

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, 27 October 2022** (Jakarta Time) at SU and on MS Teams. The meeting has established the quorum as voting members attended it with the following details:

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

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

Present, Absent, Proxy, Expert

**Chair*

Guests		
Guruh Nugroho	GN	Rectorate Office Manager
Dian Mayasari	DM	Administrative Assistant
Maryke Ayu Kinasih	MAK	Executive Secretary

2) Agenda

UNIVERSITY EXECUTIVE MEETING AGENDA

27 October 2022

No.	Particulars	Action	Presented by
1.	Opening by the Chair of the University Executive		
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.	Consent Agenda		
4.1	Minutes of Previous Meeting	Noting	Chair
5.	Special Announcement & Reports		
5.1.	SC on Academic Affairs		
	5.1.1. The proposal for opening new study program: MBA	Noting	SP
	5.1.2. Alternate Mode of Learning in Spring 2022	Noting	SP
5.2.	SC on Administrative Affairs		
	5.2.1. Facilities Master Plan 2022-2027	Approval	EW
5.3.	SC on Student Affairs		
	5.3.1. Student Code of Conduct Revision	Approval	EK
6.	Items for Consideration		
6.1	Division Plan: Update	Noting	LC
7.	New Business		Chair
8.	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.			
Consent Agenda	Showing minutes from previous UE meeting on 13 October 2022.			
Special Announcement & Reports				
The proposal for opening new study program: MBA	[SOE] We are currently preparing the proposal for opening new study program, MBA and this will go thru to governance. The proposal is now in process of completing the required documents and lecturers. There are 3 aspects that we need to fulfill: the academics, lecturers and management of MBA program (FOB). [SOE] We will also submit this proposal for UE and University Senate approval. [LC] What is the projected start for the MBA? Because we have NECHE accreditation and if we have any changes and we will have to change the document again. ➔ [SOE] This information is for noting only as we are still preparing the document. It is scheduled to be submitted by end of this year. My projection is the program will be ready in 2024. [EW] Finding the lecturer for MBA is quite difficult because the requirements are high, for example the candidate must possess Ph.D. and should not belong to other university. I open any reference if anyone have someone who interested as MBA lecturer. [LS] This MBA Program also plan to be in collaboration with UA? ➔ [SOE]: Yes, we will cooperate with UA.			

Agenda	Discussion	Action	Vote	Vote Result
Alternate Mode of Learning in Spring 2022	• [SOE] In AY 2022/2023, we will continue to apply alternate mode in spring semester 2023. We have identified several issues with its solutions and hopefully we can apply alternate mode with improvement. • [NK] I will work with Ibu Ecy from CETL. We identified issues regarding the schedule to empower our lecturers to explore synchronous learning in several steps. For spring semester, we expect to schedule some classes in alternate mode, but we're going to select maybe fewer classes to make sure that we also know how to create a schedule that works for everyone. • [DS] Knowing that a survey is held for this, I wonder if QAIR will be able to access the data? → [SOE] Yes, Ibu Novi will share the data. • [EW] From the 14 classes, currently we only have 6 that have been equipped with the hybrid technology. If we need to add more classes with hybrid tech, I would like to see the needs and the plan first. → [NK] Yes. I talked to Ibu Ecy, we're going to submit some sort of proposal about the needs for hybrid class room.			
Facilities Master Plan 2022-2027	• [EW] The purpose for this document is to plan a rational and orderly plan to address existing concerns, needs, and anticipate and accommodate future needs of the University. This document also helps to accomplish its mission and strategic plans over time, the University will require additional space, facilities and improvements to its physical resources. • [EW] The current total spaces about 7,263 m2. Space per student (NASM – Net Assignable Square Meters) in AY 2021-2022 is 11.0, which is higher than SU target of 8.5. • [EW] Overall: The SU main campus was designed to accommodate approximately 1,000 students. For Faculty/Staff and Administrative & Support Spaces, our	1. Need to submit the Facilities Master Plan for University Council's approval.	Motion: EW Seconded: SDL Aye: WSAY, SOE, EK, LC, LS, DS, NK Nay: -	In Favor – Aye (All member) Oppose – No (none) The ayes have it, and the motion is carried. We will have Facility Master Plan 2022-2027 . [MSC]

