriculum structure of the study program and curriculum development, to enrich the learning outcomes of graduates.

  [1] Mechanism

  a. Study Program
  - Developing a curriculum that facilitates students to take courses in other study programs at different universities.
  - Determining the courses that students can take from outside the study program.
  - Regulating the quota of participants who take courses offered in the form of learning in other study programs at different universities.

- Setting the number of credits and the number of courses that can be taken from other study programs at different universities.
- Creating agreements with partner universities, including the learning process, semester credit recognition, assessment, and financing schemes.
- Reporting activities to the Higher Education Database.

b. Student
- Obtaining the approval of the Academic Advisor.
- Participating in learning activity programs in other study programs at different universities in accordance with the provisions of academic guidelines owned by universities.
- Registered as a course participant in the intended study program.

[2] Learning activities in the same study program at different universities can be done face-to-face or online. Learning carried out virtually with the provisions of the courses offered must receive recognition from the Ministry of Education, Culture, Research and Technology.

## B. Internship Program

The Internship Program is a form of educational, training, and learning activities conducted at university partner institutions to develop student competency. The program can be conducted at public or private institutions, non-profit organizations, multilateral organizations, and start-ups, but they must be directed by a lecturer and mentor from the partner organization.

## 1) Background

Students tend to have a lack of direct learning experiences and exposure to work culture in the related field, leaving them unprepared to deal with the realities of the professional world. Meanwhile, universities have created a short-term internship program (less than six months). It is insufficient to provide students with

experience and additional expertise. On the other hand, institutions and industries that accept internship students (or interns) argue that short-term internships are detrimental to industrial activities and production, even interfering with them.

## 2) Purposes

The Internship Program, which lasts between one and two semesters, will provide students with adequate experience to become acquainted with the working world. Additionally, the industry will have the option to solicit advice from prospective workers regarding their needs, allowing for personnel recruitment to be as cost-effective as possible.

The Internship Program's specific aims are as follows:

- To enhance student experience and expertise in their field of study and establish a real work culture.
- To elicit input and feedback from students and faculty to assist the study program in adapting its curriculum to the workplace demands.
- To accelerate the absorption of alumni in the job market so that mutually beneficial cooperation occurs, where the industry will obtain input for prospective workers according to their needs to reduce initial recruitment and training costs.
- To conduct community service as a manifestation of one of the *Tri Dharma* of Higher Education.

## 3) Program Benefits

- **Students**
  - Students' abilities in various fields of knowledge are developed by real-world experience gained through the Internship Program.
  - Provide students with appropriate experience in direct learning in the workplace (experiential learning).
  - Acquaint students with the practice in the workplace beginning with planning, organizing, implementing, and evaluating of programs through the development of creative and innovative scientific thinking insights.
  - Develop students' adaptability to work culture and engagement with all stakeholders, from the leadership element to the employees, to the community and customers of the institution/industry where the internship is based.

- o Students will develop hard skills (problem-solving, analytical thinking, etc.) and soft skills (professional/work ethics, communication, teamwork, etc.) during their internship.

- **University**
  - o Curriculum adjustments in response to market demands.
  - o Establishing networks with a broader range of stakeholders.
  - o Through this activity, universities will address industrial issues, resulting in more relevant teaching and learning materials for lecturers and research topics for universities.

- **Partners**
  - o Acquire workers who are expected to contribute to the completion of tasks and the resolution of current difficulties.
  - o Encourage mutually beneficial collaboration, both in presenting scientific and technological advances obtained by students in higher education and assist partner institutions in acquiring new employees.
  - o If it is suitable, the industry can acquire talent immediately, lowering the cost of recruiting and initial/induction training. Students become familiar with the workplace will have a greater sense of confidence when entering the world of work and careers.

4) **Requirements**
- Students in the fifth through seventh semesters.
- Not actively involved in any other programs, either academic or student institution-related, during the internship process.
- Have completed all administrative requirements imposed by the university (university, faculty, or study program).
- Have attended the Internship Program's briefing.

5) **Program Mechanism**
- **Program Period**

  Students may enrol in the Internship Program during each academic year's odd or even semesters once they have completed all required courses (except final project or thesis). Internship Program activities are scheduled in accordance

with the academic calendar of Sampoerna University. Each student's internship period lasts between 1-2 semesters.

- **Place**

  Internships are available in various settings, including government and private institutions, non-profit organizations, multilateral organizations, and start-up companies. Each student chooses their own internship location based on their interests and concentration in their field of study.

- **Program Implementation**

  **[1] Registration**

  Students take courses that will be programmed during the Internship Program by filling out the study plan.

  **[2] Administration and Academic Selection**

  The selection process of the Internship Program is conducted under the institution system where students perform the internship.

  **[3] Participants Duties**

  Participants' duties during the program (one or two semesters, equivalent to 20 or 40 credits), which lasts six months to a year:

  o The task is given by the field supervisor at the institution where the program takes place.

  o Keep a record of daily activities related to attendance and activities carried out and known by the field supervisor.

  o Make a report on internship activities with a predetermined format and systematics.

  o Students are required to wear a uniform that follows the institution's regulations where the internship is located.

  o Students are not allowed to take part in other activities outside the program activities without the approval of the field supervisor and internship coordinator or an official letter issued by the study program and known by the company where the internship is located.

  **[4] Assessment and Certificates**

  Assessment of the process and results is carried out by academic supervisors and company supervisors.

**[5] Reporting to PDDikti**

University reports acknowledgment of internship credits.

- **Roles and Responsibility**

**[1] Students**

o Learn the work unit in which students are assigned, such as organization, planning, organizing, implementing, and monitoring evaluations. All data are recorded systematically.

o All activities to be reviewed and analysed in terms of management and knowledge according to their respective disciplines to be stated in the Internship Report.

o Participating in all activities in the work unit are placed according to a predetermined schedule. Student interns must fill in the Attendance List, which contains a summary of the details of the activity and the status of the activity. The original Attendance List is preferably attached to the Internship Activity Report.

o If necessary, student interns are expected to provide or propose suggestions to overcome existing problems to improve and perfect the organization and management of the work unit concerned.

o If there are things that cannot be resolved, student interns can ask the internship supervisor for further resolution.

**[2] University**

o Mapping partner agencies.

o Socializing to students the characteristics of partner institutions.

o Preparing for student departure and conduct the debriefing.

o Assigning a supervisor who will guide students during the preparation process to the implementation of the internship.

**[3] University Supervisor**

o Accompany students at the time of acceptance of participants.

o Conduct monitoring and evaluation visits to partner institutions.

o Act as evaluators together with company supervisors who evaluate student competence according to the assessment criteria determined by using the internship evaluation instrument.

**[4] Partners**

- o Provide answers to the Study Program from which the student intern is based on whether or not the permit application is approved as a partner institution.
- o Provide rights and security according to laws and regulations (health insurance, work safety, internship fees, rights during internship).
- o Provide input to the Study Program and/or Faculty as a result of reflection on the implementation of the internship, containing (a) what components have been achieved and have not been achieved; (b) what factors influence whether or not each component of the program is achieved, and (c) what are the suggestions for solutions and strategies for improvement in the future.
- o Appoint a field supervisor who is responsible for guiding student interns during the Internship Program.

**[5] Company Supervisor**

- o Act as a supervisor/mentor/coach of student interns to be able to carry out the program smoothly and achieve the competencies determined according to their field.
- o Act as evaluators together with supervisors from universities who evaluate student competencies according to the assessment criteria determined using the Apprentice evaluation instrument.

**C. Research Program**

Research Program is an intellectual activity to solve a problem academically, both in science, social, and humanities, which is carried out under the supervision of lecturers or researchers. This program can be carried out in research institutions, such as the Indonesian Institute of Sciences (LIPI), National Research and

Innovation Agency (BRIN), National Aeronautics and Space Institute (LAPAN), Research and Development Agency (Balitbang), ministries, local governments, non-governmental organizations, and other agencies. The Research Program must be supervised by a faculty member.

## 1) Background

Students can develop critical thinking and problem-solving abilities through research, which are necessary for numerous scientific groups at higher education levels. Students will develop a greater capacity to think critically and solve problems due to their ability to think critically and solve problems. They will also have a better understanding of and ability to conduct research methodologies. For students interested in and desirous of working in the field of research, the opportunity to do an internship at a research institution is a dream come true. Additionally, when working on short-term research projects, laboratories/research institutes frequently lack researchers (one semester to one year).

## 2) Purposes

- Improving the ecosystem and the quality of research in Indonesian laboratories and institutions by providing research resources through the regeneration of researchers from an early age.
- Cultivating interest and curiosity of students towards the problems, needs, and challenges faced by Indonesia and its solutions.
- Finding the right scientific solution to produce research work that is beneficial for both the academic community and the wider community.
- Improving the quality and quantity of research that can be done by students to produce more outcomes.
- Stimulating students' intellectuals in developing scientifically creative and innovative products**.**

## 3) Program Benefit

- **Students**
  - Implementing knowledge and skills to identify problems and uncover scientific solutions to address problems.
  - Producing scientific works that can be useful for society and the country.
  - Improving student experience in large research projects to strengthen the research talent pool.
  - Producing scientific publications and obtain intellectual property rights.

- Training management skills, communication, and adaptation to the real work environment.
- Improving research knowledge and skills that can be applied in the completion of the final project.
- Availability of opportunities to demonstrate competence in research, which opens the opportunity to be recruited as researchers after completing the study.
- Exploring opportunities to establish competitive research institutes, both in groups/collaborations and independent individuals.

- **University**
  - Obtaining input related to research competencies, learning behavior, and other aspects to develop and improve the Study Program's curricula.
  - Developing extensive networks with various research institutions.
  - Obtaining scientific publications from student work and become a scientific centre from student research results.

- **Partners**
  - Obtaining the services of active researchers for the implementation of research programs in their respective institutions.
  - Finding solutions to problems based on research results.
  - Developing partnerships with universities.
  - Gaining access to recruit skilled and competent prospective researchers in their respective institutions.

4) **Program Mechanism**
- **Program Period**

  Students can enrol in research projects during the odd semesters (five or seventh semesters) or even semesters (sixth semesters) in the academic year. Research activities are scheduled in accordance with Sampoerna University's academic calendar. Research Program activities last between 1-2 semesters.

- **Place**

  Research activities are carried out within universities or research institutions that have a partnership with Sampoerna University.

- **Program Implementation**

    **[1] Research initiated by partners/university**
    - Partner institutions deliver notification of research opportunities to students.
    - Students submit proposals to become research partners at research institutes or universities.
    - Research institutes or universities approve the students.
    - After obtaining approval, students register to carry out research activities.
    - Universities provide supplies.
    - Students carry out research activities for one or two semesters with partners, which include:
        a) Create daily activity notes, both related to attendance and activities known by the supervisor.
        b) Make a report on research activities with a predetermined format and systematics.
        c) Students are required to wear uniforms that are following the institution's regulations.
        d) Students are not allowed to participate in other activities outside of the research program without the supervisor's approval.
        e) During and after the research, process and outcome assessments are carried out by the supervisor and partners.
        f) Conduct research seminars.
        g) Publish research results in scientific journals or apply for intellectual property rights.
        h) Universities report credit recognition.

    **[2] Research initiated by students**
    - Students prepare research proposal.
    - Students submit proposal to obtain research funding from prospective partners.
    - After obtaining approval, students register to carry out research activities.
    - Universities provide supplies.

- The Study Program facilitates the implementation of a research proposal.
- Students carry out research activities for one or two semesters with partners, which include:
  a) Create daily activity notes, both related to attendance and activities known by the supervisor.
  b) Make a report on research activities with a predetermined format and systematics.
  c) Students are required to wear uniforms that are following the institution's regulations.
  d) Students are not allowed to participate in other activities outside of the research program without the supervisor's approval.
  e) During and after the research, process and outcome assessments are carried out by the supervisor and partners.
  f) Conduct research seminars.
  g) Publish research results in scientific journals or apply for intellectual property rights.
  h) Universities report credit recognition.

5) **Roles and Responsibilities**

- **Students**
  - Completing all administrative requirements that have been set by the university (university, faculty, department/study program) and partner institutions.
  - Attending the debriefing of research.
  - Carrying out research activities together with partner institutions.
  - Creating records of program implementation and report activities to the Study Program.
  - Coordinating and consult with co-researchers.
  - Coordinating and consult with supervisors.

- **Study Programs**
  - Collaborating with research institutes/laboratories.
  - Giving students the right to participate in selecting and evaluating research programs at research institutions/laboratories outside the campus.

- o Providing academic advisor to assist, supervise, and assess the student together with supervisors in research institutions/laboratories.
- o Conducting final evaluation and equalization of research activities in institutions/laboratories to be used as student credits

- **Partners**
  - o Providing selection with detailed characteristics of research topics, research objectives, and research assistants needed from among students.
  - o Ensuring the implementation of student research activities at the institution/laboratory in accordance with the agreement.
  - o Providing primary researchers or supervisors to students who are truly experts in the research topic carried out by students.
  - o Together with the academic advisor, evaluate and assess research projects carried out by students.

### D. Entrepreneurship Program

Students develop entrepreneurial activities independently or in groups, as indicated by entrepreneurial activity proposals, documentation of activities, financial reports, or evidence of product sales transactions, and reporting on the outcomes of entrepreneurial programs. Students must pass the Entrepreneurship course as a condition for admission to the Entrepreneurship Program. An instructor must supervise the Entrepreneurship Program.

### 1) Background

According to the 2018 Global Entrepreneurship Index (GEI), Indonesia had only 21% of entrepreneurs of total employment, placing it 94th out of 137 nations surveyed. Meanwhile, according to a 2019 study, as many as 69.1 percent of Indonesia's millennial population are interested in entrepreneurship. Sampoerna University has prioritized entrepreneurship courses as part of Sampoerna University DNA to equip graduates to be job creators rather than job seekers.

Along with the millennial generation's entrepreneurial potential, which has been underutilized, *Merdeka Belajar Kampus Merdeka (MBKM)* seeks to foster student entrepreneurial interests through on- and off-campus learning activities.

**2) Purposes**

- Providing opportunities for students who have an interest in entrepreneurship to develop creative and innovative ideas and businesses.
- Students can apply the business plan that has been obtained while attending entrepreneurship courses into a business that can be started since college.
- Students can apply entrepreneurial skills by assisting Micro, Small, and Medium Enterprises (MSMEs) to develop their products and business innovations.
- Students can develop entrepreneurship programs for community empowerment by collaborating with relevant agencies.

**3) Program Benefits**

- **Students**
  - Applying knowledge and skills from universities, especially in the field of entrepreneurship.
  - Applying business ideas and plans by starting a business since college.
  - Assisting MSMEs in developing their products and business innovations.
  - Providing opportunities to create jobs as an effort to deal with intellectual unemployment problems.
  - Developing entrepreneurship programs for the community.
- **University**

  Develop a more adaptive curriculum to student entrepreneurship growth, for instance, by designing advanced entrepreneurial courses to students' requirements and talents.
- **Stakeholders**
  - Obtain consulting services for product development and business innovation.
  - Become a strategic partner for students for community entrepreneurship development programs.

**4) Program Mechanism**

- **Program Period**

  MBKM entrepreneurship program can be taken in odd or even semesters of each academic year.

- **Place**

  The program's place is adjusted to students' choice in developing their business, mentoring MSMEs, or entrepreneurship development programs either made by the university or activities carried out by the ministry. For example, located at home, campus business incubator, co-working space, or MSMEs' domicile.

- **Program Implementation**

  o Students register for the MBKM entrepreneurship program.

  o Students prepare a proposal for the Entrepreneurship Program and submit it to the Study Program to determine its feasibility.

  o The Study Program appoints a supervisor who will accompany students.

  o Students and supervisors make an agreement towards the proposals submitted by students.

  o Students run businesses according to business plans, mentoring MSMEs, or entrepreneurship development programs accompanied by supervisors.

  o The assessment process is only carried out by the supervisor. When choosing mentoring courses or entrepreneurship development programs, the assessment is carried out by involving related parties.

**5) Roles and Responsibilities**

- **Student**

  o Preparing business plan proposals, mentoring MSMEs, or entrepreneurship development programs implemented by the Ministry of Education and Culture and other institutions.

  o Making a statement of willingness to complete the Entrepreneurship Program.

  o Filling out daily notes during the program.

  o Preparing reports on the results of Entrepreneurial Program activities.

  o Submitting reports in the form of presentations.

