SAMPOERNA UNIVERSITY
UNIVERSITY EXECUTIVE MEETING
MINUTES

NOTICE IS HEREBY GIVEN THAT the Sampoerna University on University Executive Meeting AY 2021-2022 was held virtually on **Thursday, 29 September 2022** (Jakarta Time) at SU and on MS Teams. The meeting has established the quorum as voting members attended it with the following details:

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1) Attendance at Meeting *(add rows as necessary)*

Committee Members		
Marshall Schott	MS	*Absent*
Wahdi Salasi April Yudhi*	WY	*Present*
Soepriyatna	SP	*Proxy*
Endriyani Widyastuti	EW	*Present*
Elan Merdy	EM	*Present*
Lauren Clarke	LC	*Absent*
Wahyoe Soedarmono	WS	*Absent*
Surya D. Liman	SDL	*Present*
Erik H. Krauss	EK	*Present*
Novi Kusumaningrum	NK	*Present*
Dorita Setiawan	DS	*Present*
Lorensia Soegiarto	LS	*Present*

Present, Absent, Proxy, Expert **Chair*

Guests		
Guruh Nugroho	GN	Rectorate Office Manager
Desyarti Syafarini	DSY	Head of Mathematic Study Program
Rakhee B. Premavadini	RBP	SU Brand Manager
Maryke Ayu Kinasih	MAK	Executive Assistant

2) Agenda

UNIVERSITY EXECUTIVE MEETING AGENDA

29 September 2022

No.	Particulars	Action	Presented by
1.	**Opening by the Chair of the University Executive**		**Chair**
2.	**Convene Regular Meeting**		
2.1.	Calling the Meeting to Order	Noting	Chair
3.	**Verification for Quorum**		
3.1.	The Chair (directly or through a delegate) verifies a quorum	Approval	Chair
4.	**Special Announcement & Reports**		
4.1	Introduction SU Marketing Manager	Noting	Chair
4.2.	Strategic Enrollment & Student Success Plan	Approval	LS
4.3.	Financial Plan	Approval	RTA
4.4	SU Best Canvas Award & SU Teaching Excellence Award	Noting	SP
4.5	Socialization of SU Plan Documents	Noting	DM
5.	**Items for Consideration**		
6.	**New Business**		**Chair**
7.	**Suggested Future Agenda Items**		**Chair**
8.	**Adjourning the Meeting**		**Chair**

3) Discussion

Agenda	Discussion	Action	Vote	Vote Result
Verification for Quorum	• The quorum is sufficient to start the meeting.			
Special Announcement & Reports				
Introduction of SU Brand Manager – Ms. Rakhee Bhatari Premavadini	• **[WSAY]:** We have new Brand Manager, Ibu Rakhee Bhatari Premavadini. She will be reporting to Ibu Ria Sutrisno. Please introduce yourself and share the background of what you do at SU? • **[RBP]** Thank you for inviting me to this meeting. I will share about Marketing role and I will be responsible for all marketing activities at SU. Please inform me at least 4 weeks before to boost your events. My mission is to make collaboration between Marketing and the Faculty to explore more angle to get more leads. I will make arrangement to meet the faculty next week to discuss about the unique selling point of each faculty. • **[EK]:** Some activities at SU become are very short notice. Sometimes we only have one, one weekly time. Can you still help us? ➔ **[RBP]** If you can provide us at the latest 2 weeks before for SU social media. The SLA for media coverage is 4 weeks. • **[SDL]** The events in the website are not updated frequently. I would like to recommend giving us access so we can update the website to help post news or events so it can be updated quickly. ➔ **[RBP]** The website content is currently under review. You can update the website content to us and we can upload it immediately.	•	-	-
Strategic Enrollment & Student Success Plan	• **[LS]** I would like to seek for your approval for the Strategic Enrollment and Student Success Plan for the period of		Motion: LS Seconded:	In Favor – Aye (All member) Oppose – No (none)

Agenda	Discussion	Action	Vote	Vote Result
	2022-2027. This plan is being developed to complement the overall SU 5-year Strategic Plan. • **[LS]** The enrollment management is starting from the beginning till the end of our students journey as a student in our university. That's why we must continue to enhance and improve our student life by providing an exceptional experience starting from the recruitment process until the graduation. SU is planning to increase overall headcount by approximately 60% which is to reach 1000+ students by 2027. To achieve this, we are planning to increase the number of traditional first-time college students, transfer students and international students. • **[DS]** We have to recalculate the retention and graduation rate for this plan document as requested by NECHE. We will update it this week and update the plan document accordingly. • **[EM]** It's quite interesting about the planning of internationalization program at SU and I would like to discuss further with Pak Yudhi and Ibu Lorensia. • **[WSAY]** Yes, we will arrange time to meet to discuss about the ideas.		EW Aye: WSAY, NK, EM, SDL, NK, DSY, DS, EK Nay: -	The ayes have it, and the motion is carried. We will have **Strategic Enrollment & Student Success Plan.** **[MSC]**
Financial Plan	• **[RTA]** Provider agency within the next few years from the current budget that we propose and has been approved, we have the revenue from the $4.5 billion and we try to achieve the growth until the $12.9 million in 2028/2029 budget. • **[RTA]** Instructional cost includes the partnership with Broward and UA. In operations cost we have moderate increasing expenses side. We also proposed the tuition fee per student is to be increased by 5%. We will still giving the discount for academically qualified student but we are planning to reduce it to increase tuition revenue by 20% by end of 2028.		Motion: RTA Seconded: EW Aye: WSAY, NK, LS, EM, SDL, NK, DSY, DS, EK Nay: -	In Favor – Aye (All member) Oppose – No (none) The ayes have it, and the motion is carried. We will have **Financial Plan.** **[MSC]**