Agenda	Discussion	Action	Vote	Vote Result
	existing inventory is sufficient, but the new configuration should be explored to max efficiency and facilitate student growth. [EW] Based on the current space inventory VS student growth projections, the usable space per student would be near 8.5 by AY 25/26. The Uni needs to have a plan for multiple contingencies, and this includes exploring the possibility of acquiring additional space through rental or new construction. → Classroom and Lab Enhancement, space design incorporates flexible instructional spaces to allow multiple uses and delivery methods → Collaboration and integration Spaces, to set more purposeful collaboration spaces adjacent to accommodate students' ability to study and work effectively in various settings and locations → Student Support and Recreation Spaces, find and secure the use of facilities operated by third-party providers. → Administrative and Support Spaces, relocating back-office functions to leased space near the campus to free up more space. [SOE] Based on DIKTI requirements we need minimum of 10,000 m2 and we have less than that. We need to think about this if we want to apply for AIPT in 2024 or 2025. Secondly, do we have plan to have a proper Auditorium or Hall to accommodate large event? Thirdly, as required by BANPT, we also need to provide room for BEM office. → [EW] The total area of 7,263 is not included the futsal field that we can utilize from the building along with other public areas that we can use too. Regarding the auditorium, currently we can use Multi-purpose Room at 7th floor. It is not ideal, but the facility also has to consider with the sustainability of our financial. So, until we reach 1,000 students we need to use the current facility as it is. Third, we need to look for other			

Agenda	Discussion	Action	Vote	Vote Result
	locations for dedicated office for BEM. One of the things we can do is to relocate the back office. • [SDL] Do you have the exact total how many square meters of the overall area occupy by SU? Because for accreditation, the assessors will want us to justify where we get the numbers. Maybe we can talk to building managements to get the exact numbers for 19th floor, LG labs and recreational facilities. ➔ [EW] Yes, we have.			
Student Code of Conduct Revision	• [EK] The first changes of the document is the position of Dean of Students, which is referred to frequently in the Code, no longer exists at Sampoerna University. The majority of the changes in the document are simply to replace the title of “Dean of Students” with “Vice Rector of Student Success.” • [EK] The second change is in section 3.5.7 the Chair of the Student Affairs Adjudication Committee would submit its decision in a conduct case to the Vice Rector of Student Success for review, not Dean of Students because this position no longer exist. • [EK] The 3rd major changes is Standing Committee unanimously agreed that appeals should be heard by the entire group of Vice Rectors of SU. So, if a student decides to appeal a decision of the Student Affairs Adjudication Committee that has been approved by the Vice Rector of Student Success, then this appeal would be forwarded to the VRC for a final decision.		Motion: EK Seconded: SOE Aye: WSAY, SDL, EW, LC, LS, DS, NK Nay: -	In Favor – Aye (All member) Oppose – No (none) The ayes have it, and the motion is carried. We will have Student Code of Conduct. [MSC]
Items for Considerations				
Divisional Plan	• [LC] Divisional plans are designed to really provide an implementation road map for the strategic plan. • [LC] Division is any area of the University represented in an organization chart and governance by a Vice Rectors. In SU, we have 5 divisions: Academic Affairs, Student Affairs,			

Agenda	Discussion	Action	Vote	Vote Result
	Administrative Affairs, Enrollment Services and International Relations. • [LC] We have the strategic plan and the Pillars of the Strategic Plan correspond to a certain Division. Sometimes, in 1 pillar correspond to more than 1 Divisions. • [LC] In this strategic plan there's some operational considerations and that may be where each vice rector and their committee will want to add some notes about how they're doing it. • [LC] As we talked about in the meeting, the strategic plan is what we want to achieve and the divisional plans are how we plan to achieve them. And the scorecard that's how do we know we achieved. • [LS] Each divisional plan should mirror the goals for the 5-year span. You can organize by year, rather than target goal. This will cut across all targes and set the annual agenda. • [LC] Next steps is to identify the vice rector "owner" of each of the goals in the Strategic Plan, list the items to include in each Divisional Plan and meet with your team(s) to review and assign tasks.			
Update on IKU and IKT	• [DS] We have talked by email with Pak Guruh regarding the IKU and IKT. Basically, we have it in strategic plan, so we don't have to recreate the wheels. So that's something that you can pull together from the documents that we already have. • [DS] We must refer to strategic plan and the unit planning. I know mostly it's developed for the accreditation purposes, but like it's better if we actually use it. And for the divisional plan that you will develop is kind of like the umbrella of those three documents.			
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 October 13, 2022

Minutes were approved as amended.