- **University**
  - Collaborating with MSMEs and strategic partners for the development of entrepreneurship programs.
  - Facilitating students who are interested in participating in entrepreneurship programs.
  - Assigning supervisors to assist students in running entrepreneurship programs.
  - Receiving the assessment results from the supervising lecturer into the conversion of grades and recognition of credit.
- **Partner**
  - Providing an integrated entrepreneurship learning system with hands-on practice.
  - Providing training, mentoring, and guidance from lecturers and entrepreneurship experts.
  - Connecting student business with the market.
  - Provide mentoring lecturers for students.
  - Providing equalization of entrepreneurial activities into credits earned by students.
  - Provide start-up business incubation centre for students.
  - Delivering reflections to universities about components that have not been achieved, problems, and strategies to overcome them.

## 4.3  Teaching and Learning Outside Sampoerna University

Within the corridor of MBKM, each study program should facilitate students that wish to take courses at the same study program outside of Sampoerna University, either in Indonesia or abroad. The study program as well the students wishing to take this MBKM option should be aware of the students' study time and budget implication that might incur.

Maximum total number of 37 credits (maximum 20 credits per semester) can be taken in the same study program in other university (subject to approval from the Head of Study Program and Dean). These could include courses that are not covered in General Education courses. The study program shall provide the list of courses categorized for this purpose. For the Senior Capstone 1 and 2, they can be taken in either a university or a company. In this case, the student

should have two supervisors, one is from the other university or company, and another one is from Sampoerna University.

Courses to be taken should be referring to the list of courses provided by SU study program. Students who opt to take the course in different university must make sure that the total credits and the learning outcomes required by the study program are the same. An approval from the Head of Study Program and Dean is required. It must also be done with partner universities of Sampoerna University (via MoU and/or MoA) to ensure the similarity of the curriculum, the learning outcomes, as well as similar (or higher) level of accreditation. The MoU and/or MoA might cover the list of equivalent courses, the credits of the courses, mode of learning, and agreement to accept transfer credits from each other.

Sampoerna University shall:

a) Developing partnership with other higher education institution in Indonesia and abroad to facilitate learning outside SU and credit transfers for students. This can be formed using MoU and/or MoA.
b) The study program shall prepare the list of courses that students could take at other higher education institution.
c) Develop agreement with the other higher education institution that might cover the following: learning process and evaluation, credits transfer, and financial implication.
d) Estimating and allocating the number of students (inbound and outbound) that are going to participate, and if necessary, conducting selection process for students.
e) Monitoring, controlling, and evaluating the learning and credit transfer process.
f) Reporting the learning and credit transfer results to *Direktorat Jenderal Pendidikan Tinggi* via *Pangkalan Data Pendidikan Tinggi*.

General requirements for students who wish to take this MBKM option are the following:

a) Actively registered as a student in one of the study programs at SU.
b) Has passed the courses at one of SU study programs for the minimum number of 90 credits.
c) Obtained written recommendation from his/her academic advisor and written approval from Head of Study Program and Dean.
d) Additional requirements might be imposed by the study program.

### 4.4 Internship

In Sampoerna University curriculum, internship activities are identical to field experience practice. Therefore, these activities can be carried out in the 6th or 7th semester in various companies or organizational that are appropriate and preferably have collaboration with SU.

In this internship activity, students from any study program can carry out internships in various agencies (departmental or non-departmental), companies, other institutions, both in the business world and the industrial world. The activities are also more diverse and broader, can be in the form of industrial practice, projects in villages, humanitarian projects, independent studies, research, entrepreneurship, and other activities that support the strengthening of student competencies.

Within the corridor of MBKM, this internship activity could be expanded so that the credits in this internship activity are no longer limited to 4 credits but can take up to a maximum of 20 credits or one semester or even two semesters or equivalent to 40 credits.

a) Requirements that must be met by students who will take Internship activities:
   1. Registered in a specific study program at Sampoerna University and still active.
   2. Have passed the courses specified in the curriculum of the study program as much as 70% or equivalent to 100 credits.
   3. Obtain a written recommendation from the Academic Supervisor and Head of Study Program.

b) The Mechanism that must be implemented to facilitate these activities is described as follows.
   1. The study program establishes rules for the place and form of internship activities that are relevant and support the achievement of the study program profile and graduate competency standards.
   2. The study program determines courses relevant to the internship activities that will be carried out by students so that the results of the internship can be converted into the value of these courses.
   3. The study program appoints an intern supervisor and cooperates with the party where the student internship is located, which is stated in the Memorandum of Understanding (MoU).

4. Sending students according to the terms agreed between the two parties, including the duties, responsibilities, rights, and obligations that the study program and student internship must satisfy.

5. If the study program intends to guarantee the quality of the implementation of the internship that has been carried out, students can have their competence tested after the internship activity.

Some considerations for internship activities in MBKM corridor:

a) Students have freedom to do internships anywhere, but it begins with cooperation so that the internship process provides meaningful and academically accountable experiences.

b) Internships or work experience carried out by students can be recognized as credits, and graduation for specific courses needs to be regulated and aligned with the study program curriculum.

c) To ensure the quality of the implementation and the internship results, the study program can involve associations relevant to the field of internship carried out by students to conduct competency validation tests on the results of the internship.

## 5. Implementation

### 5.1 Preparation

Referring to Permendikbud No. 3 Tahun 2020 (Standar Nasional Pendidikan Tinggi) Pasal 18, all universities in Indonesia are obligated to facilitate the implementation of *Merdeka Belajar Kampus Merdeka (MBKM)*. In this policy, all students have the right to experience a maximum 3 semesters of learning at outside of the study program. For this reason, Sampoerna University facilitates its students to pursue this program by providing the list of courses which can be taken under MBKM Program. The courses are approved by the study program and acknowledged by the University.

In general, the obligation of taking 144 credits or more in bachelor's degree program can be implemented by:

1. **Compulsory of minimum 84 credits** are taken in the home study program of SU,
2. **Maximum 20 credits** are taken in other study program in SU, and,
3. **Maximum 40 credits** are taken in:

a. The same study program (major) in different universities, and/or

b. Different study program in different universities, and/or

c. Internship outside universities

Based on the curriculum adopted by the study program and referring to the rules of general courses at Sampoerna University (General Education Course: The Sampoerna University Core), the following are the implementation model of MBKM that can be carried out:

1. **Maximum 20 credits** elective general education courses can be taken in other study program at Sampoerna University, they are:

    a. Communication. In this course group, GCOM1304 Composition I and GCOM1305 Composition II are the mandatory courses. Hence, students can choose **one** out of three available courses, i.e., GCOM1306 Introduction to Speech Communication (3 credits), IENG3310 Technical Writing (3 credits), and GBUS2307 Communication in The Workforce (3 credits), as the elective course to complete the total of 9 credits of communication courses.

    b. Humanities. In this course group, GHUM1301 Pancasila, GHUM1208 Bahasa Indonesia, GHUM1207 Kewarganegaraan, and GHUM1303 World Religions are the mandatory courses. Hence, students can choose to take **one (or two for IE and VCD)** out of three available courses, i.e., GHUM1306 Basic Fundamental of Drawings (3 credits), VCDD4328 Wayang Studies (3 credits), and GHUM2304 Introduction to Literature (3 credits), as the Humanities elective courses.

    c. Social & Behavioral Science. In this course group, there is no mandatory course. Hence, students can choose **two (or three for ME, IE, and MGMT)** out of six available courses, i.e., ENGR3303 Environmental Ethics, GSOC2303 General Psychology, GSOC2304 Social Problems, GSOC1301 Macroeconomics, BUSI1301 Basic Economic Issues, as the elective courses.

2. **Maximum 37 credits** can be taken in the same study program at different universities (subject to approval from the Head of Study Program and acknowledgement from the respective Dean). These may include the courses in semesters 6, 7, and 8 that are not covered in Point 1 above. Every study program shall provide the list of courses categorized for this purpose. In case of the Senior Capstone 1 and 2, it can be taken in

either a university or a company. In case of company, the student should have two supervisors, one is from the company, and another one is from Sampoerna University.

3. **Minimum 3 credits** and **maximum 9 credits** of Internship can be done outside universities. The guidance is that 3 credits equal to 1 month worth of internship with five days work in a week, 8 hours a day. The internship is limited to only 3 months due to the limited time in summer semester. The normal credit for an internship is 3 credits which is equal to 1-month full time work at a company.

In summary, depending on the study program, the students are required to take compulsory credits of minimum 84 credits in the home Study Program at Sampoerna University, while the remaining of maximum 60 credits can be taken at other study programs/universities/ institutions upon receiving approval from the Head of Study Program and acknowledgement from the respective Dean as summarized in Tables 1 and 2.

Table 1. Course learning outside of the home Study Program

| No | Course to be taken at | Max Credits | Remarks |
|---|---|---|---|
| 1 | Outside Study Program but within Sampoerna University | 20 | Courses taken are categorized as General Education courses and must have same credits and have proper learning outcomes required by the study program. |
| 2 | The same Study Program at different universities | 37 | Courses taken should be referring to the list of courses provided by the home study program. Students who opt to take the course in different universities must make sure the total credits and the learning outcomes required by the study program are the same. Approval from the Head of Study Program and Dean's acknowledgement are required.<br><br>It is strongly recommended to practice this program with partner universities of Sampoerna University. |
| | Total maximum credits | 57 | |

Table 2. Internship outside of the university

| No | Learning Method | Credits | | Remarks |
|---|---|---|---|---|
| | | Regular | MBKM | |
| 1 | Internship | 3-9 | ≤9 | One month worth of internship can be converted into 3 credits. When students carry out the internship for more than 1 months, they can claim more than 3 credits. |

**5.2 Examples of Course Taken Outside Home Study Program**

The recognition of semester credit unit is required to assure or guarantee the credits and the intended graduate profile (learning outcomes) of the exchange of students' learning activities, both among different faculties in the same university, among the same faculties from different institutions or among different faculties from different university, i.e., through the recognition of credit transfer. The following Tables 3, 4, and 5 are some mapping examples of academic activities that accommodate the equivalence of credit semester

Table 3. Sample of MBKM at different study program at the same university

| Study Program | Graduate Profile (Learning Outcomes) | Additional Competence | Exchange Study Program |
|---|---|---|---|
| English Language Education SP | Graduates are able to demonstrate skills in using innovative concepts, theories, and methods through a learning process in the field of Edupreneur (CPL APSPBI No.5) | • Graduates understand and familiar with concepts of entrepreneurship and start up industry <br> • Graduates are able to plan and also design a feasible model of current Edupreneur activity | Economic Management |

Explanation:

Students from English Education Study Program are required to be 'agile' and adaptive with current situation of education which mostly conducted online. Besides having a skillful teaching competence, the graduates need to have entrepreneurial soft skill to encounter challenges in the 21$^{st}$ century.

Table 4. Sample of MBKM at the same study program in different institution

| Study Program | Graduate Profile (Learning Outcomes) | Course subject in University A | Course Subject in University B |
|---|---|---|---|
| English Language Education SP | Graduates are able to demonstrate skills in using innovative concepts, theories, and methods through ICT such as the TPACK-based English learning process (Technological Pedagogical Content Knowledge) related to student understanding and educational learning<br><br>(CPL APSPBI No.4) | Educational Technology | Technology and Literacy in Education |

Explanation:

The study program in University A and University B have similar subjects with the same learning objective, i.e., to accommodate the graduates with their ICT skills in education, so that the students are allowed to take the subject in either study program of those university.

Table 5. Sample of MBKM at different study program in different institution

| Study Program | Graduate Profile (Learning Outcomes) | Additional Competences | Course in other university |
|---|---|---|---|
| English Language Education SP | Graduates are able to demonstrate skills in using concepts, theories, and methods logically, critically, systematically, and innovatively through a learning process that emphasizes scientific academic ethics.<br><br>(CPL APSPBI No.2) | Graduates are able to conduct scientific research by evaluating speech or news that are delivered electronically. | Communication and Literacy |

Explanation:

The students from English Education Study Program are able to perform their knowledge and competence in designing academic research, but they need more actual study program to support them in researching issues about hoax and communication.

# INTELLECTUAL PROPERTY RIGHTS

| Policy Number: | 1.2.1100 | Date Approved: | February 11, 2022 |
|---|---|---|---|
| Approving Authority: | UC | Effective Date: | February 11, 2022 |
| Responsible Executive: | VRAA | Next Review: | February 11, 2022 |

Revision History

| Revision Number: | Description of changes made*: | | Date: |
|---|---|---|---|
| Initial version | V.1 | | February 11, 2022 |
| | | | Click to enter a date. |

*explain which part and article have been changed*

## A. Purpose

As a guidance to encourage innovation and creativity among faculty members, staff and students and to protect intellectual property in Sampoerna University.

## B. Scope

This policy applies to all University faculty, staff, and students and relates to all forms of intellectual property.

## C. Policy Statement

### 1. Overview

SU promotes and encourages scholarly activities and creativity among its faculty, staff and students. The University supports these endeavors with release time, travel funds, and by making available its own facilities, equipment, personnel and information resources. The University also seeks specific support for creative activity from external sources, both public and private.

This policy applies to all University faculty, staff, and students and relates to all forms of intellectual property subject to legal protection under the law.

2. **Intellectual Property Types and Ownership**

   a. Intellectual property created by faculty or staff, or by students working on University research or other University projects, is owned by the University if it is created either:
      i. Within the scope of University employment, including work under University grants and contracts with third parties; or
      ii. With significant use of University resources.
   b. If the intellectual property is created outside the scope of University employment and without any significant use of University resources, the individual will own the intellectual property.

   c. Academic tradition assigns ownership to the creators of academic, artistic, or scholarly works or other intellectual property that results from research, teaching and writing or as part of the general activities expected of faculty and staff. Thus, the ownership of and rights to course lecture notes, syllabi, discussion, and exam questions, class notes, books or articles, dissertations, theses, software programs, works of art, musical compositions, web pages, multimedia materials, unfunded research, or like material, whether in paper, electronic, or other format, belong to the creator of the material. Faculty and staff also retain control over reproduction of their works, derivative works, and dissemination, performance, or display to the profession, students or the public. Any economic benefits, real or potential, from such works belong to the creator.

   d. Exceptions to 2(a) above include the following types of intellectual property. Ownership of these types of materials will reside with SU:

      i. Works created for hire: Works created as a specific requirement of employment or as an assigned institutional duty, where the University provides specific authorization or supervision for the work.
      ii. Separately funded works: Intellectual property developed under a specifically funded research project. Ownership of and rights to separately funded works will be as specified in the grant or contract agreement.
      iii. Works using extraordinary resources: Works using significant University resources other than those ordinarily available to most faculty and staff. Ordinarily available resources include office space; personal office

equipment; office, classroom or lab computer workstations; library and other general-use information resources; network access to such resources; sabbatical leaves, internal travel and development grants.

   iv. Development of courseware for hybrid or distance learning:  Courseware to be offered under the aegis of SU or an institutional partner that utilizes University resources for its development.

   e. Where there is disagreement between the individual and the University as to ownership rights, the Head of ~~Community~~ Center for Research and Community Service (CRCS) will conduct a review of the case and render a determination as to ownership.  The burden of demonstrating that intellectual property was created outside the scope of University employment and without any significant use of University resources is on the individual.  The decision of the Head of CRCS may be appealed to the Vice Rector of Academic Affairs.

3. The University and any faculty, staff or student inventor or author will divide the net proceeds (gross proceeds less the University's costs for such activities as obtaining intellectual property protection/registration, production, marketing, distribution, litigation, etc.) for the sale or licensing of patents or copyrights as follows:
   a. To the inventor/author:  1/3
   b. To the University:  1/3
   c. Equally to the academic unit(s) who supply the intellectual home and research support for the faculty member:  1/3

   d. The designation of which faculties and units should be included in any royalty distribution will be determined primarily by their connection to the inventor or author through their provision of SU resources used in conceiving and developing the intellectual property.  In cases or disputes about appropriate designation of schools, centers and other units, the University Vice Rector of Academic Affairs will resolve the matter.  If more than one inventor or author is involved, the individual share will be divided between them equally unless they agree to different arrangement.