Agenda	Discussion	Action	Vote	Vote Result
	• **[RTA]** Instructional Cost – HR Cost: we have extra cost for academic and non-academic supports. This cost has considered the additional faculty members to align with new study program and MBA. • **[RTA]** We also plan to have more efficient operations with more students. The operating costs more efficient, for example with more students, we can maximize the the quota for International Partnership.			
SU Best Canvas Award & SU Teaching Excellence Award	• **[DSY]** On behalf of SC of Academic Affairs, I would like to inform about Teaching Excellence Award (TEA). The main objective of this award is to recognize, to reward and promote excellence in teaching in SU. So, for SU lecturers who have made outstanding teaching and learning contribution, we have encouraged them to apply for this. This award is offered annually and open to all SU faculty with minimum of 2-year service. The TEA guidelines can be access in CETL google site: https://sites.google.com/sampoernauniversity.net/sucetl • **[DSY]** This year will be the 2nd award for Best Canvas Award. The objective is to recognize and to reward the best compass module every semester. This award is open for all SU faculty members with a minimum of 1-year service. The Best Canvas Award guidelines can be access in CETL google site. • **[LC]** We are working on our transparency and how much we publicized policies, we need the help of the deans and HOSPs to make sure that each faculty has access to the policies.			
Socialization of SU Plan Document	• **[DM]** Introduction of new composition of SU Standing Committee of Academic Affairs, Administrative Affairs and Enrollment and Student Success. • **[DM]** We also want to inform you that some of SU handbooks and Plan Documents are already done, among			

Agenda	Discussion	Action	Vote	Vote Result
	others: Academic Plan, Lecturer Handbook, Enrollment and Student Success Plan, Student Handbook, Technology Plan, Finance Plan and Staff Handbook. List of documents that are still on progress are: University Catalog and Facility Master Plan. • [DM] Rectorate office will hold the Townhall Meeting to socialize all these documents on October 7th, 2022.			
Items for Considerations				
New Business				

** Results of votes taken (i.e. MSC= moved, seconded carried or MSF=moved, seconded, failed or MST=moved, seconded, tabled)*

1) Minutes Prepared by:

MAK

2) Approval of Minutes for August 4th, 2022

Minutes were approved as amended.

3) Next Meeting Date

October 13, 2022

SAMPOERNA UNIVERSITY

Sampoerna University

FINANCIAL PLAN

2022-2028

1 Introduction

As outlined in the 2020-2025 SU Strategic Plan, Sampoerna University has concentrated its efforts on creating a student-focused institution, strengthening our academic core curriculum, impacting the nation in a positive manner, and building a model international university for Indonesia. The 2022-2028 Financial Plan complements the overall strategic plan by providing an integrated, strategic approach to managing the financial position of the University in order to support its Mission and strategic goals.

To ensure the ongoing viability of delivering its mission, the University must develop a sustainable financial model that is responsible, fair, and transparent. This involves consideration of key components including: tuition growth, revenue enhancement, cost containment, multi-year planning, and strategic resource allocation. Clear goals, timelines and accountability measures will shape how new resources are sought. A financial plan should not be the driver of University strategy; rather, its purpose is to support the Strategic Plan and provide guidance regarding the financial implications of key decisions. The SU Financial Plan (2022-2028) takes all these factors into consideration.

The financial goals and objectives will be reviewed annually when the financial forecasts are updated. The reviews will consider academic plans and operations, facilities and information technology needs, and other external factors in order to achieve an appropriate balance that meets the needs of the University.

Crucial to the development of the 2020-2025 Strategic Plan was the recognition that Sampoerna University must respond to financial challenges and develop a strong financial model to support future plans. While Sampoerna University benefits from the culture, appeal and effectiveness of being a small University, we recognize that growth in student numbers and overall revenue is essential to deliver economies of scale.

The financial plan has been developed based on a variety of inputs, most notably the Enrollment and Student Success Plan (2022-2027).

The fundamental goal of this Financial Plan is to achieve financial sustainability and eliminate the need for a subsidy from the Provider Agency within the next five years.

2 Financial Background and Overview

This Financial Plan has been developed against a rapidly changing environment for education in Indonesia. The COVID-19 pandemic had a significant overall negative impact on most educational institutions and resulted in diminished funding, weakened financial positions, and deteriorated learning outcomes for students. In many ways, SU weathered these challenges very well: the institution's enrollment and balance sheet grew modestly, student learning outcomes and retention remained steady, and the campus community grew more comfortable using educational technology. The Financial Plan assumes that there will be no further massive, disruptive conditions that will lead to the closure of the campus and a return to purely online learning.

Sampoerna University has an annual operating budget of approximately $7.5 million USD. Over 65% is covered by student tuition with the remaining balance covered by a subsidy from the Provider Agency. This latter figure represents a significant shift from 3 years ago when the subsidy stood at over 55%.

The University has approximately 645 students. All of them are undergraduates. The University employs nearly 119 faculty and staff, representing 35% of the total budget. Audits are conducted annually by an external firm. An important aim for the University in AY 22/23 is to develop more relevant and informative financial performance indicators that will empower the University Executive and the University Council to monitor major income and expenditures more thoughtfully and accurately.

3 Key Financial Objectives

A key strategic aim is to build Sampoerna University into Indonesia's premier international university with an enrolment of approximately 1,000 students within the next five years. This compares to the current position where SU has a student population of around 645. A further aim is to increase the university's financial position to become sustainable and eliminate the subsidy from the Provider Agency. At present, the Provider Agency subsidy constitutes approximately 35% of the overall budget. Overall, there are ambitious goals in the Strategic Plan which requires the University to increase its revenues significantly to produce excellence in academic programming and services.

The purpose of the Financial Plan is to ensure the financial stability of the University. The key financial objectives to deliver this are set out below.

A. Increase Net Tuition Revenue

A key strategic objective of the Financial Plan is to increase the net tuition revenue collected by the University. This is necessary to reduce the operating deficit and eliminate the subsidy from the Provider Agency. This fundamental objective must be achieved consistent with our Mission and the goals set out in the Strategic Plan.

In other words, the financial path to sustainability cannot be achieved by sacrificing academic programs and services, critical infrastructure needs, or by suspending financial aid/scholarship support for the communities that we serve.

The underpinning financial aim is to increase the University's income significantly over the next six years so that it can achieve operational independence and sustainability. Specific measures will be taken to more than double annual revenue between AY 2022 and AY 2028. It is projected that these measures will produce total revenue of approximately $12.6 million USD by AY 2028. The generation of additional income from operations will be done concurrently with ongoing, efficient management of operations.