3) Next Meeting Date

November 10, 2022



University Executive

Meeting 008 – AY22/23

October 27th, 2022

Document Name: Meeting Agenda UE008 – AY 22/23

Appendix No: 1

Corresponding Agenda Item: Meeting Agenda

Meeting No: UE008 – AY 22/23

Date: October 27, 2022

Brief Description of Document:

This document consists of a list of meeting activities in the order in which they are to be taken up, beginning with the call to order and ending with adjournment.

Relevance of Document:

-

History of Document:

-

Suggested Action:

Noting

AGENDA

University Executive Meeting

Thursday, 27 October 2022

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Document Name: Meeting Agenda UE008 – AY 22/23

Appendix No: 2

Corresponding Agenda Item: Facilities Master Plan

Meeting No: UE008 – AY 22/23

Date: October 27, 2022

Brief Description of Document:

This document summarizes the Facilities Master Planning process, findings, and recommendations for the short-term and longer-term facilities planning for SU. This document was undertaken to actualize the vision of SU and is based on a detailed analysis of SU's goals, growth, needs, and current trends in higher education.

Relevance of Document:

-

History of Document:

-

Suggested Action:

Approval

FACILITIES MASTER PLAN

SAMPOERNA UNIVERSITY

2022-2027

This document summarizes the Facilities Master Planning process, findings, and recommendations for the short-term and longer-term facilities planning for Sampoerna University (SU). The Facilities Master Plan ("Master Plan") was undertaken to actualize the vision of SU and is based on a detailed analysis of SU's goals, growth, needs, and current trends in higher education in context.

The analysis and recommendations in this document were developed with the guidance of the Standing Committee on Administration, related administrative workgroups, faculty, staff, and students.

ACKNOWLEDGMENTS

The Facilities Master Plan for SU was prepared with the assistance of many people throughout the University community. The Standing Committee on Administration assumed leadership of this effort and engaged a broader cross-section of the University community. The primary function of this engagement was to provide input and feedback to drive the efforts of the Standing Committee on Administration responsible for implementing the facilities plan. The Standing Committee on Administration included the following:

Name	Department/Position
1. Endriyani Widyastuti (Chair)	Vice-Rector for Administration, Resources, and Operations
2. Elan Merdy	Vice-Rector for Government Relation
3. Rahajeng Tyas Astari	Head of Finance / Ops Manager
4. Esa Wibawa	HRBP
5. Eko Sulistyo	IT Manager
6. Farid Triawan	Head of Mechanical Engineering
7. Tri Wismiarsi	Management Program Lecturer
8. Alfi Syukrina Amir	Standard Development Manager
9. Deshinta P.A.D. Argaswari	Mathematics Program Lecturer
10. Guruh Tri Nugroho	Rectorate Office Manager

OVERVIEW AND GOALS

The Facilities Master Plan is a critical component in developing facilities and real estate use for SU. The purpose of the Plan is to provide a rational and orderly plan to address existing concerns and needs and anticipate and accommodate future needs of the University. To help accomplish its mission and strategic plans over time, the University will require additional space, facilities and improvements to its physical resources.

The Facilities Master Plan must align with and support the University's mission, objectives, and core values. SU's mission is stated as follows:

"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 co-curricular and pre-professional opportunities that ensure student success, preparing leaders for a global society."

Although many elements of the above cannot be literally accommodated for in a facilities master plan, it was imperative to be cognizant of the ideals under which the University operates as the plan was developed.

Furthermore, the SU 2022-2027 Master Plan was developed to support the University's 2020-2025 Strategic Plan. The Strategic Plan contains goals and strategies to support the vision of transforming Sampoerna University into a premier, student-centered and transformative institution in Indonesia. This Master Plan includes both overall guidance and specific actions for enhancing the University's physical environment as an integral part of this comprehensive strategic vision.