4. If the invention or copyrightable work that is associated with revenue generation was developed with support from a sponsored research program and the sponsor regulates the distribution of income, such specific regulations will take precedence over University policy with respect to distribution of net proceeds.

5. Faculty, staff and students are encouraged to participate in the larger community of scholars, presenting to professional organizations and societies, and sharing results of

research, creative activities or "best practices" with colleagues both within and outside of the University.

6. Ownership of an individual's intellectual property does not cease upon the individual's leaving the University's employ. However, rights to use such intellectual property may be granted to the University at any time during or after employment.

7. The University requests that the creator of any intellectual property created at the University or by a University employee using University resources acknowledge the University's contribution to the work.

8. SU retains all rights to control the use of its name, logo and trademarks in association with any work, regardless of the ownership of the work.

## F. Related Policies and Procedures

Lecturers Handbook

# INTERNATIONAL CONFERENCE ON NEURAL INFORMATION PROCESSING (ICONIP 2021) 28TH

# STUDENTS' ACHIEVEMENTS - FET

| # | Student Name | Study Program | Program Type | Event Name | Date | Achievement |
|---|---|---|---|---|---|---|
| 1 | Gabriel Sineri | Mechanical Engineering | International Conference | 2nd Joint Symposium | 26th August, 2021 | Best Presenter – Evaluation on Electric Three-wheeled Vehicle 'e-trike' Chassis Design For Rollover Accident |
| 2 | Putri Angelica | Mechanical Engineering | International Conference | 2nd Joint Symposium | 26th August, 2021 | Best Presenter – Design Proposal of Mini Compression Test Machine for Food Testing Application |
| 3 | Muhammad Bayu Nur Akbar | Mechanical Engineering | International Conference | 2nd Joint Symposium | 26th August, 2021 | Best Presenter – Distance-Based Formation Control of Double Integrator Agents |
| 4 | Tiara Kusuma Dewi | Mechanical Engineering | International Conference | 2nd Joint Symposium | 26th August, 2021 | Best Presenter – Autonomous Mobile Robot Navigation with Offline Convolutional Neural Network |
| 5 | Nicholas Karel Subagyo | Industrial Engineering | Competition | Kejuaraan Renang Daerah DKI Jakarta | 24 – 25 November 2021 | Gold medals, 3 silvers, and 1 national record for the 400 m freestyle swimming category |

# STUDENTS' ACHIEVEMENTS - FOE

| Student Name | Study Program | Program Type | Event Name | Date | Achievement |
|---|---|---|---|---|---|
| Marenthina | English Education | TEDx Competition | CALL FOR ESSAY | 20 Sep 2021 | Champion in an essay competition, "CALL FOR ESSAY", held by TEDx Universitas Airlangga |
| Marenthina, Desy Putri Oktavia | English Education | International Forum | Global Thought Columbia University | 21 September 2021 | Sampoerna University Representatives |
| Feliks Antonio Siahaan | English Education | Debate Competition | Debate Competition of EEC In Action 2021 | September 2021 | Champion of Novice Category of Debate Competition of EEC In Action 2021 |
| Stevani Rebekka Saulina Malik | Mathematics Ed. | Certified Training | CASIO ClassWiz Certified Training | September 2021 | Best Participant in "CASIO ClassWiz Certified Training" conducted by Casio Education |
| Yolla Lisandra | Mathematics Ed. | Certified Training | CASIO ClassWiz Certified Training | September 2021 | "Best Final Video Production" in "CASIO ClassWiz Certified Training" conducted by Casio Education |
| Aurelia Jessica Febiola | Mathematics Ed. | Infographic Competition | Infographic Competition held by Indonesian Economics Review 6.0 | November 2021 | 1st Winner of Infographic Competition held by Indonesian Economics Review 6.0 |

# STUDENTS' ACHIEVEMENTS - FOB

| Student Name | Study Program | Program Type | Event Name | Date | Achievement |
|---|---|---|---|---|---|
| I Dewa Gde Agung Windhu Darmaja, Erma Mei Safa, Dhiannisa Wahyu Putri, Annisa Adelia Mahardika, Han Jocelyn | Accounting | APA Champ by IAI | Aspiring Professional Accounting (APA) Champ 2021 Competition | November 21 | The SU Representatives on Aspiring Professional Accounting (APA) Champ 2021 Competition, hosted by the Institute of Indonesia Chartered Accountants (IAI) on September |
| Nadya Nurul Imani, I Dewa Gde Agung Windhu Darmaja | Accounting | APA Fest by IAI | Aspiring Professional Accountants (APA) Festivals 2021 for Chartered Accountant (CA) Scholarship Award | | Winner of CA Scholarship 2021 award from Aspiring Professional Accountants (APA) Festivals 2021 for Chartered Accountant (CA) Scholarship Award, hosted by the Institute of Indonesia Chartered Accountants (IAI). |

SAMPOERNA UNIVERSITY

**Document Name:** Meeting Agenda UC 009 AY 2021-2022
**Appendix No:** **6.2.1**
**Corresponding Agenda Item:** Information Technology Plan

**Meeting No:** *UC 009 AY 2021-2022*
**Date:** Feb 11, 2022
**Action:** Noting

| |
|---|
| **Brief Description of Document:** |
| **Relevance of Document:** |
| **History of Document:** |
| **Suggested Action:**<br>**Approval** |

University Council Meeting
UC.009.AY21-22
Date: FEB 11, 2022

**SAMPOERNA UNIVERSITY**

# INFORMATION TECHNOLOGY
# MASTER PLAN
# 2021

October 2021
Rev 1.3

# TABLE OF CONTENTS

# I. Executive Summary

## Overview

The Technology Master Plan (TMP) is intended to integrate with all institutional planning as well as integrate into the Strategic Plan and the Facilities Master Plan. Information Technology (IT) is an integrated function of the University, and it is important that the TMP embody this integration and allow for an evaluative component.

In Indonesia, Information Technology services have often been viewed from a fragmented perspective in higher education. Previously there was a segment of IT that was viewed as the technical staff that focused on evaluation, purchasing, implementation, and support of academic and instructional technologies. This included classroom technology, computer labs, libraries, and learning resource centers. This area was considered a distinct technology segment that was self-contained and isolated from many other critical technologies and systems.

At SU, other technologies and systems include the administrative systems that support student recruitment and online admission, student registration, manage class schedules, maintain student information, grades and academic history, provide library services and online information literacy, and support student services such as counseling, advising, and alumni data management. The administrative system also covers research and community service activities such as managing research grants, proposal evaluation, and online journal publication. Additional administrative systems include procure to pay system, human resources and payroll processing system, general affairs system, legal management system, management reporting and government mandated reporting. All these systems need to be understood as a whole with an emphasis on integration with academic and instructional technologies at SU.

While a fragmented view of technology gives a relatively clear division of management and staff duties, it makes it difficult or impossible to have a complete picture of the University's position and success in meeting its mission. There are critical systems and data in both the instructional and administrative environments but the connection between these two environments is a work in progress. Both areas suffer from a lack of integrated data that could better serve students, faculty, staff, and administrators, and hence, allow a holistic vision of the University's ability and needs in relation to instruction and learning. Services to students are more difficult to deliver without the centralization of all student data.  As a result, data has to be entered several times into disconnected systems with a high probability of incorrect data or data that was out of sync between the different systems.

It is clear that technology, and more importantly, data has been imbedded in disparate systems throughout the University. Diverse technologies have entered into the University from many paths and sometimes in unexpected ways. It is now obvious that a consolidated strategy to implement and manage technology across the University is required to use technology successfully and, as important, to leverage success from the ever-growing investment the University is making in technology. Technology and related ongoing support and costs have to be viewed as a whole to manage the University responsibly from a fiscal perspective and ensure the required primary focus on instruction and learning.

## II. Introduction

**Mission Statement**
The Information Technology (IT) team provides service and support to the students, faculty, and staff of Sampoerna University by providing leadership in the implementation, integration, application, delivery, and support of information and instructional technologies. The IT team is committed to efficiently and effectively managing communication, academic and administrative computing, network services, web services, and related information resources that support and enhance teaching, learning, research, and community service at the University. The IT support team is supported by shared services provided by the Sampoerna Schools System. These shared services allow us to leverage multiple, enterprise-level technologies and additional technical expertise.

**Vision Statement**
In order to fulfill its mission, IT is committed to the following responsibilities:
- To provide technology resources to support student learning programs and services and improve institutional effectiveness
- To deliver prompt, courteous service to all clients
- To support IT planning at the institutional level and provide leadership, partnership, and support to all units within the University to ensure the appropriate implementation and application of technology
- To collegially establish, communicate and enforce standards for the use and delivery of information and educational technology
- To maintain the mechanisms for appropriate information technology access, security, availability, and integrity
- To manage the physical infrastructure in support of IT, assuring the reliability and availability to meet current and future requirements
- To identify, implement, and manage institutional databases as a University resource
- To evaluate and enhance the effectiveness of IT resources including human, physical, and financial resources
- To research and evaluate emerging technologies and to implement and integrate new technology as approved by University leadership
- To educate and train the University community in the use and application of informationtechnology resources through consultation and instruction
- To focus on current and evolving communication technologies to enhance communications with students, faculty and the community while supporting the University commitment to excellence in student learning
- To maintain an open dialogue with campus faculty, academic and student services to ensure full support for student learning and support of the University in fulfilling the stated mission.
- To continue to work with all other campus groups on planning for IT requirements throughout all levels of the University through both formal and informal processes
- To support educational technology to provide faculty more flexibility in the method ofdelivery of instruction and instructional material

**SWOT Analysis**

Strengths
- A dedicated and skilled staff committed to providing outstanding service and support to the University's students, faculty, and staff
- A commitment by University Senior Management to provide the latest technology for faculty
- Academic programs that promote information technology literacy
- A strong vision to be a premier University in Indonesia that is a leader in teaching, learning, programs, and service.
- A commitment to provide access to high-quality education, focusing on student success within a climate of integrity and respect
- A goal of consistently exceeding the expectations of our students, staff, and community
- Effective at creating partnerships
- Resourceful and efficient by utilizing shared services from Sampoerna Schools System
- Shared governance
- Fiber Optic based infrastructure with redundant internet connection through two different internet providers and different links to optimize network availability
- Canvas (Instructure) as Learning Management System
- Enterprise Resource Planning (Procure to Pay System), Customer Relationship Management (CRM System), and related supporting technologies and services
- Rapid and modular development methodology in the process of development and customization of applications.
- Cloud based server implementations that are easier to scale out
- Implementation of IP based telephony to support cost efficient communication

Weaknesses
- Overall staff size needs to be aligned with campus growth and evolving business processes that may change due to technology implementations
- Investment in technology requires increasingly limited fiscal resources for acquisition and, more importantly, on-going maintenance and support
- Recruitment and retention of qualified technical staff
- Provide infrastructure and support for the multitude of WIFI enabled devices on campus and surrounding areas
- As a developing country, Indonesia has high-cost internet bandwidth
- Sometimes, it is difficult to align technology investment with revenue streams related to the size of the student body vs implementation cost.
- Limited support after normal business hours due to limited financial and staff resources

**SWOT Analysis (continued)**

Opportunities
- New ways to deliver instruction are continually and rapidly evolving
- Continued ability to reach students in many ways other than the traditional classroom setting
- Student and faculty access to information and learning materials from on and off campus using computers, hand-held devices, and other technologies to support them anytime/anywhere
- Online/Hybrid delivery will require new methods of delivering student support services remotely
- New methods of communication among the campus constituents will raise issues of access, security, and privacy
- Expand student learning experience – provide infrastructure
- Anywhere/anytime systems
- Provide additional technology solutions and resources through Cloud computing
- Desktop virtualization for staff and faculty computing
- Cloud technology growth such as SaaS (Software as a Service), PaaS (Platform as a Service) and IaaS (Infrastructure as a Service) will speed up technology deployment

Threats
- Ability to recruit and retain technically skilled staff
- Government regulations
- Environmental hazards
- Computer malware
- Security issues from phishing schemes
- Security breaches and hacks
- Increase in the number of computing devices to be supported

**Objectives of Technology Master Plan**

In order to accomplish the mission of Sampoerna University and the major goals outlined in the University's Strategic Plan, Sampoerna University requires a comprehensive plan for information and instructional technology. A major goal of this plan is for SU to continue to be a leader in the use of information technology in highereducation. This is important in supporting the mission of the University and also important to the commitment for SU to be recognized as Indonesia's most forward-looking university. Guiding our work to develop a Technology Master Plan are the following:

**Sampoerna University Mission**

*Sampoerna University aims to provide students affordable access to education that meets the highest international standards. Sampoerna University offers a curriculum unique in Indonesia built around an American general education core, successfully preparing students for credential completion at Sampoerna University, or for recognized transfer abroad. We also provide a full spectrum of cocurricular and pre-professional opportunities that ensure student success, preparing leaders for a global society.*

**Pillars (Goals) of the SU Strategic Plan**

- *Reimagine and Maintain the Core Curriculum*
- *Create an Institution Of and For our Students*
- *Build Toward the Future of Indonesia*
- *Provide a Model for Tomorrow's University Today*

This plan will not just be a plan for the Information Technology team but rather a plan for information and educational technology for the entire University. It is the result of a months-long exercise whereby IT engaged all units within the University to understand their current and future needs. It has also followed the University's shared governance process with the Committee on Administration leading the effort to finalize the Technology Master Plan. Just as the development of this plan involved all areas of the University, full implementation will require the participation and involvement of the entire University.

It is recognized that technology requires significant ongoing expenditures and, as such, must be managed with care and viewed within the context of other critical University needs. When appropriate, shared services from Sampoerna Schools System can be leveraged to provide greater performance, effectiveness, and efficiency. The major focus of this plan is on the design, development, and application of information and educational technology in support of teaching and learning, research, community service and the conduct of University business.

## Objectives of Technology Master Plan (continued)

Information Technology is a fundamental part of Sampoerna University and all its constituents. Given the importance of technology in teaching and learning it is a requirement that careful planning and analysis related to the overall cost of technology be conducted on an ongoing basis. This includes not only one time purchase costs but also maintenance, on-going replacement, and support costs (including training), that must be built into the budgeting process of the University. This applies to all components of technology:

- Desktop, laptop computers and related peripheral equipment for faculty, staff, and students
- Classroom presentation equipment
- Enterprise Resource Planning (procure to pay system) and all related support technology and systems
- Customer Relationship Management software subscription
- Academic Support software subscription, such as Adobe, Mathlab, Office tools
- Learning management system, and academic system
- Library information system and related technologies
- Server, network, and telecommunication system and technology
- Email (messaging) system and office automation software
- Other distributed systems (e.g., lab technology, etc.)

A related issue, which also has fiscal implications, is our ability to recruit and retain the technical staff needed to support information and educational technology in academic and administrative departments. It is important to recognize that the information and educational technology function depends upon the skills of technical staff, and that those skills are in high demand locally and nationally.

Therefore, ongoing investment in technology is a critical requirement for SU to continue to supply exemplary programs and services to its students, faculty, staff and community constituents. However, such investments in technology must be accompanied by appropriate investments in related technology training and professional development opportunities. In fact, SU must have a strong commitment and requirement for professional development in support of all campus technologies. In some cases, the appropriate required training will be done as a partnership between IT and specific units (e.g., CETL, QAIR, GA, etc.) The following training and professional development activities are highlighted and included as an action item in this master plan:

- Classroom technology and learning management systems for use in online or hybrid teaching environments
- Administrative Systems to manage all areas of the University's business processing
- Collection of critical data and use of this data for reporting and support of business management decisions
- Staff productivity using personal computer technology tools such as Microsoft 365 and the opportunity to learn new advanced software functionality
- IDE and Content Management System to support web content updates
- A wide variety of communication tools – email, instant messaging, and streaming

video
- Data analysis and visualization to help university decision making
- Network and data security to protect university environment and its data
- IT governance to manage policy, procedure, working instruction, and compliance

The Sampoerna University Technology Master Plan advocates and supports the University's ongoing investment of resources and funding for technology training and professional development. The University must adhere to this commitment and ensure coordinated planning in this regard for current and emerging campus technologies.