Increases in Net Tuition Revenue will be accomplished by executing key elements of the Enrollment and Student Success Plan:

- **Increase in new first-year and transfer students**
  From 180 to 370 for first-year students; double the number for transfer students.

- **Increase in retention rates of continuing/returning students**
  The first-to-second-year persistence rate will increase by 0.5 percent per year.

- **Development of new academic curricular and co-curricular programs**
  Two new UG and one new G programs approved or in development; an additional two new UG programs in discovery stage.

- **Reduction in discounting of tuition**
  SU will maintain its commitment to serving academically qualified students of limited financial means. However, it will increase net tuition revenue per student by placing a ceiling on aid beginning in AY 24/25. In other words, SU will not decrease the amount of funds provided through scholarships (currently over $1 million USD per year) but will not escalate scholarship growth commensurate to overall enrolment growth. This strategy will result in a 20% increase in net tuition per student per year by 2028. (From $8,400 to $10,100).

B. Diversify Revenue Sources

Another key strategic objective of the Financial Plan is to diversify revenue sources as a means of reducing the subsidy from the Provider Agency. Although greater enrolment and the growth in tuition revenue are the primary objectives of achieving our financial goals, there are numerous other potential funding sources for the University. Over the past few years, SU has seen an increase in revenue from external grants and contracts. In addition, partnerships with outside organizations have created opportunities to expand more aggressively into areas related to professional/ executive education and/or contract training for corporations and organizations.

At present, SU generates less than $450,000 USD per year in non-tuition revenue. By 2028, it is projected that these external sources of revenue will grow over 50% to approximately $700,000 USD in AY 2028/29. Growth in external revenue sources will hasten SU's path toward financial autonomy and lessen its reliance on funding from the Provider Agency.

Diversification and Growth of Revenue Sources will be accomplished by:

- Aggressively pursue contracts and grants from outside sources consistent with our mission and capabilities
- Leverage relationships with partners to develop new revenue-generating activities (i.e University of Arizona---Study Abroad, Blue Ocean Group, HSBC, etc.)

C. **Operate More Efficiently and Effectively**

Considering our current financial climate, it is essential that the University operate efficiently and effectively and prioritizes its revenue expenditures consistent with its strategic priorities. To this end, the budget development and accountability processes must increasingly align with the Strategic Plan and the academic planning process.

SU will actively manage its costs, particularly in areas of declining demand, in order to ensure that it remains competitive. A comprehensive budget control process will be maintained and performance metrics established and monitored throughout each academic and fiscal year. The University is committed to the pursuit of efficiency, effectiveness and achieving economies of scale as it grows. This will also require the regular evaluation of existing procedures and the pursuit of continuous process improvements.

Operating More Efficiently and Effectively will require:

- Salaries and benefits for employees constitute the largest cost-driver for the University. Although our circumstances and requirements demand specialized human capital in our context, we lack clear market intelligence on prevailing wages and benefits in the higher education sector. Our aim is to conduct a comprehensive benchmarking study among peer institutions and corporations to bring pay costs into greater alignment with prevailing market conditions. Our commitment to excellence will require us to remain in the top band of salaries/benefits to remain competitive for the best talent, but this will end the uncertainty of gross overpayment for needed talent.
- A review of current staffing patterns must be focused on promoting efficiency and effectiveness. A priority will be to focus on those areas with high staffing and low contribution levels, and administrative areas with high staffing. There is also a need to ensure that areas of growth benefit from economies of scales and, therefore, greater efficiencies.
- Enhancements in the use of Information Technology are key to improving all services and reducing costs. The University will continue to prioritize and fund IT projects that improve efficiency and/or enhance the student experience. Most important, the effective use of educational technology will be prioritized as a means of improving learning outcomes while maximizing the use of physical resources.

SAMPOERNA UNIVERSITY FINANCIAL PROJECTION
2022-2028

CONSOLIDATED	Latest Outlook 21/22 Full Year	Projection 22/23 Full Year	Projection 23/24 Full Year	Projection 24/25 Full Year	Projection 25/26 Full Year	Projection 26/27 Full Year	Projection 27/28 Full Year	Projection 28/29 Full Year
Student Body	663	645	675	730	854	1,021	1,150	1,258
Revenues	4,858,005	5,428,475	5,610,419	6,423,230	7,823,243	9,619,289	11,191,511	12,607,012
Instructional Cost								
Academic Support	358,594	327,168	343,527	360,703	378,738	397,675	417,559	438,437
Academic	2,163,110	2,293,456	2,408,129	2,528,536	2,654,962	2,787,711	2,927,096	3,073,451
Human Resources	2,521,704	2,620,625	2,751,656	2,889,239	3,033,701	3,185,386	3,344,655	3,511,888
Instructional Cost	4,943,844	4,692,971	5,515,577	5,905,660	6,156,976	6,569,302	7,003,992	7,482,117
Academic and School								
Program	644,766	527,512	770,319	911,950	997,452	1,158,847	1,364,737	1,552,698
Learning Resources	65,309	61,963	65,061	68,314	71,730	75,316	79,082	83,036
International Partnership	1,712,064	1,482,871	1,928,541	2,036,158	2,054,094	2,149,753	2,215,518	2,334,494
Non-Instructional Cost	2,537,688	2,634,395	2,619,773	2,706,948	2,876,064	3,067,481	3,254,733	3,443,193
Human Resources	616,122	598,691	628,625	660,057	693,060	727,713	764,098	802,303
School Operation	132,587	201,008	214,587	236,069	281,641	343,337	394,381	439,824
Facilities	1,527,954	1,548,731	1,573,041	1,597,128	1,676,984	1,760,833	1,848,875	1,941,318
Recruitment	261,026	285,966	203,519	213,695	224,380	235,599	247,379	259,748
Operating Cost	7,481,533	7,327,366	8,135,350	8,612,608	9,033,040	9,636,783	10,258,725	10,925,310
Operating Profit (Loss)	(2,623,528)	(1,898,891)	(2,524,931)	(2,189,378)	(1,209,797)	(17,494)	932,787	1,681,702
Shared Services	1,401,602	1,335,684	1,385,206	1,434,802	1,489,281	1,546,483	1,606,545	1,669,610
Earnings before Interest, Tax, Depreciation & Amortization	(4,025,130)	(3,234,575)	(3,910,138)	(3,624,180)	(2,699,078)	(1,563,977)	(673,758)	12,092