The Master Plan identifies actions to facilitate the accomplishment of the goals and strategies outlined by the University. The goals of the Master Plan are multi-pronged:

1. To support the 2020-2025 Strategic Plan by enabling the University's physical resources to accommodate the University's future needs. The 2020-2025 Strategic Plan is built around four pillars:
 1. Reimagine and Maintain the Core Curriculum (Academic Excellence)
 2. Create an Institution of and for Our Students (Student-Centered)
 3. Build Toward the Future of Indonesia (Engagement and Partnerships)
 4. Provide a Model of Tomorrow's University Today (Forward-Looking)

2. As a master plan for maximizing the use of the current Campus Footprint by renovating and/or repurposing existing space to improve the student experience.
3. To provide a detailed, long-range plan for the growth of the University beyond its current campus footprint, including the addition of additional instructional and non-academic space. This planning must be done in a financially sustainable manner.
4. To factor in the growth and impact of instructional technologies on space utilization.
5. As a plan for infrastructure systems that anticipate and support growth rather than react to demand. Plan for systems that continue to support and enhance the University's initiatives to maximize overall resource efficiency.

THEMES

Several themes have been identified as overarching influences in the preparation of the Master Plan:

1. Consistent Aesthetic: Building and physical space appearances and branding will be complementary and consistent.
2. Efficiency and Effectiveness: Buildings and space will be efficient in their usage and effective in supporting overall University goals and education delivery.
3. Anticipate/Enable Growth: Current building spaces and future new facilities and campus infrastructure will anticipate and support future growth and development.

PROCESS

The planning team developed a three-stage process to study and prepare the Sampoerna University Master Plan. The process included work in the following areas:

- Discovery and Data Collection
- Analysis and Options
- Master Planning and Concept Refinement

To understand existing campus conditions and the perceptions of these conditions, the planning team held a Town Hall with faculty, staff and students. Additionally, the team toured all areas of the campus, assessed space utilization, and reviewed existing technical documents and building plans. The team also collected information regarding academic programs, student affairs, and existing infrastructure.

The team also utilized the SU 2020-2025 Strategic Plan as its basic guide with specific goals for each of its four pillars:

- a. Reimagine and Maintain the Core Curriculum (Academic Excellence)
- b. Create an Institution of and for Our Students (Student-Centered)
- c. Build Toward the Future of Indonesia (Engagement and Partnerships)
- d. Provide a Model of Tomorrow's University Today (Forward-Looking)

CAMPUS CONTEXT

Sampoerna University is a small, young, secular non-profit institution dedicated to providing Indonesian students access to relevant higher education that is transformative and empowers graduates for leadership and change. Today, it is the only university in Indonesia that offers an American-style higher education experience. As part of the Sampoerna Schools System, it represents the culmination of the nation's only integrated system of schools based on international standards of quality.

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. SU also provides a full spectrum of co-curricular and pre-professional opportunities that ensure student success, preparing leaders for a global society.

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.

Current Campus

Sampoerna University is located in a mixed-use development in Jakarta, Indonesia. The initial building construction was targeted at L'Avenue---an integrated development where commercial offices, residential housing, educational assets, and leisure activities were proposed. The location is surrounded by established residential neighborhoods and is only a few miles from Jakarta's Central Business Districts of Sudirman and Kuningan.

The SU main campus was designed to accommodate approximately 1,000 students and includes over 4,000 square meters of instructional space (Classrooms/Labs & Academic offices),

approximately 670 square meters for academic support (including library, advising, tutoring, counseling, and academic support offices) and approximately 2,000 square meters for service and auxiliary space. Construction and buildout of SU facilities occurred during 2015 to 2016. Most of the space is academic with 50% allocated to classrooms and laboratories.

There are a total of 3 active rooms/spaces reserved as classrooms, computer labs or laboratories. Of that total, there are 14 general purpose classrooms. With a Fall 2021 enrollment of 663, these instructional spaces are utilized an average of 66% during regular school days during peak times (8am to 5pm on weekdays & a half day on Saturday). Space utilization on evenings and weekends is less than 10% and represents an opportunity to support expanded enrollment by optimizing the use of existing school facilities.