Sampoerna University continues to build a foundation for a 'state-of-the-art' infrastructure for many years. This infrastructure is critical not only to support current, emerging, and future technology for instruction and learning but also is required for support of administrative systems, facilities systems and day to day operations of the University. Sound fiscal planning will be required to assure the maintenance of this infrastructure at 'state-of-the-art' levels. The related fiscal planning should include ongoing investment and life-cycle replacement University-wide throughout all academic and administrative divisions and departments.

**Aligning IT Goals with Institutional Mission**

In order for this Information Technology Master Plan to be an effective tool for directing the acquisition and use of information technology for the institution, it must be aligned with the overall planning efforts of Sampoerna University. In addition, SU and the Sampoerna Schools System have opportunities for shared services that must also be part of the alignment.

The Technology Master Plan is aligned with the overall mission and planning goals of the University through a Comprehensive Planning Process (see Figure 1-1). This plan specifically integrates with the Strategic Plan.
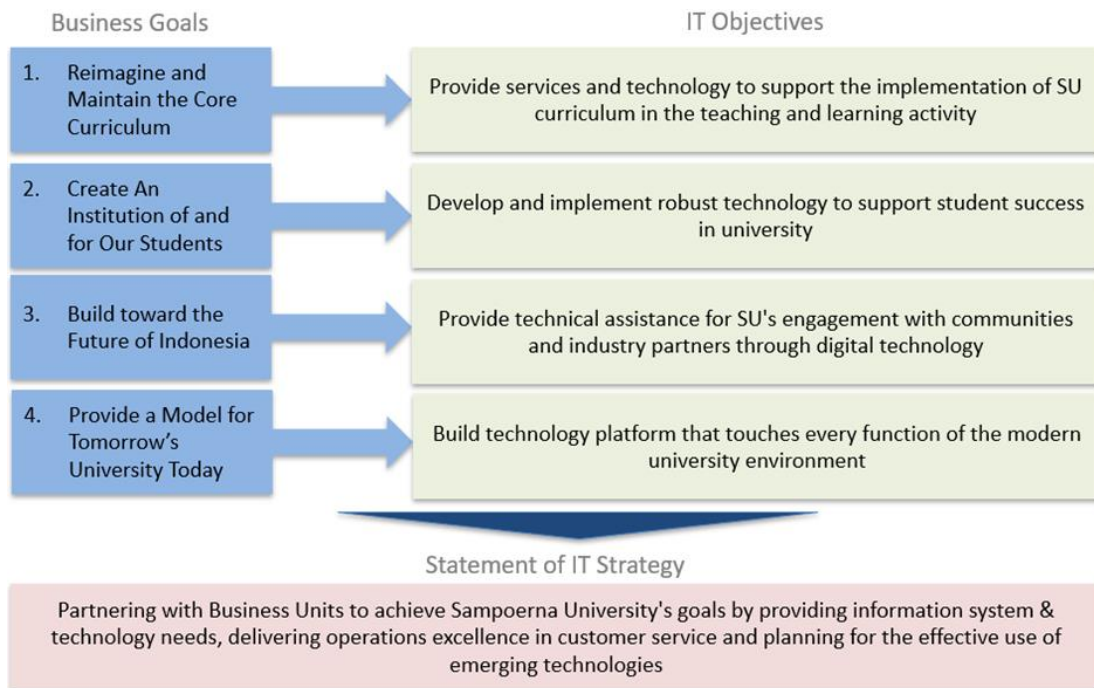


Figure 1-1 Integration of Technology Master Plan into University Integrated Planning

## III. Planning Assumptions

A. General
- Integrate services for students and faculty such as ARIS, ACADIS, CANVAS LMS, HR System, Tuition Fee Management (SPS), electronic payment and all related enterprise technologies
- Increased single sign-on features to access these services
- Increased usage of email, mobile technology, and advanced communications such as online meeting (video conference) and IP telephony
- Online services such as admission, academic portal, learning management system, alumni management and career center, library system and online information literacy, etc.will require that the technology infrastructure stay up-to-date and expand as required
- Separate data information warehouses will need to be integrated into a centralized database system to reduce information redundancy and increase the accuracy of theinformation
- Technology refresh of computers and software based on a 3-to-5-year schedule asappropriate and reasonable based on available funding
- Implementation of systems to support applications for students and faculty requires properIT infrastructure
- Possible use of outside hosted ("cloud") systems for applications as is appropriate andcost-effective
- The use of shared services, as applicable, should be a priority in the planning and budgeting process

B. Students
- Increased enrollment will increase the need for technology efficiency and effectiveness
- Total Enrollment Summary Projections. The University plans to continue moderate FTE growth as it expands programs
  - University's enrollment plan includes growing FTE's by approximately 6-8% per annum
- Any addition to facilities space and staff will require that IT infrastructureis be able to meet those needs
- Current and future enrollment requires additional hours of IT support

C. Academic (Teaching/Learning)
- Smart classroom technologies rely increasingly on access to networks
- The need of hybrid leaning technology implementation to take advantage of instructional best practices
- Expand SU IT Help Desk support to align with Instructional needs. This will require additional funds for staffing

**Planning Assumptions (continued)**

D. Administrative
- Any new planned new facilities as a result of enrollment growth will require new IT infrastructure.This assumption is based on a review of the draft of the Facilities Master Plan.
- Planned remodels will require new IT infrastructure.
- Ongoing implementation and integration of Enterprise Resource Planning (Procure to Pay System) and related systems
- A new document imaging storage system is required by Admissions and Academic Registry
- Integration between billing system to electronic payment and academic system is needed by bursary and students
- IT will be required to implement and support a more immediate and responsive mass emergency notification system for life threatening emergency situations. This can also be used for non-emergency issues such as campus and building closures. A completed system will include web, phone, cell, and e-mail notifications.

E. Fiscal
- Modest increases in funding for IT are projected over the next five years. This includes additional funding for technology, infrastructure, information system, training, and staff.

## Planning Assumptions (continued)

F. Information Technology
- Transformation from system with data silos to an integrated system
- Enterprise Resource Planning– On an ongoing basis, power Users will be trained to support and train individual departments on applications
- Canvas (LMS) – Champions will be trained by CETL to support and train faculty at the academic unit level
- Integration will accelerate to upgrade existing academic system covering online admission, student registration, student services, degree plan management, class scheduling, student pathway tracking and monitoring, and faculty services
- As the University grows, there will be additional demand for increased technology andtechnology support services
- Dashboard development and data analysis are needed to support university decision making
- Significant staff training/development is required on an ongoing basis
- Ongoing analysis and changes to existing business processes is critical
- Future methods to provide services will be via the campus portal to specifically target campus/community populations with communications and relevant content
- Increased demand for new and emerging technologies will require increased data storage, expanded server and network capacity, guaranteed data security and protection, and skilled manpower to handle it
- Ongoing infrastructure/network upgrades must be scheduled/completed
- By 2022, the IT Department will need 1 additional full-time staff as junior applications support
- By 2024, it is estimated that an additional 2 full-time IT staff will be required to provide extended student support
- By 2026, 1 additional full-time IT staff as information system developer will be needed
- Shared services from the Sampoerna Schools System will continue to provide critical infrastructure and services, especially in the areas of network and security, telecommunication, server and data center
- Campus wide non lab computer refresh has been in place for a number of years. Based on available funding, the technology plan allows for restoration or refresh

## IV. **Strategies**

### 1. **Student Services**
- Improve University-wide communications capabilities through the use of integrated,web-based systems
- Online counseling
- Tutoring management
- Need to ensure ongoing technology training for existing staff and ensure that technology awareness and use is part of the new hire process
- Develop key metrics to measure how well technology is being delivered
- Increased use of Learning Management System to support all instruction
- Automated self-service and counselor assisted educational planning, degree audit and 'what if' planning for student success
- Expand the use of technologies for mobile devices by developing mobile apps version to integrate academic content and student support services such as attendance and performance monitoring, news and university announcement, scholarship update, event, or workshop update
- Provide system to support university in managing alumni and industry partnership to bridge graduate student with the industry

### 2. **Academic Systems**
- Improve University-wide communication capabilities through use of an integrated, web-based system
- Faculty Web Services offering:
    - Access to On-line rosters
    - Students add/drops
    - Faculty schedule
    - Submission of grades
    - Academic assignment letter
    - Direct access for faculty to access their online classes and create "sandboxes" for course development in the LMS
    - Expanded features for faculty referral of students based on early alert, early progress: template language to refer students to interventions, customizablemessages to students, and feedback loop to services referred
- Student Web Services offering:
    - Student Portal with single sign on to access class schedule, attendance, grade history, academic transcript, course taking plan, academic advising, and university news / announcement update
    - Learning Management System supporting rigorous online teaching andincreased class offerings
    - Learning Management System supporting hybrid  class offerings
- Academic Operation Web Services Offering:
    - Student data management
    - Degree plan and course ownership management
    - Class opening projection for every semester
    - Class scheduling

- Student attendance and grade management
- Producing report for internal and external use
- Gather student and faculty feedback on technology tools for teaching/learning forneeds assessment and effectiveness assessment (accreditation)
- Just in Time (JIT) support for classrooms: problem solving to minimize equipment down time in classrooms, library, and labs. Have ready-to-go temporary computers forswapping out equipment that needs repair or service to minimize disruption of teaching/learning
- Support standardized faculty desktop configurations across the networks so that faculty can access their course content and materials irrespective of their classroom assignment (maximizes classroom utilization unless specialized classrooms are needed)
- Implement automatic availability of all courses into Canvas to maximize use ofthe LMS
- Direct assistance to students
- Direct, regular, on-going, involvement and communication with instructional leaders
- Determine team priorities by direct involvement and communication with faculty
- Feedback from meetings as part of IT on-going evaluation and assessment process
- Continue development of IT related standards documents
- Determine team priorities by direct involvement and communication with University leadership, faculty and staff
- Automatically generate and then push reports to users for routine statistics about course enrollment and other ongoing, routine data requirements. This data will be available to University leadership
- Implement hybrid classroom technology
- Implement virtual computer laboratory that can be accessed anytime and anywhere

## 3. Library Services

- Cloud-based library management system to allow faculty and students to discover and access resources from SU collections including books, articles, eBooks, films and DVDs, reserves, audiobooks, and periodicals
- Computers in adequate numbers in the library to ensure that students are able to access library resources, have up-to-date hardware to use all types of software to complete assignments
- Library security and self-borrowing technology
- Library event and workshop management including participant registration and its delivery
- Provide web-based system to support student self-service in groupstudy rooms booking
- Provide digital signage to display library announcement and update
- Provide online information literacy portal and extended support using Omni-channel technology
- Provide an automated notification system to notify students of recently placed library holds to ensure that the student is aware of their

obligations to the library
- Printing service management for student
- Adequate WIFI coverage and capacity with enough bandwidth to support student owned smartphones, laptops,tablets, and other mobile devices to facilitate access to library resources

4. **Enrollment Services**
- Provide CRM software to track recruitment activities, manage campaigns and leads, track recruiting cycle
- Integrating online application portal to CRM software and admission back office
- Provide automated letter generation and automated notification to applicant for every admission step
- Support testing center in handling and conducting test activity including schedule management and test score recording
- Provide and manage testing center lab and its technology

5. **Research and Community Services**
- Provide system to support research grant offering, proposal evaluation, research progress reporting and monitoring
- Provide portal to manage online journal publication (OJS)
- Provide lab and its technology facility to support research activity

6. **University Governance/Institution Management**
- Provide university repository and online collaboration platform to manage documents and digital assets
- Provide dashboard to help the university in evaluating institutional effectiveness, and making strategic decisions
- Support the university in producing data reports to comply with national or international accreditation

7. **University Back-Office Function (Bursary, HR, Finance)**
- Provide a system to manage tuitionfee, billing generation, and payment receipt
- Integrating bursary to academic system as preliminary handling before student registration
- Enabling online payment channel
- Provide system to support employee data management, and produce some report such as teaching history, research history, training or professional development, and academic certification
- Managing faculty credential and its integration to academic system
- Support HR and Academic Operation to manage and monitor teaching load
- Provide a system to support the university in managing physical assets and available facilities

8. **Administrative/Supporting Systems**
- Assist Help Desk callers via online, phone, and onsite dispatch
- Expand operating hours for Help Desk support
- Desktop computing 3–5-year refresh cycle with standard configurations and ongoing maintenance and upgrades of hardware and software based

on available and appropriate funding

- Servers, Networks, and telecommunications devices installed, upgraded and maintained using standards and regular, ongoing maintenance of related critical hardware and software systems
- IT security maintained by using "best practices", standards, auditing, use of a Disaster Recovery Plan and ongoing awareness of programs offered to campus staff and faculty
- Provide services to the University for the acquisition of technology and maintain involvement with institutional leadership and ongoing evaluations and assessments
- Construction support services include standards documents for development and maintenance of IT related areas, regular involvement with construction personnel and the knowledge that technology is a priority in the construction process
- Via the Committee on Administration, engage all University constituent groups in leveraging Enterprise Resource Planning and related technologies for staff efficiencies, student and faculty support and success
- Continue to partner with the Sampoerna Schools Systems to build capacity, capability and efficiency
- Improve University-wide user reporting functionality and capabilities
- Provide a robust data visualization software solution
- Update inventory of all software options to help match department needs with appropriate available software
- Provide best practices for universal design of computers and workstations for students with a list of equipment and software.

## 9. Discovery and Training
- Provide training in Enterprise Resource Planning (Procure to Pay System)
- Provide ongoing and relevant technology training to IT staff
- Provide online training modules available on demand for not only office software such as PowerPoint, Access, and Excel, but also specialized software including Adobe products, infographics, and data visualization
- Conduct periodic Discovery Sessions on "what's new" focused on college goals and major initiatives
- Participate in "think tank" groups periodically such as the one that responded to presentations regarding a new LMS
- Conduct periodic In-House Discovery Sessions on what the college already owns or that IT already developed to maximize use of existing tools and reports before requesting/buying new ones.

## 10. Fiscal
- Manage ongoing technology expenditures
- Conscious budget planning and analysis related to the overall cost of technology will be conducted on an ongoing basis including one-time purchases, maintenance, replacement, and support costs
  - Desktops, laptops, and peripherals
  - Classroom presentation equipment
  - ERP and all related support systems

- CRM and academic system
- LMS subscription
- Software subscription
- Server, network, and telecommunication for both of hardware and software
- Other distributed systems (e.g., EAS)
- Recruit and retain quality technical staff to maximize limited staffing budget.

# V. IT Goals and Objectives

**Overview**

Historically, IT has divided its goals into "strategic" and "tactical" goals. Tactical goals are the short term, immediate requirements. Strategic goals are the long term, frequently on-going items like projects such as upgrading the network and providing wireless access, producing system enhancements, deploying an online learning management system and developing mobile apps which require significant resources to achieve.

With the advent of our comprehensive planning process, we are now able to better align our planning and work with the University's Strategic Plan and other related planning documents. IT is actively involved in various committees, taskforces,and meetings around the University where impromptu suggestions are made, or future activities discussed which may establish a new goal or modify a priority so that support will be availablewhen that activity takes place.

All of the goals and objectives within this plan fall within a three-to-five-year planning process.In addition, this plan will be reviewed each year by the University's Committee on Administration to provide updates as the technology environment at the University evolves.

**IT Goals and Objectives**

1.  To provide technology resources to support student learning programs and services and improve institutional effectiveness.

2.  Deliver prompt, courteous service to all clients.

3.  To support IT planning at the institutional level and provide leadership, partnership, and support to all units within the University to ensure the appropriate implementation and application of technology.

4.  To collegially establish, communicate and enforce standards for the use and delivery of information and educational technology.

5.  To maintain the mechanisms for appropriate information technology access, security, availability, and integrity.

6.  To manage the physical infrastructure in support of IT, assuring the reliability and availability to meet current and future requirements.

7.  To identify, implement, and manage institutional databases as a University resource.

8.  To evaluate and enhance the effectiveness of IT resources including human, physical, and financial resources.

9.  To research and evaluate emerging technologies and to implement and integrate new technology as approved by University leadership.

10. To educate and train the University community in the use and application of information technology resources through consultation and instruction.

11. To focus on current and evolving communication technologies to enhance communications with students, faculty and the community while supporting the University commitment to excellence in student learning.

12. To maintain an open dialogue with campus faculty, academic and student services to ensure full support for student learning and support of the University in fulfilling the stated mission.