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SAMPOERNA UNIVERSITY

Sampoerna University

STRATEGIC ENROLLMENT AND STUDENT SUCCESS PLAN

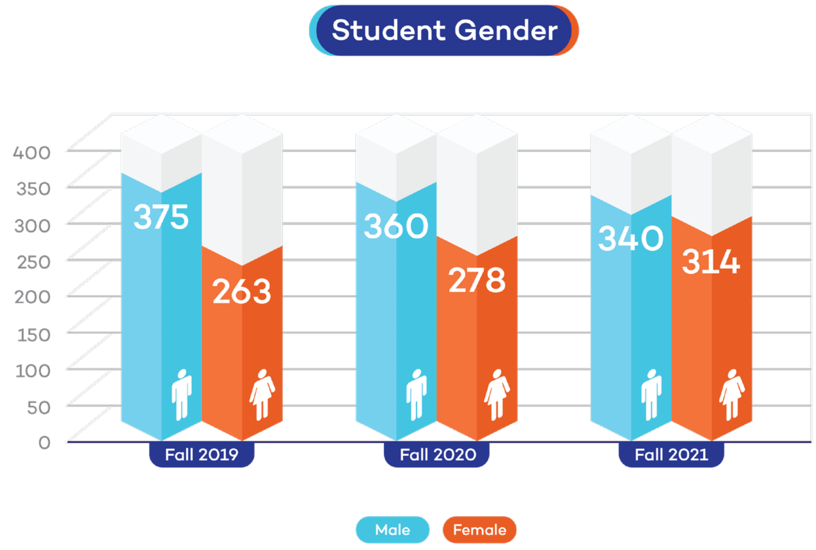
2022-2027

As outlined in the 2020-2025 SU Strategic Plan, Sampoerna University has concentrated its efforts on creating a student-focused institution, strengthening our academic core curriculum, impacting the nation in a positive manner, and building a model international university for Indonesia. The 2022-2027 Strategic Enrollment and Student Success Plan complements the overall strategic plan which builds upon the solid foundation of teaching, research and service.

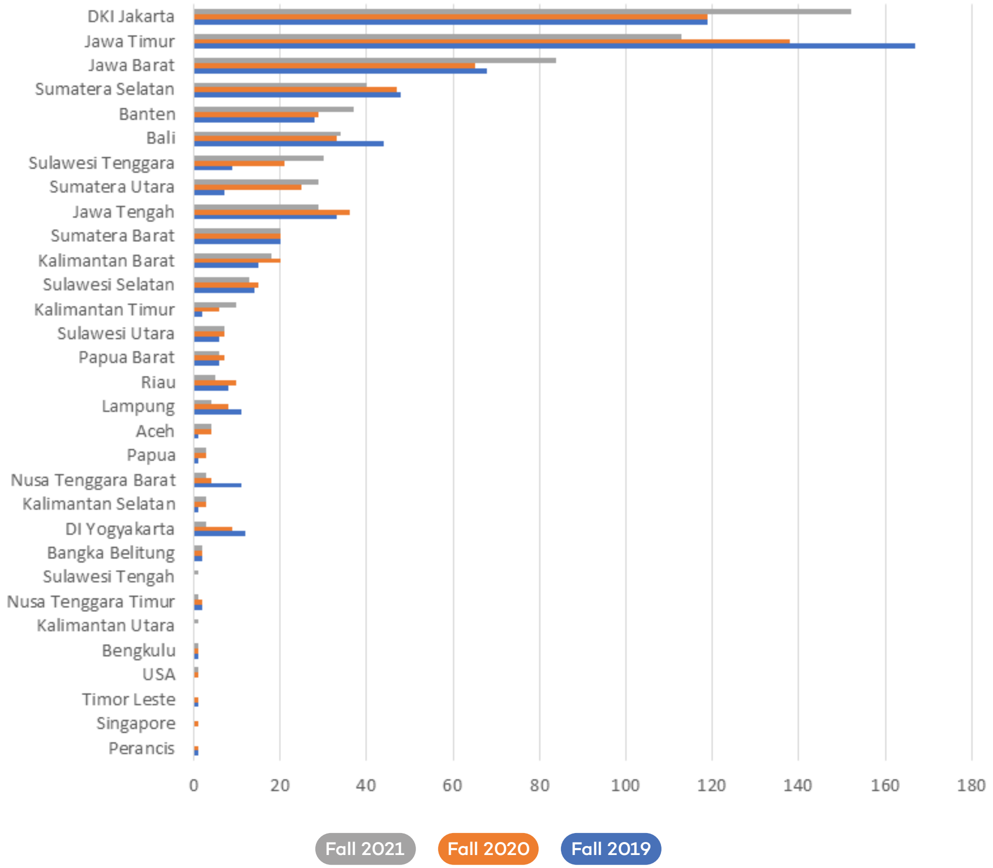
Enrollment management is at the heart of building an exceptional community of learners as it is centered on students at all phases of the enrollment process, through graduation and alumni development. To fulfill this vision, SU must continue to enhance and improve recruitment, retention and student success to support the long-term health of SU. This plan is focused on purposeful, targeted enrollment management and builds on SU's strategic direction through four enrollment priorities.

Over the next five years, SU will increase overall headcount by approximately 60% to over 1,000. This would require a significant increase of approximately 50% at the undergraduate level. This would include an additional headcount of over 80 in proposed new graduate degrees. As a national leader in the use of educational technology, SU will continue to focus on growing enrollment in online and hybrid courses and improving remote access to all learners. Our enrollment priorities, consistent with the Strategic Plan, are centered around increasing the number of FTIC students who are admitted as College Ready, doubling the transfer and international student population, and increasing overall retention and persistence rates.