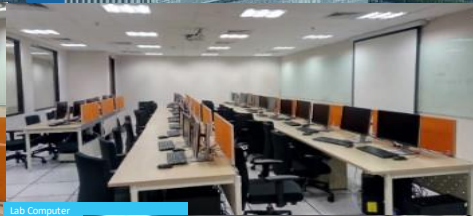
In addition, approximately 725 square meters are assigned as instructional support space (library, advising, computing, etc.) and 435 square meters as auxiliary space (Student Union and Student Lounge)

With approximately 7,263 square meters of total facility space, this equals approximately 11 square meters per full time student in AY 21-22. For classrooms, approximately 2 square meters per student was allocated. This allows for a lecturer's desk and computing resources. For laboratory spaces, approximately 5 square meters per student was allocated. Approximately 25% of all built out space is assignable for internal spaces, corridors, hallways, casual sitting areas and electrical/mechanical rooms.

Facilities



Test Center Lab Computer



Lab Computer



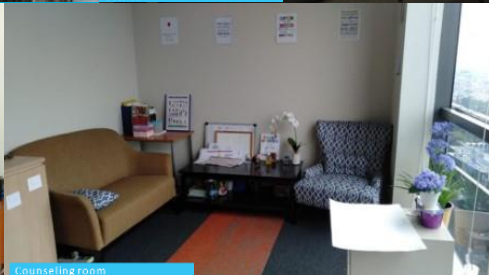
Classroom



Classroom



Student Union



Counseling room





Key Statistics

Fall 2021

Total Students: 663

Total Faculty and Staff: 116

3 Building Locations

Total Square Meters: 7,263

Types of Space

1. Classroom and Classroom Space Facilities

This type of space aggregates classroom facilities as an institution-wide resource. The term “classroom” includes general-purpose classrooms and lecture halls, recitation rooms, seminar rooms, and other rooms used primarily for scheduled non-laboratory instruction. Total classroom facilities include any support rooms that serve the classroom

activity. A classroom may contain various instructional aides or equipment (e.g., multimedia or other IT equipment).

Examples

- Classrooms
- Recitation rooms
- Lecture halls
- Audio/Visual rooms that serve classrooms
- Storage areas that serve classrooms

Table 1. Classroom Space Guidelines

Room Category	Room Student Capacity	Movable Chair with Tablet Arm	Auditorium Style Seating	Movable Table and Chairs	Fixed Table with Movable Chair
		(NASM)*	(NASM)*	(NASM)*	(NASM)*
Seminar/ Collaborative	0-15	1.5-2.0	--	1.7-2.5	1.8-2.0
Traditional Classroom	20-45	1.5-1.7		1.7-2.0	1.7-1.9
Lecture Hall	100+		1.1-1.5		1.7-1.9

*NASM---Net Assignable Square Meters.

2. Laboratory and Laboratory Facilities

A laboratory is a facility characterized by special equipment or a specific room configuration that ties instructional or research activities to a particular discipline or a closely related group of disciplines. These activities may be individual or group in nature, with or without supervision. Laboratory facilities can be subdivided into three categories: class, open, and research laboratory.

A class laboratory is used for scheduled instruction. An open laboratory supports instruction but is not formally scheduled. A research laboratory is used for research, experimentation, observation, research training, or structured creative activity which supports the extension of a field of knowledge.

Examples

- Teaching laboratories
- Computer laboratories
- Language laboratories
- Instructional Health related spaces/labs
Instructional music/drama spaces

Table 2. Laboratory Space Guidelines

Disciplines	Recommended ASM per Station for Planning		Range	
			Low	High
Linguistics	3.25		2.8	3.7
Math/Statistics	3.25		2.8	3.7
Business	3.25		2.8	3.7
General Studies	4.2		3.7	4.6
Psychology	4.6		2.8	6.5
Natural Sciences	5.6		2.3	6.5
Communications	5.6		3.25	8.4
Computer Science	5.6		4.6	5.6
Engineering	11.1		3.25	16.7

3. Office, Conference and Office Service Facilities

Office facilities are individual, multi-person, or workstation spaces assigned explicitly to the university's academic, administrative, and service functions. An office is typically assigned to one or more persons as a station or work area.