13. To continue to work with all other campus groups on planning for IT requirements throughout all levels of the University through both formal and informal processes.

14. To support educational technology to provide faculty more flexibility in the method of delivery of instruction and instructional materials.

## VI. Strategic Objectives

This matrix of strategic objectives is aligned to the College goals and is used to describe and measure the goals of the Technology Master Plan including the planned completion date and a current status. This will be used by the Information Technology staff and other campus personnel to measure the effectiveness of the plans goals. This is a "first pass" type template to ensure that strategic objectives are included, prioritized, and fully addressed.

Any Technology Plan involves an ongoing process. The goals and strategies set forth in this document require periodic review and assessment. It is the intention of Sampoerna University to incorporate review of the Technology Master Plan as part of the institution's overall planning process and to align the information technology planning process with the institution's other strategic and tactical planning processes.

## Strategic Objectives 2021

| SU Goal | OBJECTIVE | PLAN | PLANNED COMPLETION DATE | STATUS/STATUS DATE |
|---|---|---|---|---|
| 2C, 4B | STUDENT SERVICES: Improve University-wide communications capabilities | Enhance ACADIS portal to provide communication channel from the university to the student | December 2022 | |
| 2C, 4B | STUDENT SERVICES: Implement online counseling | Enhance existing counseling module in ACADIS portal | June 2023 | |
| 2C, 4B | STUDENT SERVICES: Develop Mobile App | Enhanced SU mobile app for students and lecturers | June 2022 | The feature update is ongoing development |
| 2C, 4B | STUDENT SERVICES: Tutoring management, SPAC advising on student registration, student pathway tracking | Develop new module in ACADIS to provide tutoring management, SPAC advising on student registration, student pathway tracking | June 2022 | The development was completed at Spring 2021 |
| 4b | STUDENT SERVICES: Support student service in manage alumni data and its relationship with industry | Provide system to support university in managing alumni and industry partnership to bridge graduate student with the industry | June 2024 | The first stage was implemented at Spring 2020 |
| | | | | |
| 1D, 2C, 4B | ACADEMIC SYSTEMS: Improve integration of LMS with other Systems to support Curriculum Mapping and Data Visualization | Continuing development of macro analytics based on extracted data from Canvas LMS, ACADIS, and other related system using Power BI platform | June 2022 | |

| 1D, 2C, 4B | ACADEMIC SYSTEMS: Enhance academic system to help academic operation in managing degree plan, course ownership, student registration preparation, and produce report | Develop new module in ACADIS to provide degree plan management, course data management, pre-registration activity such as course projection, class requirement | December 2021 | Development was completed at Spring 2021; data entry process is ongoing by academic ops team |
|---|---|---|---|---|
| 2C, 4B | ACADEMIC SYSTEMS: Increase communications and priority setting between IT and Faculty | Enhance direct, regular, on-going, involvement and communication with Instructional Leaders and use feedback from meetings as part of IT on-going Evaluation & Assessment Process | December 2022 | |
| 2C, 4B | Improve SIS (ACADIS) and its integration to other systems to produce comprehensive report that is required for by internal and external party such as DIKTI (Government Institution), foundation or financing service | Enhance ACADIS and its integration to other system to cover better management of student, data, course data, and lecturer data | December 2021 | Development was completed at Spring2021, data entry process is ongoing by academic ops team |

## Strategic Objectives 2021 (continued)

| College Goal | OBJECTIVE | PLAN | PLANNED COMPLETION DATE | STATUS/STATUS DATE |
|---|---|---|---|---|
| | | | | |
| 2A, 4B | ENROLLMENT SERVICES: Provide Customer Relationship Management (CRM System) to manage all recruitment activities and all related data | Upgrade existing Customer Relationship Management (CRM System) to be higher education version to be better in managing all recruitment activities and its integration with admission system | June 2021 | Upgrading to HEDA (Higher Education) version was completed at the beginning of Fall 2021 |
| 2A, 2C, 4B | ENROLLMENT SERVICES: Provide automated letter generation and notification that related with admission activity | Enhance existing admission system (ARIS) to provide automated letter generation and notification to applicant for every admission progress | December 2021 | Ongoing development |
| 2A, 2C, 4B | ENROLLMENT SERVICES: Support testing center in conducting and managing online test | Provide and manage testing center lab and its technology facility | June 2021 | TC lab technology update was completed at the beginning of Fall 2021 |
| | | | | |
| 2C, 4B | LIBRARY SERVICES: Implement cloud base library system to manage library collection, provide self-service library resources discovery, manage event and workshop, administer group study room booking | Upgrade existing library system with new technology to cover latest library services needs | December 2022 | |
| 2C, 4B | LIBRARY SERVICES: Provide an automated notification system to notify students of recently placed library holds to ensure that the student is aware of their obligations to the library | Develop notification module in the library system and its integration with academic system | June 2023 | |
| 2C, 4B | LIBRARY SERVICES: Upgrade library technology and facility | Upgrade library technology facility such as: self-borrowing device, library security gate, and digital | December 2025 | |

| | | signage | | |
|---|---|---|---|---|
| | LIBRARY SERVICES: Printing service management | Improve printing service management for student | June 2022 | |
| 2C, 4B | LIBRARY SERVICES: Upgrade library computer with latest computer hardware and software | Upgrade library computer with latest computer hardware and software to support student in accessing library resources | December 2024 | |
| 2C, 4B | LIBRARY SERVICES: Provide online information literacy portal and extended support using chatbot | Develop online information literacy portal, and deploys chat bot technology to provide extended library support | December 2023 | |
| | | | | |
| 4B | RESEARCH & COMMUNITY SERVICES: Support the university in administering and managing research and community services activity | Enhance existing research management system (RMS) to support research grant offering, proposal evaluation, research progress reporting and monitoring | June 2024 | |
| 2C, 4B | RESEARCH & COMMUNITY SERVICES: Provide the university researchers a media to publish their online publication | Enhance and maximize the usage of existing online journal system (research portal) to manage online journal publication | December 2024 | |
| 4B | RESEARCH & COMMUNITY SERVICES: Provide laboratory and its technology for research activities | Provide and manage lab and its technology facility to support research activity | June 2023 | |
| | | | | |
| 4B | UNIVERSITY GOVERNANCE / INSTITUTION MANAGEMENT: Provide university repository and online collaboration platform to manage centralize document or digital asset | Develop university repository and collaboration tools to manage centralize document or digital asset | December 2022 | The first stage was developed at Fall 2021 with university governance manager |
| 4B | UNIVERSITY GOVERNANCE / INSTITUTION MANAGEMENT: Provide | Develop dashboard to provide integrated data visualization to help | June 2023 | Dashboard development to support IRQA was started at Fall 2020 |

| | | | |
|---|---|---|---|
| | dashboard to help the university in evaluating institutional effectiveness, and making strategic decision | the university in evaluating institutional effectiveness, and making strategic decision | | |
| | | | | |
| 2C, 4B | UNIVERSITY BACK OFFICE: Support bursary in managing tuition fee, student payment, payment reminder, and finance report generation | Upgrade existing billing system to be better in managing the tuition fee, billing generation, payment receipt, and the reports | June 2022 | |
| 2C, 4B | UNIVERSITY BACK OFFICE: Integrating bursary to academic system as preliminary handling before student registration | Develop integration between ACADIS to Billing System | December 2022 | |
| 2C, 4B | UNIVERSITY BACK OFFICE: Provide easier and faster payment mechanism for student to pay tuition fee | Enable online payment channel that is integrated with billing system and academic system | December 2022 | |
| 2C, 4B | UNIVERSITY BACK OFFICE: Provide system to support employee data management, and produce some report such as teaching history, research history, training or professional development, and academic certification | Enhance existing AHRS to support employee data management and lecturer academic activities recording | December 2021 | Features was deployed since at the beginning of Fall 2021. |
| 4B | UNIVERSITY BACK OFFICE: Managing faculty credential and its integration to academic system | Enhance existing AHRS and its integration to academic system | December 2021 | Features was deployed since at the beginning of Fall 2021. |
| 4B | UNIVERSITY BACK OFFICE: Support HR and Academic Operation to manage and monitor teaching load | Develop new module in AHRS to manage teaching load and its integration to academic system | December 2023 | |
| 4B | UNIVERSITY BACK OFFICE: Support the university in managing all physical asset and available facility | Provide asset and facility management system to manage university physical asset and available facility | June 2023 | |
| 2C, 4B | ADMINISTRATIVE SYSTEMS: Network upgrades | Implement additional access point and upgrading network switch | December 2022 | Partially replacement since Fall 2020 |

| | | | | |
|---|---|---|---|---|
| | | to improve network coverage and data transfer quality | | |
| 4B | ADMINISTRATIVE<br><br>SYSTEMS: Improve IT Security | Upgrading network firewall and antivirus software | December 2022 | |

## Strategic Objectives 2021 (continued)

| College Goal | OBJECTIVE | PLAN | PLANNED COMPLETION DATE | STATUS / DATE |
|---|---|---|---|---|
| 4B | ADMINISTRATIVE SYSTEMS: Upgrading cloud technology to provide elastic server infrastructure | Migrating existing cloud technology to the latest technology to provide elastic server infrastructure | June 2022 | |
| 2C, 4B | ADMINISTRATIVE SYSTEMS: Implement virtual laboratory | Implement virtual computer laboratory that can be accessed anytime and anywhere | June 2025 | |
| 2C, 4B | ADMINISTRATIVE SYSTEMS: Implement hybrid classroom presentation and technology | Implement hybrid classroom presentation and technology to support hybrid learning model | December 2024 | |
| 2C, 4B | ADMINISTRATIVE SYSTEMS: Evaluate all infrastructure and technology implementation | Evaluate all infrastructure and technology implementation for the next phase of IT strategic plan | December 2025 | |
| 1D, 2C, 4B | ADMINISTRATIVE SYSTEMS: Document a standard desktop configuration to best support teaching and learning | Need policy document | December 2022 | |
| | | | | |
| 4B | TRAINING: Enhance Enterprise Resource Planning (Procure to Pay System) staff skills | Enhance Enterprise Resource Planning (Procure to Pay System) training especially during onboarding | June 2022 | |
| | | | | |

| | | | | |
|---|---|---|---|---|
| 4C | FISCAL: Under current fiscal environment as determined by President and University Council | Manage ongoing technology expenditures, recruit and retain quality technical staff, asses new projects based on priorities, ensure that appropriate technical resources required for successful Completion | | |

## VII. Target IT architecture

The following figure describes the target architecture of applications or information systems that align with the goals and objectives of Sampoerna University. Some applications will have support and resources provided by SSS. Specifically, SU will further develop a university management system as an academic core application. Integration and collaboration between applications will be built using web service protocols that are connected via a bridge, called Enterprise Service Bus (ESB).
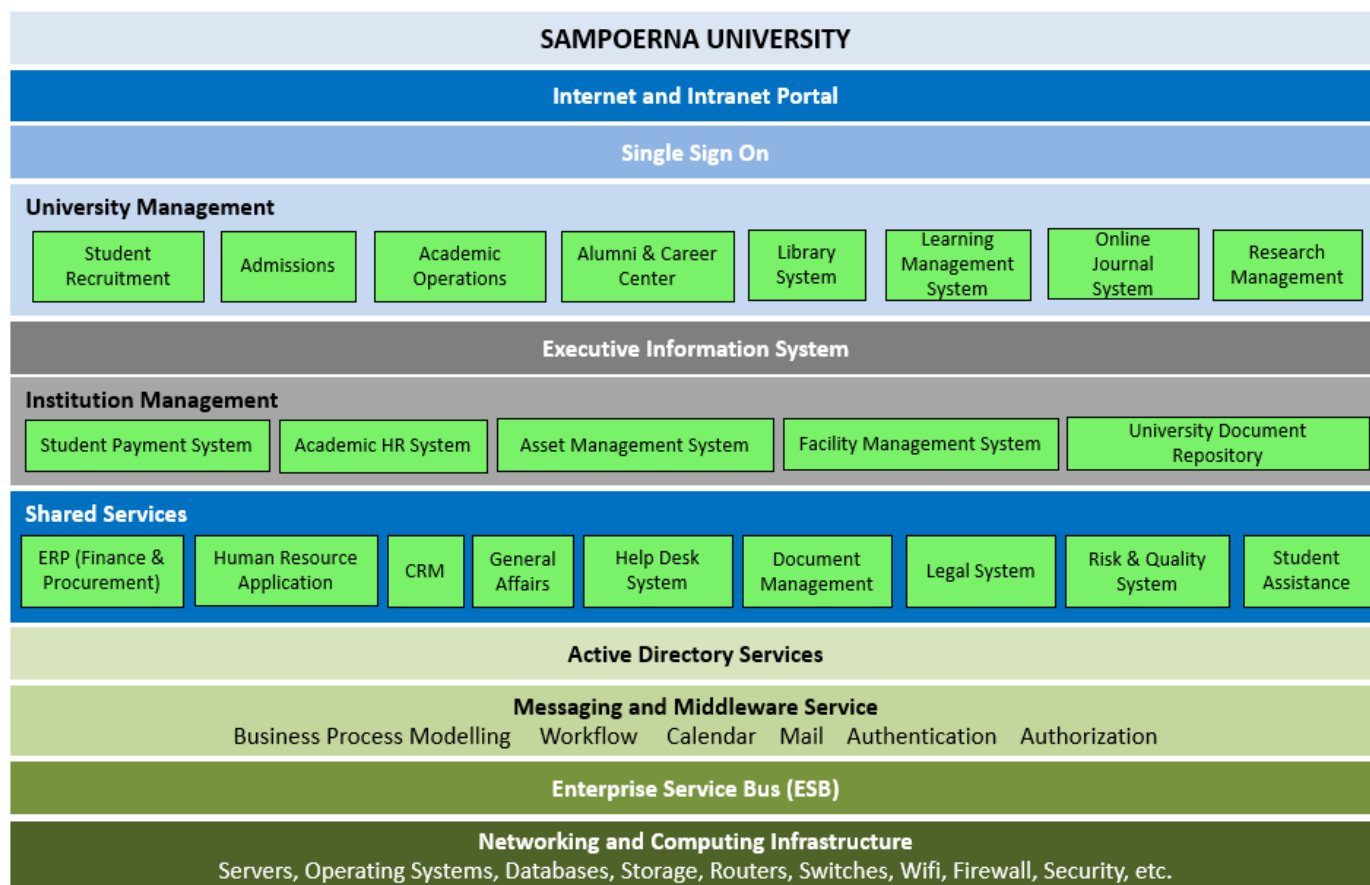


Figure 1-2 Target IT Architecture

# VIII. Appendix

## A. Committees and Councils

The following Committees and Councils have ongoing dialogue with IT regarding technology issues.

1. UNIVERSITY EXECUTIVE - provides the primary planning body for the Universityand a forum to review and recommend the direction and focus for the University consistent with the College's Mission, Vision, and Core Values.
2. COMMITTEE ON ADMINISTRATION – makes recommendations about administrative affairs, including Information Technology, and policies to the University Executive.
3. FACULTY COUNCILS – provides input and recommendations at the academic program level.

**Document Name:** Meeting Agenda UC 009 AY 2021-2022
**Appendix No:** **6.3**
**Corresponding Agenda Item:** Student Affairs: Student Code of Conduct; Privacy Policy

**Meeting No:** *UC 009 AY 2021-2022*
**Date:** Feb 11, 2022
**Action:** Noting

**Brief Description of Document:**

**Relevance of Document:**

**History of Document:**

**Suggested Action:**
**Approval**

University Council Meeting
UC.009.AY21-22
Date: FEB 11, 2022

# SAMPOERNA UNIVERSITY

## THE STUDENT CODE POLICY

| Policy Number: | 1.7.920 | Date Approved: | November 11, 2021 |
|---|---|---|---|
| Approving Authority: | President/Rector | Effective Date: | November 11, 2021 |
| Responsible Executive: | VR for Student Success and International Affairs | Next Review: | November 11, 2024 |

Revision History

| Revision Number: | Description of changes made*: | Date: |
|---|---|---|
| Initial version | - Proposal | |
| 1 | | Click to enter a date. |

*Explain which part and article have been changed

## A. Purpose

The purposes of the Code of Student Rights and Responsibilities are to set forth the specific authority and responsibility of the University to maintain social discipline, to establish guidelines that support a fair and civil campus community, and to outline the education process for determining student and student organization responsibility for alleged violations of university regulations.