Projection 22/23 Full Year	Projection 23/24 Full Year	Projection 24/25 Full Year	Projection 25/26 Full Year	Projection 26/27 Full Year
645	675	730	854	1,021



Home Province



In a deliberate effort to increase the four-year and five-year graduation rates and achieve the goals of the Strategic Plan, SU aims to increase the completion rates of FTIC cohorts. Over the course of the five-year plan, the first-to-second year persistence rate will increase by 5% and the second-to-third year persistence rate will also increase by 5%. Similarly, we will increase our overall graduation rate by at least 5% during the period covered by this plan. Driven by proven best practices in recruitment, retention and student success, the execution of this plan will be instrumental in achieving SU's strategic enrollment goals.

Student Retention Rate

	2019	2020	2021
Y1-Y2	79%	93%	93%
Y2-Y3	88%	60%	76%

Graduation Rate per AY 2021/22

Cohort	4 Year Grad	5 Year Grad	6 Year Grad
2016	59.3%	63.7%	64.6%
2017	28.6%	48.4%	n/a
2018	61.6%	n/a	n/a

ENROLLMENT COMMENT

SU has made great strides in improving the academic quality of its freshmen class while maintaining its commitment to accessibility and diversity. In 2018, SU deployed a revised recruitment plan grounded on retention and graduation data. The implementation of an academic tier model coupled with competitive scholarship awarding resulted in creating the University's most accomplished class to date.

For freshmen, SU's competitors remain consistent and include overseas universities, Universitas Pelita Harapan, Binus, Universitas Indonesia and Institut Teknologi Bandung. Over the next five years, SU will remain focused on increasing the quantity and quality of the freshman class and significantly growing transfer and international student enrollment.

TRADITIONAL FIRST-TIME-IN-COLLEGE STUDENTS

Over the past three years, there has been an increase in students enrolling who are deemed College Ready on English and math placement tests. From Fall 2018 to Fall 2021, the percentage of the freshman class enrolling as College Ready increased from 48 to 93 percent. As SU continues to enroll more capable students, these percentages are expected to normalize, therefore creating a need to comprehensively review our programs designed to maximize the number of domestic applicants capable of meeting our College Ready placement standard.

From an enrollment management perspective, we must carefully review our recruiting practices and the markets we serve to grow enrollment in English for Academic Purposes programming. Although we remain committed to maintaining our academic intake standards and ensuring timely graduation, there are significant opportunities to enroll students who place at the highest level of the EAP spectrum. These populations should not be ignored or discounted.

TRANSFER STUDENTS

SU is among the only higher education institutions in Indonesia that accepts transfer students. Transfer students began to enroll at SU at the beginning of the global COVID-19 pandemic in 2019. At that time, a number of students returned from studying at universities in the United States and enrolled at SU. Although the total number of transfers remains small, SU should be the destination of choice for degree completion for students who return to Indonesia from the US without first earning their degree. To support purposeful growth, more timely and flexible enrollment processes will be developed.

Developing innovative ways to reach prospective transfer students will be at the forefront of increasing enrollment among this population. In order to increase transfer student enrollment, it is important to fully understand the transfer student experience and examine factors that directly impact prospective transfer students. Key partnerships with individuals and organizations should also be explored that can assist SU in reaching this potential market.

INTERNATIONAL STUDENTS

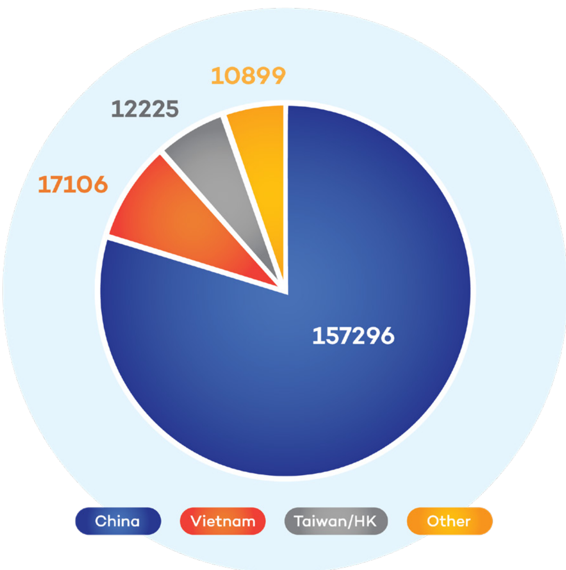
Compared to other Asian countries, Indonesia has lagged far behind in making its universities appealing as international higher education destinations. In 2017, it was estimated that the Ministry of Education granted fewer than 7,000 study permits to individuals seeking to attend an Indonesian university. By contrast, Malaysian universities enroll over 115,000 foreign students and those numbers are expected to almost double by 2025. Other neighboring countries, such as the Philippines and Vietnam have also adapted their education systems and established partnerships with global universities to attract more international students.

SU has several unique opportunities that should be leveraged to attract international students. It offers highly competitive tuition fees and living costs, a strategic location in the nation's capital, and proximity to interesting cultural and natural attractions. In addition, it offers a recognized English for Academic Purposes program and an opportunity to earn a US degree *in situ*.

SU must develop channels to reach prospective international students across ASEAN and China. This can be done by establishing relationships with educational consultants, high-performing English-speaking high schools, and the Education Attachés for the Indonesian Embassy. This student population will face different challenges and require support that is not typically needed by traditional students. Challenges that must be addressed include not being able to visit campus easily, being unfamiliar with the University and its academic programs, not knowing where to go for help and information, and the complexity of obtaining a study permit for Indonesia.

TOTAL MARKET FOR US EDUCATION IN ASEAN* +1 (China)

Based on Enrollment in U.S. Universities 2019



*Excludes Indonesia

ONLINE and HYBRID LEARNERS

Online and hybrid course modes are increasing in popularity and must be factored into the development of a strategic enrollment plan. Online classes take place entirely separate from the classroom; hybrid programs take place in a blended format between online and the classroom. Hybrid courses require you to spend anywhere from 10% to 50% of your time in class, depending on the program, with the remainder delivered online.