Conference Rooms are rooms serving the university and used primarily for staff meetings and/or departmental activities.

4. Study Facilities

Study space encompasses the following categories: study rooms, stacks, open-stack study rooms and study services. Offices used for library activities are coded as office facilities. A study space may contain equipment or materials that aid the study or learning process (e.g. computers, multimedia carrels, audio/video assets, etc.) and that do not restrict the space to a particular academic discipline or discipline group. Whereas a study room may

appear in almost any type of university setting, stacks and open-stack space is typically located in library facilities.

5. Special Use Facilities

Special Use Facilities include rooms that are sufficiently specialized in their primary activity or function. Areas and rooms for athletic activity, media production, clinical activities (outside of separately organized health care facilities), etc. Although many of these special-use facilities provide service to other areas, their particular use or configuration dictates that these areas are not coded as service rooms.

6. General Use Facilities

General Use Facilities are characterized by a broader availability to faculty, students, staff, or the public than are Special Use Facilities, which are typically limited to a small group or special population. General Use Facilities comprise a campus general service or functional support system (assembly, dining, relaxation, merchandising, recreation, etc.) for the institutional and participant community populations.

7. Support Facilities

Support Facilities, which provide centralized space for various auxiliary support systems and services, help keep all institutional programs and activities operational. While not as directly accessible to institutional and community members as General Use Facilities, these areas provide a continuous, indirect support system to faculty, staff, students, and the public. Support facilities are often centralized in that they typically serve an entire building or organizational unit to the entire campus. Some common forms of Support Facilities include data processing rooms, general storage, and supply rooms.

8. Health Care Facilities

These spaces are designated as patient care areas located in separately organized facilities such as student clinics or infirmaries.

9. Residential Facilities

Residential facilities include housing for students, faculty, staff, and visitors to the institution. Hotel, motel, and other guest facilities are included in this category if they are owned or controlled by the institution and used for purposes associated with defined institutional goals (i.e., excluding commercial investment).

ACADEMIC PROGRAMS

Goals

The University desires to accomplish a variety of goals relative to academic programs.

- Provide state-of-the-art classroom, laboratory, Faculty, and support spaces for the University as a whole, for each Faculty, and all shared academic spaces.
- Provide academic spaces that enhance and facilitate study and research across all University programs.
- Maximize the efficiency and utilization of all academic spaces concerning University guidelines and requirements.
- Anticipate and accommodate the enrollment targets outlined in the 2020-2025 Strategic Plan and the 2022-2028 Strategic Enrollment and Student Success Plan.

Current Academic Programs

SU currently offers nine bachelor's degrees (with plans to discontinue one and launch two more by AY 23/24). All students take lower-division coursework in partnership with Broward College of Florida. This also provides students with an option of earning an A.A. degree from Broward. The general education core curriculum aligns with common U.S. higher education requirements and prepares students to complete their degrees with SU in Jakarta or transfer to universities, especially in the U.S. and Canada. In addition, SU offers several dual degree programs with the University of Arizona that allow students to complete their studies at SU and earn two degrees: one from SU and another from UA.

The University is organized into four major academic units:

Faculty of Business (FoB)

- Management
 - Entrepreneurship
 - Digital Marketing
 - Banking and Finance
- Accounting

Faculty of Engineering and Technology (FET)

- Industrial Engineering
- Mechanical Engineering
- Computer Science
- Information Systems
- Visual Communications and Design

Faculty of Education (FoE)

- English Language Education
- Math Education*

Faculty of Arts and Sciences (FAS)

- Communication**
- Psychology

*Under Teach-Out Plan

**Pending Approval

For Fall 2021, SU employs 38 full-time lecturers, 31 part-time lecturers 79 full-time administration and staff. All full-time employees are provided with office space; part-time lecturers are provided common working space in the faculty area.

Student Recreation and Activities Programs

Goals

The University desires to accomplish a variety of goals relative to student recreation and activities:

- Provide a variety of recreation and related facilities and programs for the enjoyment of students.
- Provide opportunities that enhance and facilitate the interaction between recreation activities and academic programs.
- Utilize these facilities and programs to support University growth through the recruitment and retention of students.