## B. Scope

The University encourages informal resolution of problems, and students are urged to discuss their concerns with faculty members, Heads of Departments, Faculty Deans, or the Dean of Student Affairs.

## C. Definitions

1.2.     Definitions (as Used in The Student Code)

1.2.1.    "Academic action" means the recording of a final grade (including credit/no credit and pass/fail) in a course, on a comprehensive or qualifying examination, on a culminating project, or on a thesis.  It also includes a decision by the appropriate University officials to place a student on academic probation, or to suspend or dismiss a student from an academic program because the student failed to meet the relevant academic standards of the discipline or program. The term "academic action" does not include the decision by the University to refuse admission of a student into its academic program. Academic action also does not include academic sanctions imposed for academic misconduct or for professional misconduct.

1.2.2.    "Academic misconduct" includes, but is not limited to, cheating, misrepresenting one's work, inappropriately collaborating, plagiarism, and fabrication or falsification of information, as defined further below. It also includes facilitating academic misconduct by intentionally helping or attempting to help another to commit an act of academic misconduct.

1.2.2.1. "Cheating" involved the unauthorized possession or use of information, materials, notes, study aids, or other devices in any academic exercise, or the unauthorized communication with another person during such an exercise.  Common examples of cheating include, but are not limited to, copying from another student's examination, submitting work for an in-class exam that has been prepared in advance, violating rules governing the administration of exams, having another person take an exam, or violating any rules relating to academic conduct of a course or program.

1.2.2.2. Misrepresenting one's work includes, but is not limited to, representing material prepared by another as one's own work, or submitting the same work in more than one course without prior permission of both faculty members.

1.2.2.3. "Plagiarism" means the intentional unacknowledged use or incorporation of any other person's work in, or as a basis for, one's own work offered for academic consideration or credit or for public presentation. Plagiarism includes, but is not limited to, representing as one's own, without attribution, any other individual's words, phrasing, ideas, sequence of ideas, information or any other mode or content of expression.

1.2.2.4. "Fabrication" or "falsification" includes reporting experiments or measurements, or statistical analyses never performed; manipulating or altering data or other manifestations of research to achieve a desired result; falsifying or misrepresenting background information, credentials, or other academically relevant information; or selective reporting, including the deliberate suppression of conflicting or unwanted data.  It does not include honest error or honest differences in interpretations or judgments of data and/or results.

1.2.3.   "Academic sanction" means a sanction imposed on a student for engaging in academic or professional misconduct. It may include, but is not limited to, requiring a student to retake an exam(s) or rewrite a paper(s), a grade reduction, a failing grade, probation, suspension or dismissal from a program or the University, or revocation of a student's degree or certificate. It may also include community service, a written reprimand, and/or a written statement of misconduct that can be put into an appropriate record maintained for purposes of the profession or discipline for which the student is preparing.

1.2.4.   "Arbitrary and capricious" means that there was no principled basis for the academic action or sanction.

1.2.5.   Behavioral sanction" means a sanction imposed on a student for engaging in behavioral misconduct.  It may include, but is not limited to, a written reprimand, restitution, community service, probation, or suspension or dismissal from the University.

1.2.6.   "Business day" is every day that the University is open for business, excluding weekends and University-recognized holidays.  The official University calendar is maintained by the University registrar's office.

1.2.7.   "Disciplinary records" are all records relating to the imposition of an academic sanction or a behavioral sanction and are formally recorded in the Academic Registry.

1.2.8.   "Faculty" refers to an academic unit comprising programs of study with similar disciplinary content (i.e. Faculty of Education, Faculty of Business, etc.)

1.2.9.    Faculty member" refers to an individual who teaches or conducts research at or under the auspices of the University.

1.2.10.  "Notice" or "Notification" refers to the date of delivery if notification is delivered by email.  In the case of grades, notification refers to the date the grades are available in the Student Portal

1.2.11.  "Professional misconduct" means the violation of professional or ethical standards for the profession or discipline for which a student is preparing as adopted or recognized as authoritative by the relevant academic program. The term also includes specific misconduct that demonstrates the student's unfitness for such profession or discipline.

1.2.12.  "Program" refers to any set of courses that may be a degree, major, minor, certificate, or related course of study.

1.2.13. "Staff" or "Staff member" refers to a person other than a faculty member who receives compensation for work or services from funds controlled by the University, regardless of the source of funds, the duties of the position, or the amount of compensation paid.

1.2.14. "Student" refers to a person who is currently, or was at the time of the offense, enrolled in any class or program of instruction offered by the University at any level, whether for credit.

1.2.15. "University" means Sampoerna University and all of its academic programs, departments, and divisions.

1.2.16. "University activities" include teaching, research, service, administrative functions, ceremonies, or programs conducted by or on behalf of the University.

1.2.17. "University premises" means the University campus and any other property, building or facility, that is owned, operated, or controlled by the University.

**E. Policy Statement**

**2.        Section 2: Student Bill of Rights**

Students have certain rights of the University community. Nothing in this document will limit or abridge students' rights afforded by the Constitution of the Republic of Indonesia. Students have a responsibility not to deny these rights to other members of the University community. Students have additional legal rights and privileges described below.

2.1.     Learning Environment.  Students have a right to support and assistance from the University in maintaining a climate conducive to teaching, thinking, and learning.  University teaching should reflect consideration for the dignity of students and their rights.  Students are entitled to academic freedom and autonomy in their intellectual pursuits and development.  Students have a right to be treated with courtesy and respect.

2.2.     Rights in the Classroom.  Students have a right to reasonable notice of the general content of the course, what will be required of them, and the criteria upon which their performance will be evaluated. Students have a right to have their performance evaluated promptly, conscientiously, without prejudice or favoritism, and consistently with the criteria stated at the beginning of the course.

2.3.     Role in Governance of the University.  Students have a right to participate in the formulation and application of university policy affecting academic and student affairs through clearly defined means, including membership on appropriate committees.  Among other things, students have a right to evaluate the performance of their faculty and the quality of university services without fear of negative personal consequences

2.4.     Due Process.  Students have a right to due process in any proceeding involving the possibility of substantial sanctions.  This includes a right to be heard, a right to decision, review, and appeal by impartial persons or bodies, and a right to adequate notice.

2.5.    Freedom from Discrimination and Sexual Harassment.  Students have a right to be free from illegal discrimination and sexual harassment.  University policy prohibits discrimination, harassment, or prejudicial treatment of a student because of his/her race, color, religion, national origin, gender, age, social group or disability.

2.6.    Freedom of Expression.  Students have a right to examine and communicate ideas by any lawful means if the educational process of the university is not impeded.

Privacy and Confidentiality.  Students have a right to privacy and confidentiality subject to reasonable University rules and regulations.  Matter shared in confidence must not be revealed by faculty members or University administrators except to persons entitled to such information by law or University policies.  Students have a right to be free from unreasonable search and seizure

2.7.    Student Records.  Students have a right to protection against unauthorized disclosures of confidential information contained in their educational records.  Students have a right to examine and challenge information contained in their educational records.  For detailed information regarding confidentiality of educational records, students should refer to the University's Policy on Privacy.

2.8.    Student Government and Student Organizations.  Students have a right to participate in elections for Student Government.  Students have a right to form student organizations and clubs consistent with university policy.

## 3.    Section 3: Student Behavior

3.1.    Standards of Behavior

To promote personal development, to protect the University community, and to maintain reasonable order on campus, students who engage in any of the following acts of behavioral misconduct may be subject to behavioral sanctions:

    3.1.1.    Acts of dishonesty, including but not limited to the following:

        3.1.1.1. Furnishing false or misleading information to any University official.

        3.1.1.2. Forgery, alteration or misuse of any University document, record, or identification.

    3.1.2.    Intentional disruption or obstruction of teaching, research, administration, community service activities, proceedings/hearings, or other University activities.

    3.1.3.    Physical or verbal assault, all forms of harassment, hazing, threats, intimidation, coercion or any other behavior which threatens or endangers the health or safety of any member of the University community or any other person while on university premises, at university activities, or on premises over which the University has supervisory responsibility or control.

    3.1.4.    Attempted or actual theft, damage or misuse of university property or resources.

    3.1.5.    Unauthorized or improper use of any University property, equipment, facilities, or resources.

    3.1.6.    Possession or use on university premises or at university activities of any firearm or other dangerous weapon, incendiary device, explosive or chemical.

    3.1.7.    Use, possession or distribution of any narcotic or controlled substance on university premises, at University activities, or on premises over which the University has supervisory responsibility or control.

3.1.8.   Use, possession or distribution of alcoholic beverages of any type on University premises or at University activities.

3.1.9.   Violation of published University policies, rules, or regulations, including all IT policies and regulations.

3.1.10.  Violation of national or local laws on University premises, while participating in University activities, or on premises over which the University has supervisory responsibility or control.

3.1.11.  Any violation of the Honor Principle, Statements of Responsibility or other Code of Ethics outlined in the Student Handbook or other officially approved University document.

**3.2.     Initial Written Complaint**

3.2.1.   Any person directly aggrieved by an alleged violation of the Standards of Behavior or any faculty member, student, or staff member may submit a written complaint to the Dean of Student Success, or designee, within seven (7) business days of the date of discovery of the alleged violation.

3.2.2.   A complaint that is frivolous, that fails to state facts that constitute a violation of the Standards of Behavior, or that is not timely, may be dismissed by the Dean of Student Success, or designee, after an initial review.  Students who file frivolous complaints may be subject to other disciplinary action as described in this policy.

**3.3.     Initial Inquiry and Informal Resolution**

3.3.1.   After a written complaint has been submitted, the Dean of Student Success, or designee, will, within five (5) business days, give written notice to the student against whom the complaint was lodged (the respondent) of the allegations of the complaint and the procedures under the Student Code to resolve the issue.

3.3.2.   Within five (5) business days of receipt of the complaint, the Dean of Student Success, or designee, will begin an initial inquiry to determine whether there is a reasonable basis to confirm that the respondent violated the Student Standard of Behavior   The Dean , or designee, will interview the complaining party, the respondent, and any other person believed to have relevant factual knowledge of the allegations.   The Dean , or designee, may also review any other relevant evidence, including documentary material.

3.3.3.   At the conclusion of the initial inquiry, the Dean of Student Success, or designee, will determine whether there is a reasonable basis for confirming that the respondent violated the Standards of Behavior.  The Dean, or designee, will notify the respondent and the complaining party in writing of the decision.

3.3.4.   If the Dean of Student Success, or designee, determines that there is a reasonable basis for believing that the respondent violated the Standards of Behavior, he/she will determine whether efforts at informal resolution are appropriate and, if so, will take whatever steps are useful to that end.  Efforts to informally resolve the dispute will occur within five (5) business days of the conclusion of the initial inquiry. If an informal resolution is reached and respondent complies with the terms and conditions, if any, of the resolution, no further action against the respondent will be taken and the matter will be closed.

**3.4.** **Formal Written Complaint and Referral to Adjudication**

3.4.1.  If efforts to achieve an informal resolution are inappropriate or unsuccessful within the allotted time period, the Dean of Student Success, or designee, will determine whether the initial written complaint provides enough information to submit for consideration by the Student Affairs Adjudication Committee.  If insufficient, the Dean s, or designee, will instruct the complaining party to prepare and submit, within five (5) business days, a detailed formal written complaint of the circumstances and actions giving rise to the complaint.

3.4.2.  If a complaining party elects not to pursue the matter, the Dean of Student Success, or designee, may dismiss the complaint or prepare and submit a formal written complaint against the respondent and pursue the matter with the Adjudication Committee.

3.4.3.  If the latter action is taken by the Dean of Student Success, or designee, the formal written complaint prepared by the Dean's Office will be provided to the respondent.

3.4.4.  Within five (5) business days of receiving a formal written complaint, the respondent may submit a written response to the complaint to the Dean of Student Success's Office.

3.4.5.  The Dean of Student Success, or designee, will refer the formal written complaint and any written response from the respondent to the Adjudication Committee.


**3.5.** **Proceedings Before the Student Affairs Adjudication Committee**

3.5.1.  Makeup of the Committee.

The Student Affairs Adjudication Committee will be composed of five (5) members.  Three members shall be faculty appointed by the Vice Rector of Academic Affairs, one from each of the three main faculties. One (1) member will be staff appointed by the Dean of Student Success.  One  (1) member shall be a student appointed by the President upon nomination by the Dean of Student Success in consultation with the leadership of SU Student Government.  Faculty and staff will serve one -year terms, which may be renewed for an additional year upon the approval of the Vice Rector of Academic Affairs; students will serve one-year terms with the possibility of one-year extensions.

3.5.2.  Conflict of Interest.

Based upon the judgment of the Dean of Student Success or upon written request of one of the parties or Committee members, the Dean of Student Success may excuse any member of the Committee if the Dean determines that the member has a conflict of interest.  The Dean will notify an appropriate alternate (i.e. student, faculty, or staff) to replace the excused member.

3.5.3.  Proceedings Before the Committee.  When a timely complaint and response are filed, the Committee chair will schedule a hearing date if:

3.5.3.1. The documents raise material issues of disputed fact;

3.5.3.2. The Committee chair determines that a hearing is necessary or otherwise desirable to aid in the resolution of the issues; or

3.5.3.3. The possible sanctions against the respondent may include dismissal from the University or suspension from the University.

If the Committee chair determines that no circumstances exist that require a hearing, as provided above, the chair will notify the complaining party and respondent in writing of this determination and convene a closed meeting of the Committee to consider the documentation provided.  The Committee chair will

prepare a written report of the Committee's findings and recommendations and present it to the Dean of Student Success within five (5) business days after the Committee meeting.

3.5.4.    Notice of Hearings Before the Committee.  If the Committee chair determines that a hearing is required, the chair will schedule a hearing date and notify the parties in writing of the date of the hearing and the hearing procedures.  Notice will be provided at least five (5 business days before the hearing.

3.5.5.    Hearing Procedures.  Hearings will be conducted according to the following procedures:

3.5.5.1. Hearings will be conducted within a reasonable time after the Committee's receipt of the complaint.

3.5.5.2. At least two (2) business days prior to the date of the hearing, the parties will make available to each other and to the Committee a list of their witnesses and a list of documents to be offered at the hearing.  In exceptional cases, the Committee may allow a party to call witnesses not listed or submit additional documents at the hearing.

3.5.5.3. The parties have a right to be accompanied by any person as an advisor, including legal counsel, who will be permitted to attend, but not participate in, the proceedings.

3.5.5.4. Hearings will be closed to the public. `

3.5.5.5. The Committee must have a quorum present to hold a hearing.  If there is more than one hearing in a matter, or if the hearing continues over more than one session, the same members must be present for all sessions.  All findings and recommendations of the Committee will require a majority vote of the Committee members present at the hearing. If the Committee cannot reach a majority vote, the Dean of Student Success will make the final determination of findings and recommendations.

3.5.5.6. At the hearing, the parties will have the right to present questions to witnesses through the Committee chair, to present evidence and to call witnesses in their own behalf.

3.5.5.7. The Committee will not be bound by strict rules of legal evidence or procedure and may consider any evidence it deems relevant.

3.5.5.8. University legal counsel will serve as a resource to the Committee and may be present at the hearing to provide guidance on substantive law and procedural matters.

3.5.5.9. If a majority of the Committee members find, by a preponderance of the evidence that the responding student violated the Student Code, the Committee may recommend any behavioral sanction it deems appropriate given the circumstances of the case, including but not limited to a written reprimand, restitution, community service, probation, suspension, or dismissal from the University.

3.5.5.10. The Committee will make its findings and recommendations based only on evidence and testimony presented by the parties at the hearing.  Committee members will not conduct their own investigations, rely on prior knowledge of the facts or develop their own evidence.

3.5.5.11. If the complaining party or the respondent fails to attend the hearing without good cause, the Committee may proceed with the hearing and take testimony and evidence and report its findings and recommendations to the Dean of Students on the basis of such testimony and evidence.