From an enrollment management perspective, the availability of these course options gives students greater flexibility in managing their time. They allow students to arrange their education schedule around commuting, working, or other responsibilities. It may also allow students to live further from the physical campus.

GRADUATE ENROLLMENT

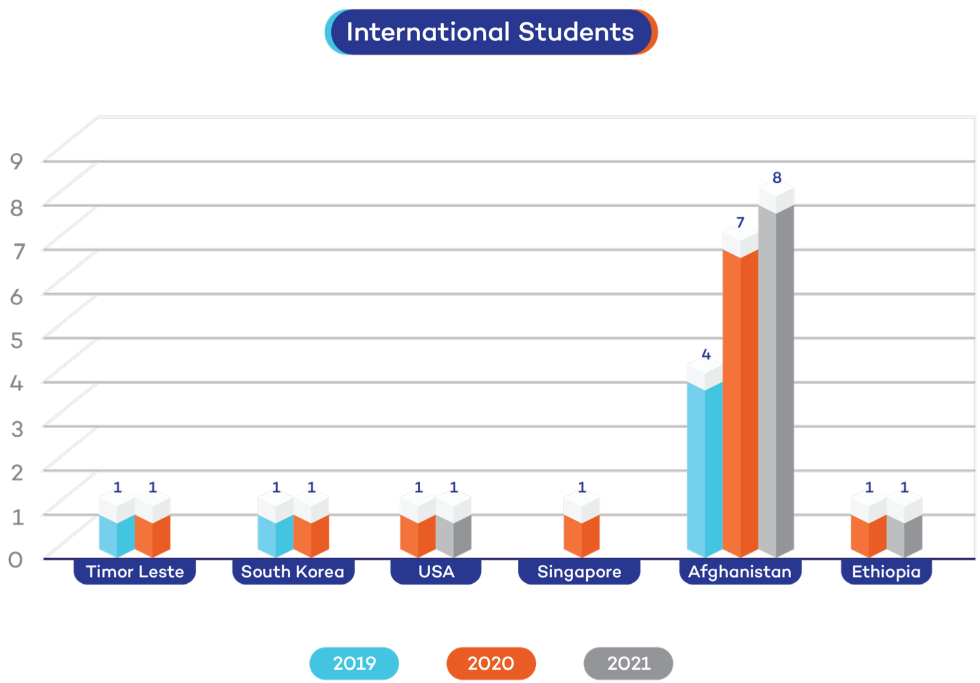
SU will be seeking approval to open its first graduate program in 2023. The proposed master's in business administration degree is projected to admit its first students in early 2024 and enroll approximately 85 students by the academic year 2026-27.

Graduate enrollment is important for SU. Strategic initiatives should be developed to support enrollment growth. This includes an "Express Admission" option to streamline the process of gaining admission and a "first 3 credit hour scholarship" to incentivize students to pursue the master's degree program.

STUDENT DIVERSITY

SU prides itself on being a national university that serves students from across the Indonesian archipelago. Consistent with its mission, the University seeks to provide access to American-style education to Indonesian youth by reducing financial barriers.

In looking at diversity, SU considers a few key metrics: gender, geography, and socioeconomic status. From 2019 to 2021, a majority of our students were female. Geographically, the largest number of students come from Greater Jakarta where the university is located but an increasingly large percentage comes from other metropolitan regions in Java and Sumatra. International students still represent a small share over overall enrollment.



RETENTION: INSTITUTIONALIZING STUDENT SUCCESS

The University has made progress in institutionalizing student success. The Division of Student and Alumni Affairs has aligned student support resources, including advising, tutoring, and career development. Strategies have been implemented to redefine and recruit more capable students and programs have been created to strengthen involvement and engagement of first-year students. Courses, programs and services have been implemented to enhance learning and the academic experience, through high impact practices and faculty-student engagement.

A variety of retention programs, services and resources have been developed including an Early Alert System to identify at-risk students early in their academic career. In addition, services and resources are available to assist students in finding internships and to transition into the workplace or graduate school after graduation. All of these functions leverage Institutional Research to ensure targeted improvement across the entire campus.

RETENTION AND PERSISTENCE

Most decisions to stop or step out occur early in the student's degree plan, and many students that drop out do so without seeking the resources to assist with academic issues. SU's middle performing students with an academic GPA of 2.5-2.99 are more likely to struggle with engagement.

In 2018, SU expanded the early warning process to catch a larger group of students who were at-risk or potentially at-risk. Students are notified by the Early Alert System and are directed to tutoring support within the first few weeks of the semester. This expanded process has been very successful in identifying at-risk and potentially at-risk students and getting them in contact with resources (tutoring, advising and counseling) across campus.

SU is also interested in providing resources and incentives to graduate on-time. Initiatives are designed to assist students in minimizing costs by encouraging students to take only courses applicable for their degree plans and by creating incentives for full-time enrollment (with flat rate tuition for full-time enrollment). Since 2018, the four-year graduation rate has varied widely from a high of 85% (2020) to a low of 37% (2021). Much of this discrepancy is attributable to anomalous enrollment trends associated with the closing of the Sampoerna Academy Boarding School.

With the absorption and graduation of this population of students, it is expected that timely graduation rates will normalize. It is the goal of this plan to return graduation rates to a baseline level of 85% within the next five years.

Student and Alumni Affairs has developed a variety of co-curricular activities to support student engagement. Numerous clubs/organizations, community service opportunities, and workshops contribute to this engagement. Surveys on student satisfaction suggest that students' outcomes achievement and intent to return to SU are positively correlated with co-curricular involvement. In the survey conducted in Spring 2021, questions around students' experience and expectations produced an 83 to 89 % satisfaction rate with a 9 % increase from the previous semester of Fall 2021.

ENROLLMENT PRIORITIES AND STRATEGIES

Strategic enrollment management planning is an institution's efforts to identify, recruit, enroll, retain and graduate a student body in accordance with an institution's mission and goals while also maintaining fiscal sustainability.

-----The Society for College and University Planning

Strategic Enrollment Management remains a core function of SU. SU has made considerable adjustments to ensure enrollment management remains student-centric and integrated across multiple units of the University. To improve the recruiting and admissions process, SU created a Division of Enrollment Services to integrate all services that a prospective student might engage. To support student success, the Division of Student and Alumni Affairs has developed an early warning system and comprehensive tutoring program in its portfolio.