3.5.6.  Review and Decision by the Dean of Student Success

3.5.6.1. The Dean of Student Success will consider the documentation submitted to the Committee and the findings and recommendations of the Committee in making a final decision.  Based upon such a review, and without conducting further hearings, the Dean of Student Success, or designee, will, within three (3) business days, take one of the following actions:

3.5.6.1.1. Accept the Committee's findings and recommendations.

3.5.6.1.2. Return the report to the Committee chair, requesting that the Committee reconvene to reconsider or clarify specific matters, materials, and issues, and return a second report of its findings and recommendations for further consideration; or

3.5.6.1.3. Reject all parts of the Committee's findings and recommendations, stating reasons and actions to be taken, therefore.  The Dean may impose a greater or lesser sanction than recommended by the Committee.

3.5.6.2. Written notification of the Dean's decision will be communicated to the parties concerned within three  (3) business days after receipt of the recommendation.

3.5.6.3. The Dean's decision is final unless appealed to the Vice Rector for Student Success within five (5) business days of receipt of the decision.

3.5.7.  Appeal to the Vice Rector for Student Success

Within three (3) business days of receipt of the Dean's decision, any party may appeal the decision by filing a written notice of appeal with the Vice Rector for Student Success, whose office will deliver a copy to the other party.  The other party may file a response with the Vice Rector for Student Success within three  (3) business days of receipt of the appeal.  In the case of an appeal.

3.5.7.1. The Vice Rector for Student Success will consider the appeal and the response and may solicit whatever counsel and advice he/she deems appropriate to arrive at a final decision.  At that point, the Vice Rector for Student Success will take one of the following actions:

3.5.7.1.1. Accept the decision of the Dean of Student Success;

3.5.7.1.2. Return the report to the Dean of Student Success requesting that he/she clarify specific matters, materials, and issues, and forward to the Vice Rector for Student Success a second report with further explanation; or

3.5.7.1.3. Reject all or parts of the Dean's decision, stating reasons and actions for either imposing a greater or lesser sanction than determined by the Dean

3.5.7.2. Written notification of the Vice Rector's decision and the basis for that decision will be communicated to the parties concerned within five (5) business days after receipt of the appeal.

3.5.7.3. The decision of the Vice Rector for Student Success is final.

3.5.8.  Suspension or Dismissal from the University for Behavioral Misconduct

The sanctions of suspension or dismissal from the University for behavioral misconduct may be imposed: (1) if agreed upon in informal resolution between the respondent and the Dean of Student Success or designee; (2) if recommended by the Adjudication Committee to the Dean; (3) by the Dean notwithstanding

the recommendation of the Committee; or (4) by the Vice Rector for Student Success notwithstanding the decision of the Dean of Student Success. A student who has been suspended or dismissed from the University will be denied all privileges accorded to a student.

### 3.5.8.1. Suspension

3.5.8.1.1. Suspension from the University will be for a minimum time of one semester following the semester the student is found responsible for the behavioral misconduct.

3.5.8.1.2. The Office of the Dean of Student Success will notify the student in writing of the suspension, conditions for reinstatement, and of the obligation of the student to petition for reinstatement. Notice of the suspension will also be provided to the student's dean.

3.5.8.1.3. Petitions for reinstatement will be submitted to the Office of the Dean of Student Success and will explain how the conditions for reinstatement have been met.

3.5.8.1.4. The Office of the Dean of Student Success will consider the petition and will issue a decision regarding the student's reinstatement within five (5) business days of receipt of the petition.

### 3.5.8.2. Dismissal

3.5.8.2.1. Dismissal from the University is final. A student dismissed from the University for behavioral misconduct may not petition for reinstatement.

3.5.8.2.2. Permanent records of dismissal will be kept in the Office of the Dean of Student Success. Notice of the dismissal will be provided to the student's dean.

3.5.8.2.3. Dismissal will be reflected on the student's transcript.

3.5.8.2.4. Dismissal will be reserved for only the most egregious offenses or for repeated and persistent violations of less-egregious offenses

### 3.5.9. Administrative Suspension to Protect the University Population

The Vice Rector for Student Success or the Vice President for Academic Affairs may suspend a student from the University prior to an initial inquiry and hearing if such action appears necessary to protect the health or well-being of any member of the University community, any member of the public, or to prevent serious disruption of the educational process. As soon as possible, the student will receive written notice of the suspension specifying the alleged misconduct and setting forth the relevant facts and supporting evidence. The student may have an opportunity to meet with the Vice Rector to present his/her views and object to the suspension. The Vice Rector will immediately refer the complaint to the Office of the Dean of Student Success for proceedings under the Student Code. The suspension will remain in effect pending a final determination of the matter.

3.5.10.  Retention of Records of Proceedings

Records of proceedings under the Student Code will be confidential to the extent permitted by law.  Records of behavioral misconduct will be kept in the Office of the Dean of Student Success.

4.         Section 4: Student Academic Performance

4.1.       Standards of Academic Performance

In order to ensure that the highest standards of academic performance are promoted and supported at the University, students must:

4.1.1.    Meet the academic requirements of a course; and

4.1.2.    Meet the academic requirements of the relevant discipline or study program.

4.1.2.1. Faculty members are qualified as professionals to observe and judge all aspects of a student's academic performance, including demonstrated knowledge, technical and interpersonal skills, attitudes and professional character, and ability to master the required curriculum.  An academic action may be overturned on appeal only if the academic action was arbitrary or capricious.

4.2.       Appeals Process

A student who believes that an academic action taken was arbitrary or capricious should, within five  (5) business days of notification of the academic action, discuss the academic action with the involved faculty member and attempt to resolve the disagreement.  If the faculty member does not respond within five (5) business days, if the student and faculty member are unable to resolve the disagreement, or if the faculty member fails to take the agreed upon action within five (5) business days, the student may appeal the academic action in accordance with the following procedures.  It is understood that all appeals and proceedings regarding academic actions will initiate with the faculty and administrators in Faculty offering the course in question.

4.2.1.    Appeal to Head of Study Program.  Within fifteen15 business days of notification of the academic action, the student will appeal the academic action in writing to, and consult with, the Head of the relevant study program regarding such academic action.  Within five (5) business days of consulting with the student, the Head of the Study Program will notify the student and faculty member, in writing, of his/her determination of whether the academic action was arbitrary or capricious and of the basis for that decision.  If the Program Head determines that the academic action was arbitrary or capricious, he/she will take appropriate action to implement his/her decision unless the faculty member appeals the decision.  If the Program Head fails to respond within seven (7) business days, the student may appeal to the Academic Adjudication Committee.

4.2.2.    Appeal to Academic Adjudication Committee.  If either party disagrees with the Program Head's decision, that party may appeal to the University's Academic Adjudication Committee within five (5) business days of notification of the Program Head's decision in accordance with the procedures set forth below.

4.3.    Proceedings Before the Academic Adjudication Committee

4.3.1.    Written Appeal.  The appeal to the Academic Adjudication Committee will set forth in writing the reasons for the appeal, will be addressed to the Committee, and will be sent directly to the Chair of the Committee, with a copy to the other party.

4.3.2.    Response to Appeal.   The faculty member whose decision is being appealed, or the student in the case of a faculty member's appeal, may deliver a response to the Chair of the Academic Adjudication Committee, with a copy to the other party, no later than five (5) business days after receipt of the complaint and recommendation.  Pending appeal decisions may delay the student complainant's registration for the subsequent term; provisions will be made to resolve this on a case-by-case basis.

4.3.3.    Makeup of the Committee.  The Dean of each Faculty will appoint one member to serve on the Committee.  The University Senate will appoint an additional faculty member.  Faculty members will serve on the Committee for staggered two-year terms.   The Dean of Student Success , in coordination with Student Government, will appoint one  student who will serve a one-year term. The Chair of the Committee will be named by the Vice Rector for Academic Affairs.  The Committee will establish internal procedures consistent with the Student Code.

4.3.4.    Conflicts of Interest.  Upon the judgment of the Vice Rector of Academic affairs, or upon the written request of one of the parties or Committee members, the Vice Rector of  may excuse any member of the Committee if the VRAA determines that the member has a conflict of interest. The VRAA will select an appropriate replacement for the excused member (i.e. student or faculty member).

4.3.5.    Proceedings Before the Committees.  When an appeal and response are filed in a timely manner, the Committee chair will schedule a hearing date if:

4.3.5.1. The documents raise material issues of disputed fact;

4.3.5.2. The Committee chair determines that a hearing is necessary or otherwise desirable to aid in the resolution of the issues; or

4.3.5.3. The academic action included dismissal from a program.

If the Committee chair determines that no circumstances exist that require a hearing, as provided above, the Chair will within a reasonable time notify the student and the faculty member (the parties) in writing of this determination and convene a closed meeting of the Committee to consider the documentation submitted by the parties.  The Committee will prepare a written report of the Committee's findings and recommendations and present it to the Vice Rector of Academic Affairs, or designee, within five (5) business days after the Committee meeting.

4.3.6.    Notice of Hearings Before Committees.  If the Committee chair determines that a hearing is required, the Chair will schedule a hearing date and notify the parties in writing of the date of the hearing, the names of the Committee members, and the procedures for the hearing at least seven (7) business days before the hearing.

4.3.7.    Hearing Procedures.  Hearings will be conducted according to the following procedures:

4.3.7.1. Hearing will be conducted within a reasonable time after the Committee's receipt of the written appeal and written response to the appeal.

4.3.7.2. At least five (5) business days prior to the date of the hearing, the parties will make available to each other and to the Committee a list of documents to be offered at the

hearing. In exceptional circumstances, the Committee may allow a party to submit additional documents at the hearing.

4.3.7.3. Hearings will be closed to the public.

4.3.7.4. All hearings, except Committee deliberations and voting, will be recorded and a copy made available to any party upon request. Committee deliberations and voting will take place in closed sessions.

4.3.7.5. The Committee must have a quorum present to hold a hearing. This must include at least one (1) student and one (1) faculty member from outside the relevant Faculty. If there is more than one hearing in a matter, or if the hearing continues over more than one session, the same members must be present for all sessions. All findings and recommendations of the Committee will require a majority of the Committee members present at the hearing.

4.3.7.6. At the hearing, the parties will have the right to present questions to witnesses through the Committee chair, to present evidence in their own behalf, in accordance with the Committee's established internal procedures.

4.3.7.7. The Committee will not be bound by strict rules of legal evidence or procedure and may consider any evidence it deems relevant.

4.3.7.8. University legal counsel will serve as a resource to the Committee and may be present at the hearing to provide guidance on substantive law and procedural matters.

4.3.7.9. To overturn the original academic action, the Committee must find that the academic action was arbitrary or capricious.

4.3.7.10. The Committee will make its findings and recommendations based only on evidence and testimony presented by the parties at the hearing. Committee members will not conduct their own investigations, rely on prior knowledge of the facts or develop their own evidence.

4.3.7.11. If either party to the appeal fails to attend the hearing without good cause, the Committee may proceed with the hearing and take testimony and evidence and report its findings and recommendations to the Vice Rector of Academic Affairs on the basis of such testimony and evidence.

4.3.7.12. The Committee chair will prepare a written report of the Committee's findings and recommendations and present it to the VRAA within five (5) business days after the conclusion of the hearing.

4.3.8. Review and Decision by the Vice Rector of Academic Affairs

4.3.8.1. The Vice Rector of Academic Affairs will consider the documentation submitted to the Committee and the findings and recommendations of the Committee in deciding. Based upon such review, and without conducting further hearings, the VRAA will, within three (3) business days, take one of the following actions:

4.3.8.1.1. Accept the Committee's findings and recommendations;

4.3.8.1.2. Return the report to the Committee chair, requesting that the Committee reconvene to reconsider or clarify specific matters, materials, and issues.

Clarifications will be presented in a second report and forwarded to the VRAA for further consideration; or

4.3.8.1.3.Reject all or parts of the Committee's findings and recommendations, stating reasons and actions to be taken, therefore.

4.3.8.2. Written notification of the Vice Rector of Academic Affairs' decision will be communicated to the parties and to the Chair of the Academic Adjudication Committee within five (5) business days of the recommendation.

4.3.8.3. The Vice Rector of Academic Affairs' decision is final.

5.      Section 5: Student Academic Conduct

5.1.    Standards of Academic Conduct

In order to ensure that the highest standards of academic conduct are promoted and supported at the University, students must adhere to generally accepted standards of academic honesty, including but not limited to refraining from cheating, plagiarizing, research misconduct misrepresenting one's work, and/or inappropriately collaborating.

5.2.    Academic Misconduct

A student who engages in academic misconduct may be subject to academic sanctions including but not limited to a grade reduction, failing grade, probation, suspension or dismissal from the study program or the University.  Sanctions may also include community service, a written reprimand, and/or a written statement of misconduct to be filed with Academic Registry.

5.2.1.   Any person who observes or discovers academic misconduct by a student should file a written complaint with the faculty member responsible for the relevant academic activity within five (5) days of the date of discovery of the alleged violation.

5.2.2.   A faculty member who discovers or receives a complaint of misconduct relating to an academic activity for which the faculty member is responsible will take action under this code and impose an appropriate sanction for the misconduct.

5.2.3.   Upon receipt of a complaint or discovery of academic misconduct, the faculty member will make reasonable efforts to discuss the alleged academic misconduct with the accused student no later than five (5) business days after receipt of the complaint and give the student an opportunity to respond.  Within five (5) business days thereafter, the faculty member will give the student written notice of the academic sanction, if any, to be taken and the student's right to appeal the academic sanction to the Academic Adjudication Committee for the University.  Such sanctions may include requiring the student to rewrite a paper(s) or retake an exam(s), a grade reduction, a failing grade for the exercise, or a failing grade for the course. In no event shall the academic sanction imposed by the faculty member be more severe than a failing grade for the course.

5.2.4.   If the faculty member imposes the sanction of a failing grade for the course, the faculty member will, within five (5) business days of imposing the sanction, notify in writing, the Dean of the student's home Faculty and the Vice Rector of Academic Affairs, of the academic misconduct and the circumstances which the faculty member believes support the imposition of a failing course grade.  If the sanction imposed by the faculty member is less than a failing grade for the course, the faculty member will report the misconduct to the Dean of the student's home Faculty.

5.2.5.   A student who believes that the academic sanction given by the faculty member is arbitrary or capricious should discuss the academic sanction with the faculty member and attempt to resolve

the disagreement. If the student and faculty member are unable to resolve the disagreement, the student may appeal the academic sanction to the Academic Adjudication Committee for the University within ten (10) business days of receiving written notice of the academic sanction.

5.2.6. If a Head of Study Program, Dean, or the Vice Rector of Academic Affairs become aware of multiple acts of academic misconduct by a student, they may, within fourteen (14) business days after receiving notice of the last act of misconduct, prepare a complaint with recommendations for probation, suspension or dismissal from the University, and refer the matter to the Academic Adjudication Committee of the University and so notify the student in writing. All records of student academic misconduct are maintained by the Academic Registry.

5.3. Proceedings Before the Academic Adjudication Committee

5.3.1. Written Complaint and Recommendations or Appeal. The written complaint and recommendations or written appeal will be delivered to the Chair of the Committee, with a copy to the other party.

5.3.2. Response to Complaint and Recommendations or Appeal. The person responding to the complaint and recommendations or the appeal may deliver his/her response to the Chair of the Committee, with a copy to the other party, no later than five (5) business days after receipt of the complaint and recommendations.

5.3.3. Makeup of the Committee. As defined in Section 4.3.3, the Dean of each Faculty will appoint one member to serve on the Committee. The University Senate will appoint an additional faculty member. Faculty members will serve on the Committee for staggered two-year terms. The Dean of Student Success , in coordination with Student Government, will appoint one  student who will serve a one-year term. The Chair of the Committee will be named by the Vice Rector for Academic Affairs. The Committee will establish internal procedures consistent with the Student Code.

5.3.4. Conflict of Interest. As defined in Section 4.3.4, upon the judgment of the VRAA or upon the written request of one of the parties or Committee members, the Vice Rector of Academic Affairs may excuse any member of the Committee if the VRAA determines that the member has a conflict of interest. The VRAA will select an appropriate replacement for the excused member (i.e. student or faculty member).

5.3.5. Scheduling Hearings Before the Committees. When a complaint and recommendations or an appeal, together with a response, are filed in a timely manner, the Committee Chair will schedule a hearing date if:

5.3.5.1. The documents raise material issues of disputed fact;

5.3.5.2. The Committee Chair determines that a hearing is necessary or otherwise desirable to aid in the resolution of the issues; or

5.3.5.3. The possible sanctions against the student may include dismissal from the University, dismissal from a Study Program, or suspension from the University for at least one semester.