Working groups, with representation from key areas including Faculties, drive focused discussions and planning on enrollment and retention issues. This framework continues to help SU gain more control over its enrollment future through data-driven improvements, new educational programs, and services. Though planning does not ensure results, it does facilitate disciplined appraisal, goal setting, and strategies that can minimize failure. This plan is focused on purposeful, targeted, enrollment management and builds on the strategic directions through four enrollment priorities: traditional and transfer student enrollment; international student enrollment; institutionalizing student success; and retention, progression, and graduation.

ENROLLMENT PRIORITY 1

Traditional and Transfer Student Enrollment

The traditional and transfer student enrollment priority is centered around continuing to enroll higher achieving FTIC students, academically capable prospects who place at the highest level of EAP, doubling the annual transfer student population, positioning SU as a student-centered campus, and leveraging technology to increase access to programs and services. To support these enrollment priorities, SU will expand its outreach to partner high schools, develop a communications strategy to reach potential transfers, and improve and automate our admissions processes.

Marketing and recruitment efforts for SU will be aligned and strengthened to position it as an institution of choice that offers American-style/American-quality education in a student-centered environment. Partnerships with local, regional and international organizations will be explored to target transfer students.

Enrollment Strategies

Strategy 1: Strengthen and expand recruitment strategies geared toward high achieving freshman and transfer students.

Strategy 2: Comprehensively review and improve processes for recruiting academically capable students placing into the highest level of EAP.

Strategy 3: Develop strategic partnerships to reach potential transfer students.

Strategy 4: Evaluate, improve and streamline the enrollment process.

Strategy 5: Increase partnership arrangements with high-performing high schools in Indonesia that can serve as feeder schools.

Strategy 6: Position SU as a student-centered, University of choice.

ENROLLMENT PRIORITY 2

International Student Enrollment

Since its founding, SU has enrolled very few international students. Much of this owes to the larger higher education landscape in Indonesia (poor quality universities, difficulties in obtaining student visas, etc.).

Nonetheless, SU has several unique opportunities that should be leveraged to attract international students. It offers highly competitive tuition fees and living costs, a strategic location in the nation's capital, and proximity to interesting cultural and natural attractions. In addition, it offers a recognized English for Academic Purposes program and an opportunity to earn a U.S. degree *in situ*.

Enrollment Strategies

Strategy 1: Identify institutions and organizations that SU can establish strategic partnerships with that will result in new international student enrollment.

Strategy 2: Participate in select educational fairs where the chances for a strong return on investment are high.

Strategy 3: Reassess current partnerships and establish relationships with credible and experienced agents who can direct students to SU.

Strategy 4: Using data, identify parts of Asia where we can develop strategic partnerships and where there is a potential for new international student recruitment.

Strategy 5: Explore partial scholarships and other incentives to attract international students.

ENROLLMENT PRIORITY 3

Institutionalize Student Success

To enhance the unified message that student success is a driving force for proactive strategies, there will be a stronger, campus-wide focus on communicating SU's institutional commitment to foster a culture of student success. Learning and career readiness will be positioned as primary tools to success and will be promoted to all incoming FTIC students.

All units will create an accountability system that articulates measurable goals, timelines and designation of responsibility to support retention and improve student success. SU will continue to enhance first-year and second-year programs. High impact practices will be formalized and standards will be developed to measure impact on student-learning and varying levels of student engagement.

Tutoring and academic support services will be enhanced to ensure alignment across campus. Strategies include expanded virtual tutoring and a training program for all tutors. Career development plans will be formalized and SU will provide more robust virtual career development programs and services.

Enrollment Strategies

Strategy 1: Greater internal communication of SU's institutional commitment to foster a culture of student success and provide student-centered service.

Strategy 2: Require all academic units to create an accountability system that articulates measurable goals, timelines, and designation of responsibility to support retention and improve student success.

Strategy 3: Continue to enhance first-year and second-year programs as part of our FYE and SYE initiatives.

Strategy 4: Formalize high-impact practice standards and incorporate them in the curriculum.

Strategy 5: Enhance tutoring and academic support to ensure alignment across campus.

Strategy 6: Enhance programs and resources that prepare students for successful transition into the workplace.

ENROLLMENT PRIORITY 4

Retention, Progression, and Graduation

To support continued progress and improve retention and graduation rates, SU will focus on improving academic support resources, strengthening student engagement, and developing a proactive financial aid program. The Early Alert System for at-risk students will be modified to include the summer semester and SU will evaluate its current Administrative Withdrawal policy.

SU will develop a Co-Curricular Early Alert system that will utilize data from a variety of co-curricular points of engagement to create an engagement profile for each student and identify at-risk students. Enhancing and requiring new student orientation for transfer students is critical to improve transfer students' success. Finally, SU will develop tools/resources to assist students who are at-risk of withdrawal due to financial considerations.

Enrollment Strategies

Strategy 1: Improve academic support resources.

Strategy 2: Strengthen student engagement.

Strategy 3: Develop a proactive financial aid program that supports timely graduation.

KEY PERFORMANCE INDICATORS

The SU University Council and University leadership have reviewed data at SU, identified benchmarks, and established targets for future performance on Key Performance Indicators (KPIs). SU continues to monitor its performance on the KPIs against its goals.

- Applications Received, Acceptance and Yield Rates, from FTIC's
- % of College Ready FTIC's in Fall
- Average High School GPAs at Time of Admission for FTIC's
- Total Fall Headcount
- Student Diversity
- First-Year Fall-to-Fall Retention Rates
- Academic Progress Rate—Second Year Retention Rate with at Least a 2.5 GPA
- Four-Year and Five-Year Graduation Rates
- % of Graduates Enrolled or Employed after 6 Months
- Average Time to Degree for FTIC's
- % of Baccalaureate Graduates Completing "High Impact Practices"
- Average Net Cost per Student
- % of Bachelor's Degrees Awarded in Dual Degree Programs
- % of Baccalaureate Degrees Awarded With Fewer Than 6 Excess Credits

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Jl. Raya Pasar Minggu Kav. 16
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12780

sampoernauniversity.ac.id

SAMPOERNA UNIVERSITY

29 SEPTEMBER 2022

TEACHING EXCELLENCE AWARD & BEST CANVAS AWARD

Center of Excellence in Teaching and Learning (CETL)

SAMPOERNA UNIVERSITY

SU-Teaching Excellence Award (TEA)

Objective: recognize and promote excellence in teaching within SU.