If the Committee Chair determines that no circumstances exist that require a hearing, as provided above, the Chair will notify the student and the faculty member (the parties) in writing of this determination and convene a closed meeting of the Committee to consider the documentation submitted by the parties. The

Committee Chair will prepare a report of the Committee's findings and present it to the Vice Rector of Academic Affairs within five (5) business days after the Committee meeting.

5.3.6.  Notice of Hearings Before Committees.  If the Committee chair determines that a hearing is required, the Chair will schedule a hearing date and notify the parties in writing of the date of the hearing, the names of the Committee members, and the procedures for the hearing at least seven  (7) business days before the hearing.

5.3.7.  Hearing Procedures.  Hearings will be conducted according to the following procedures:

5.3.7.1. Hearing will be conducted within a reasonable time after the Committee's receipt of the written appeal and written response to the appeal.

5.3.7.2. At least five (5) business days prior to the date of the hearing, the parties will make available to each other and to the Committee a list of documents to be offered at the hearing.  In exceptional circumstances, the Committee may allow a party to submit additional documents at the hearing.

5.3.7.3. Hearings will be closed to the public.

5.3.7.4. All hearings, except Committee deliberations and voting, will be recorded and a copy made available to any party upon request.  Committee deliberations and voting will take place in closed sessions.

5.3.7.5. The Committee must have a quorum present to hold a hearing.  This must include at least one (1) student and one (1) faculty member from outside the relevant Faculty.  If there is more than one hearing in a matter, or if the hearing continues over more than one session, the same members must be present for all sessions.  All findings and recommendations of the Committee will require a majority of the Committee members present at the hearing.

5.3.7.6. At the hearing, the parties will have the right to present questions to witnesses through the Committee chair, to present evidence in their own behalf, in accordance with the Committee's established internal procedures.

5.3.7.7. The Committee will not be bound by strict rules of legal evidence or procedure and may consider any evidence it deems relevant.

5.3.7.8. University legal counsel will serve as a resource to the Committee and may be present at the hearing to provide guidance on substantive law and procedural matters.

5.3.7.9. To overturn the original academic action, the Committee must find that the academic action was arbitrary or capricious.

5.3.7.10. The Committee will make its findings and recommendations based only on evidence and testimony presented by the parties at the hearing.  Committee members will not conduct their own investigations, rely on prior knowledge of the facts or develop their own evidence.

5.3.7.11. If either party to the appeal fails to attend the hearing without good cause, the Committee may proceed with the hearing and take testimony and evidence and report its findings and recommendations to the Vice Rector of Academic Affairs based on such testimony and evidence.

5.3.7.12. The Committee chair will prepare a written report of the Committee's findings and recommendations and present it to the VRAA within five (5) business days after the conclusion of the hearing.

5.3.8. Review and Decision by the Vice Rector of Academic Affairs

5.3.8.1. The Vice Rector of Academic Affairs will consider the documentation submitted to the Committee and the findings and recommendations of the Committee in making a decision. Based upon such review, and without conducting further hearings, the VRAA will, within five (5) business days, take one of the following actions:

5.3.8.1.1. Accept the Committee's findings and recommendations.

5.3.8.1.2. Return the report to the Committee chair, requesting that the Committee reconvene to reconsider or clarify specific matters, materials, and issues. Clarifications will be presented in a second report and forwarded to the VRAA for further consideration; or

5.3.8.1.3. Reject all or parts of the Committee's findings and recommendations, stating reasons and actions to be taken therefore.

5.3.8.2. Written notification of the Vice Rector of Academic Affairs' decision will be communicated to the parties and to the Chair of the Academic Adjudication Committee within five (5) business days of the recommendation.

5.3.8.3. The Vice Rector of Academic Affairs' decision is final.

5.3.9. Suspension or Dismissal from a Study Program or from the University

The sanctions of suspension and dismissal for academic misconduct may be imposed: (1) if recommended by the Academic Adjudication Committee to the Vice Rector of Academic Affairs, or (2) if deemed appropriate by the Vice Rector of Academic Affairs notwithstanding the recommendation from the Committee. A student who has been suspended or dismissed from the University will be denied all privileges accorded to a student.

5.3.9.1. Suspension from a Study Program or from the University.

5.3.9.1.1. Suspension will be for a minimum time of one semester following the semester the student is found responsible for academic misconduct.

5.3.9.1.2. The Vice Rector of Academic Affairs will notify the student in writing of the suspension, conditions for reinstatement, and the obligation of the student to petition for reinstatement.

5.3.9.1.3. Petitions for reinstatement will be submitted to the VRAA and will explain how the conditions for reinstatement have been met.

5.3.9.1.4. The Vice Rector of Academic Affairs may grant conditional reinstatement contingent upon the student meeting written requirements specified in the original sanction (e.g. minimum grade point average requirement, ineligibility to participate in specified student activities or on specified student committees).

5.3.9.1.5. The notice of the dates for which the student is suspended will be permanently recorded on his/her transcript.

5.3.9.2. Dismissal from a Study Program or from the University.

5.3.9.2.1. Dismissals from a Study Program or from the University are final. A student dismissed from a Study Program or from the University for academic misconduct may not petition for reinstatement.

5.3.9.2.2.Permanent records of dismissal will be kept in Academic Registry.

5.3.9.2.3. Dismissal should be reserved for only the most egregious of offenses or for repeated and persistent violations of less-egregious offenses.

5.3.9.3. Implementation of Sanction for Academic Misconduct

At the conclusion of the appeals process, the Vice Rector of Academic Affairs will notify the Dean of the Faculty in which the student was enrolled to implement the final decision. The Dean will notify, in writing, the student's Head of Study Program of the violation, the proceedings, and the final decision. If the sanction involves suspension or dismissal from a Study Program or from the University, the Head of Study Program will convey the decision to Academic Registry for notation on the transcript.

5.3.9.4. Reporting of Academic Misconduct

No University employee will provide information to a person or entity concerning a student's academic misconduct without fully complying with the University's policy on Privacy. In some circumstances, however, such as requests from other institutions where the student seeks or intends to enroll, information may be provided without the consent of the student but only in accordance with the University Policy on Privacy.

5.3.10. Retention of Records of Proceedings

Records of proceedings under the Student Code will be confidential to the extent permitted by law. Records of academic misconduct will be kept in Academic Registry and a copy may be retained in other academic departments as appropriate.

6.        Section 6: Student Records

6.1.      General

The privacy and confidentiality of all student records will be preserved as outlined in the University Policy on Privacy and relevant laws.

Official student records will be maintained only by members of the University staff employed for that purpose. Separate record files may be maintained under the following categories: (1) academic, academic counseling, financial aid, and placement; (2) disciplinary, and (3) medical, psychiatric, and health counseling.

6.2.      Matter Prohibited in Official Records

Except as required by law or governmental regulations, official student records will not contain information regarding a student's race, disability, political opinions, social opinions, or membership in any organizations other than honorary or academic ones. Except as required by law or applicable government regulations, information regarding marital status will not be included in official student records.

6.3.      Official Disciplinary Records

Records of behavioral or academic sanctions imposed by the Student Affairs Adjudication Committee or the Academic Adjudication Committee will be maintained in Academic Registry. Records of behavioral, academic or other forms of misconduct may also be maintained in the official files of a Faculty or Study Program and by the Vice Rector of Academic Affairs. No notation of behavioral or academic sanctions will be entered on the student's academic transcripts except in the following circumstances: (1) when the student is suspended from a Study Program or from the University for academic misconduct, or (2) when the student is dismissed from a Study Program or from the University for behavioral or academic misconduct. In a case of dismissal or suspension, the entry on the transcript will merely state: "Dismissed from the University for Behavioral Misconduct" or "Dismissed/Suspended from the (Study Program or University) for Academic Misconduct" and the date of such action. Notices of dismissal will not be removed from the student's academic transcripts. Notices of suspension will be entirely removed from the student's academic transcripts after the student is reinstated in the Study Program or at the University. If the student is not reinstated, for any reason, the notice will remain on the transcripts.

## 6.4.  Confidential Character of Student Records

The University must adhere to the University Policy on Privacy regarding the protection of the confidentiality of student education records or files. Subject to applicable legal requirements, it is the policy of the University that:

6.4.1.  Members of the administration and the instructional staff will have access to student records for legitimate purposes such as student advising, administrative planning and statistical reporting.

6.4.2.  Directory information, such as the student's name, date and place of birth, major field of study, participation in University clubs or activities, dates of attendance, degrees and awards received, and other similar information may be disclosed to an inquirer unless the student specifically withholds permission to do so.

6.4.3.  Authorized representatives of government agencies may have access to student records to the extent necessary for audit and evaluation of education programs or for compliance with legal requirements.

6.4.4.  Records created or maintained by a physician, psychologist, or other recognized professional or para-professional acting in that capacity, which are created, maintained, and used only in connection with treatment of a student are not available for review except with the consent of the student or in compliance with an order from a court.

6.4.5.  Treatment of Official Records Following Graduation or Withdrawal

Upon graduation or withdrawal from the University, the official records of former students will continue to be subject to the provisions of the Student Code.

**F. Related Policies and Procedures**

See policy archives and SU Catalog for specific policies related to Student Affairs. This proposal is intended to clarify the details on The Student Code and establish a baseline policy.

| Committee Members' Responses | |
|---|---|
| Dr. Lauren Clarke * | |
| Reynold Hutabarat | |
| Novi Kusumaningrum | |
| Christian Pangaribuan | |
| Sri Susilawati Islam | |
| Elan Merdy | |
| Erik Krauss | |
| Farrah Mahdaly | |
| Vera Syamsi | |

**PRIVACY POLICY**

| Policy Number: | 1.2.200 | Date Approved: | November 11, 2021 |
|---|---|---|---|
| Approving Authority: | President/Rector | Effective Date: | November 11, 2021 |
| Responsible Executive: | VR for Student Success and International Affairs | Next Review: | November 11, 2024 |

Revision History

| Revision Number: | Description of changes made*: | Date: |
|---|---|---|
| Initial version | - | 14 September 2021 |
| Revision 1 | Edited sections a, d, e, h under "Students' Rights…", | 8 October 2021 |
| Revision 2 | Added "Related Policies" | 29 October 2021 |

*Explain which part and article have been changed

## A. Purpose

In a digital world, the protection of privacy interests is much more difficult. Universities are increasingly conducting teaching, research, service and other activities with information technologies. In doing so, however, we must be mindful that these digital systems are never completely secure. It is a fact of modern life that all computer systems and communication systems are the subject of constant probing by outsiders ranging from the curious to the criminal.

Sampoerna University will take reasonable precautions to maintain privacy and security within its sphere of operations. The University cannot guarantee that these efforts will always be successful and, therefore, users must assume the risk of a breach of university privacy and security systems. Individuals are advised to be discreet and cautious in their use of systems.

## B. Scope

This policy is applied to all university employees and students.

**C. Definitions**

Sampoerna University recognizes and respects the importance of confidentiality and security of personal information in this increasingly open digital age.  The University will not sell, swap, rent, or otherwise disclose for commercial purposes, outside the scope of ordinary University functions, your name, mailing address, telephone number, email address, or other personal information you provide.  While the University makes reasonable efforts to protect information provided to us, we cannot guarantee that this information will remain secure and are not responsible for any loss or theft.

When an individual is connected to the Sampoerna University network or uses a university-owned computer, or other University-owned equipment, he/she agrees to abide by the rules and regulations of the University.  While Sampoerna University respects the desire and need for privacy in this setting, the University reserves the right, always, to search all hardware or software owned by the University, or connected to the University network, for the purpose of preventing or investigating improper or illegal use of university systems or preventing or investigating system problems or inefficiencies.  During an individual's involvement with the University community, software or third-party systems that are used may require the individual to divulge private or personal information.  The University is not responsible for the content, use or privacy of this information.


**E. Policy Statement**

University Website(s)

a.  When users visit the Sampoerna University website(s), the webmaster collects information concerning their internet connection, which pages they visit on the site, the Internet Protocol Number (IP Address) from which they accessed sampoernauniversity.ac.id, and other general information about their visit to the website.  (Information associated with an individual IP Address may be used for internal diagnostics and investigation of misconduct or security issues).  The collection of this information is intended to help the University deliver efficient and useful service and it may be used to analyze trends, create summary statistics for determining technical design specifications, and to otherwise aid in monitoring system performance.  Such information is stored on a temporary basis and the University will exercise reasonable care to release it only if legally mandated by law enforcement, required by court proceedings, or it is deemed necessary to internal investigations of violations of university rules and regulations.

b.  The University does not intend to sell, swap, rent, or otherwise disclose for commercial purposes, information regarding the behavior, habits, or demographics of those who visit University controlled websites.

c.  Certain parts of the University website(s) may require tracking techniques to follow the user's progress through courses, materials or programs to verify information acquired from other sources.

d. The University provides links to websites outside the sampoernauniversity.ac.id and is not responsible for the content or privacy policies of any website to which it may link.

**Email**

a. The University does not intend to monitor the contents of email sent to or from University servers, except to identify and correct problems with e-mail delivery or receipt, to work with email system problems, or to deal with misconduct or security issues.

b. Electronic logs of who sends and receives email through university servers are maintained for a short period of time. This information may be used to analyze trends, create summary statistics for internal planning purposes, and to otherwise aid in maintaining system performance and security.

c. Email related information is stored on a temporary basis and may only be released if legally mandated by law enforcement, required by court proceedings, or it is deemed necessary to internal investigations of violations of university rules and regulations.

**Students Rights to Privacy of Academic Records**

a. **Students may make a request to the Academic Registry for their transcripts, record of current academic standing/grades, or other formal, non-confidential documents that are commonly disseminated to students and not publicly archived. Written requests will be granted within two weeks unless these criteria do not apply.**

b. Sampoerna University discloses education records to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic, or support staff position; a person or company with whom Sampoerna University has contracted (i.e., attorney, auditor, etc.); a person serving on the University Council; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

c. A school official has a legitimate educational interest if the official needs to review an education record to fulfill his or her professional duties.

d. Sampoerna University may disclose, upon request, education records without consent to officials of another school in which a student seeks or intends to enroll in cases where students have notified an academic advisor of their intent in writing

e. Sampoerna University may release Directory Information to parties within the University. Directory Information is defined as that information which would not generally be considered harmful or an invasion of privacy if disclosed. Directory Information at SU currently includes the following: student name; email address; dates of attendance; degrees and awards received; major field of study; full-time/part-time status, and date and place of birth.

f. Although Sampoerna University legally may release Directory Information, current policy does not allow release of student information to parties outside of the University without the permission of the student. Exceptions to this include but are not limited to: Dean's Lists; academic and non-academic honors and awards; graduation photographs; or information to students' hometown or regency government and media outlets.

g. Students may elect a "Directory Hold," which places a hold on the release of any information outside of Sampoerna University.

h. Students will be provided Public Disclosure Forms at - First-year Orientation specifying individuals, typically immediate family members, with whom the University may share information. Students may amend or update the Public Disclosure Form at any time. Public Disclosure Forms are maintained by Academic Registry.

**Health Records/Information**

Records and information related to users of the University's Counseling or Health Clinic services will not be publicly disclosed. These records will be shared with other Counseling and/or medical providers as warranted to assist in providing quality care. Individuals listed on the Public Disclosure Form may request access to these records on a need-to-know basis.

**Related Policies and Procedures**

Student Code
Faculty Code
Staff Code
IT Policy
Academic Policy

**Recommended to the University Executive by the Standing Committee on Student Affairs**

Lauren Clarke, Chair, Vice Rector for Student Success & IR

Sri Susilawati Islam, Industrial Engineering Lecturer

Vera Syamsi, English Education Lecturer

Reynold Hutabarat, Student Success Programs Manager

Novi Kusumaningrum, SPAC Manager

Christian Pangaribuan, Dual Degree Program Coordinator, Business Lecturer

Erik Howard Krauss, Dean of Student Success

Wangi Susilo, Int'l Partnership Coordinator

Elan Merdy, Vice Rector for Government Relations

Farrah Mahdaly, Student & Alumni Affairs Manager