Yearly based

Eligibility: open to all SU full-time lecturers with **a minimum of 2 years** of academic teaching- employment.

SU-TEA

- **Application:**
  - ✓ **Online application form**
  - ✓ **A recommendation letter**
  - ✓ **A summary of the claims against the assessment criteria** (max 1000 words).
- **Selection:**
  - ❑ Evaluators will select the applicants according to the key elements of the application materials.
  - ❑ Announcement of 3 finalists
  - ❑ Finalists will develop digital portfolios (max two months):
    - ✓ **Philosophy of Teaching Statement** (max 800 words)
    - ✓ **Overview of the applicant's teaching and its context** (max 1000 words)
    - ✓ **Narrative statements addressing the assessment criteria and providing supporting evidence-based materials** (max 3000 words).
    - ✓ **A three-minute video that demonstrates the teaching innovation and its impact (optional)**.
  - ❑ Evaluation of the digital portfolios by a panel of representatives from each faculty chaired by VRAA.
  - ❑ Official Announcement of the TEA Winner in the SU Dies Natalies Ceremony (March 2023).

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SU-TEA TIMELINE

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SU-TEA GUIDELINES

SU-Best Canvas Award (BCA)

Objective: recognize and reward the best Canvas module every semester.

Semester based

Prize: IDR 1.000.000

Eligibility: open to all SU full-time lecturers with **a minimum of 1 year** of academic teaching-employment. Every Study Program will nominate **one candidate** to become the finalist for the Best Canvas Award.

SAMPOERNA UNIVERSITY

SU-Best Canvas Award (BCA) Selection Process

Every HoD nominates 1 full-time lecturer with the best Canvas module to become a finalist for the SU-BCA (use the Canvas checklist). HoD may involve lecturers selecting and agreeing on a study program nominee.

Online nomination form submission:

A nomination letter from the HoD.

A Canvas checklist form that has been acknowledged by the HoD.

Administrative check by the CETL team.

The finalists' canvas modules will be evaluated according to the Assessment Criteria rubric by a panel of representatives from each faculty, chaired by VRAA.

At the SU Kick-Off Meeting—Spring Semester 2022–2023, CETL will officially announce the winner of the SU-Best Canvas Award.

SAMPOERNA UNIVERSITY

SU-BCA TIMELINE

- **Nomination in Every Study Program**
  - 3 October- 30 November 2022
- **Nomination Submission**
  - 1 November- 9 December 2022
- **Administration Check by CETL**
  - 12- 16 December 2022
- **Finalists' Canvas Module Evaluation**
  - 19-30 December 2022
- **Official Announcement of The Best Canvas Award winner**
  - Early January 2022

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SU-BCA GUIDELINES


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BEST CANVAS AWARD

Fall Semester Academic Year 2022-2023

CANVAS

Center for Excellence in Teaching and Learning (CETL)

SAMPOERNA UNIVERSITY

THANK YOU.

SU Standing Committee

ACADEMIC AFFAIRS STANDING COMMITTEE

Name	Position
Dr. Soepriyatna (SP)	Chair
F Adhi Permana [FAP]	Secretary
Dr. Wahyoe Soedarmono [WAS]	Member
Surya D Liman, Ph.D [SDL]	Member
C.I.W Eka Budiartha, Ph.D [CEB]	Member
Iwan Setiawan, Ph.D [IWS]	Member
Prof. Ir. Media Anugerah Ayu, M.Sc [MAA]	Member
Tika Endah Lestari, M.Si. (TEL)	Member
Aulia Tirta [AUT]	Member
Dorita Setiawan, Ph.D [DOS]	Member
Desyarti Safarini TLS, M.Si (DS)	Member
Novi Kusumaningrum [NOK]	Member

STUDENT AFFAIRS STANDING COMMITTEE

Name	Position
Erik Krauss, MPS.	Chair
Dian Mayasari, S. Sos	Secretary
Reynold Hutabarat	Member
Cut Malahayati	Member
Farrah Mahdaly	Member
Christian Pangaribuan, Ph.D	Member
Sri Susilawati Islam S.T., M.T.	Member
Dr. Vera Syamsi	Member
Audy Pratama Umboh	Member
Bella Gabrielle Annisa Putri (Student)	Member

ADMINISTRATIVE AFFAIRS STANDING COMMITTEE

Name	Position
Endriyani Widystuti, M.Si (EW)	Chair
Deshinta P.A.D. Argaswari, M.Pd. (DPA)	Secretary
Elan Merdi, MBA. (EM)	Member
Rahajeng Tyas Astari, S.E (RTA)	Member
Esa Wibawa M.Sc., CHRP (ESW)	Member
Tri Wismiarsi, Ph.D (TW)	Member
Farid Triawan, Dr. Eng. (FT)	Member
Eko Sulistyo, M.T.I. (ES)	Member
Guruh Tri Nugroho, M.Hum (GTN)	Member
Alfi Syukrina Amir, M.Pd. (ASA)	Member

SU Planning Documents

SC team	Document	Progress
Academic Affairs	1. Academic Plan	Done
	2. Lecturer Handbook 2022 - 2024	Done
Student Affairs	1. Enrollment and Student Success plan	Done
	2. Student Handbook 2022 – 2024	Done
	3. Course Catalog	Designing process
Administrative Affairs	Technology Plan	Done
	Finance Plan	Designing process
	Facility Master Plan	Discussion process
	Staff Handbook 2022 -2024	Done

TOWNHALL

FOR ALL STANDING COMMITTEE MEMBERS

Friday, October 7th, 2022

9.00 – 11.00 AM

Sampoerna University Student Union

Thank You

Rectorate Office