Existing Recreation and Activity Spaces

With over 20 clubs and organizations, Sampoerna University offers many opportunities for student engagement, leadership development and community service. These activities are typically located in the main Academic Building or the Student Union.

Students may access one tennis court located in the L'Avenue Complex. In addition, full meal and dining options are provided by third-party vendors in the Underground Food Court. A full-service grocery store is also located in the Underground.

BUILDING EFFICIENCY ASSESSMENT

In 2016, Sampoerna University moved to its current location at the newly opened L'Avenue multi-use complex in Pancoran, Jakarta. The current campus was designed to provide approximately 8-10 years of enrollment growth, given its capacity of approximately 1,000 students.

In AY 2018-2019, new procedures were created to review overall space usages and efficiencies. This review included visits to all campus spaces to identify use, occupancy, furnishings, equipment, etc.

The results of this review (completed prior to the closure of SU due to the Pandemic) provided several observations:

- Classrooms: The current and planned future classroom inventory is adequate to support growth for the next 4-6 years. Expanding classroom hours (per week) and leveraging hybrid models of instruction represents an opportunity further to extend the life of the current campus plan. There are also opportunities to lease additional space or repurpose existing space to create additional classrooms. Finally, expanding operating hours represents the most feasible means of accommodating short-term growth.
- Labs: The current lab space is adequate to serve the needs of our current student population and will meet the needs of projected growth. Lab space limitations, however, restrict opportunities for academic program growth in disciplines requiring dedicated lab spaces.

Faculty/Staff and Overall Administrative and Support Spaces:

- The existing inventory appears to be sufficient, but new configurations should be explored to maximize efficiency and facilitate student growth. This would include exploring other locations to house back-office and auxiliary operations.
- Overall: The net assignable square meter per student is currently 11.0, which is greater than our target rate of 8.5 NASM/student.

Table 3. Space Utilization: Pre-Pandemic

Room Types	Spring 2019		Fall 2019	
	#Rooms	Occupancy Rate (%)	#Rooms	Occupancy Rate (%)
Classrooms	18	51.72	18	58.40
Laboratory	8	34.53	8	25.15

INFRASTRUCTURE

Electric

Electricity is provided to the Campus by L'Avenue Building Management. In the event of an emergency, backup power is provided by L'Avenue Building Management. In general, the Campus has an adequate supply of available power from the PLN network. Any power outages have been short and of limited duration.

Stormwater/Drainage

The L'Avenue Complex, where Sampoerna University is located, suffers from poor drainage and lacks adequate drainage corridors and basins to mitigate heavy rainfall. This condition has resulted in flooding in the Engineering Complex during severe weather events. SU has mitigated this problem by constructing a 20 cm portable retaining panel at the entrance and exit of the Engineering Complex. This has been successful in preventing flooding or damage over the last 4 years.

Any Campus expansion at the current location must evaluate stormwater drainage and flooding hazards. Lower-level and underground spaces are particularly vulnerable. Any expansion must be accompanied by a mitigation plan to minimize the risk of flooding and damage to property and equipment.

Water

There are currently no significant issues with the availability and pressure of non-potable water sources on campus. Non-potable water is provided by L'Avenue Building Management. Potable water is available to faculty, staff and students by L'Avenue Building Management. Each year, the campus budgets over Rp150mio to ensure an adequate supply of drinking water for the campus community. Drinking water is available at every student common area & Lecturers and Staff offices.

Sanitary Sewer

The existing sanitary sewer infrastructure serving the campus is presently sufficient for the existing physical plant infrastructure. As a relatively new capital project, the L'Avenue complex has not experienced any problems associated with older pipes, leaks and/or infiltration/inflow problems.

Information Technology

Internet and telecommunications service including voice, video and data for the campus is delivered by external internet and telecommunications providers via fiber optic cable to wiring and network distribution points located in the L'avenue campus data center and then distributed to campus spaces via fast ethernet cable lines and wireless connection thru Gigabit network switches. This wired and wireless network currently provides a minimum of 100-megabit connectivity from the main data center. We have redundant internet connection through two different internet providers to ensure continuity of service. Redundancy of information technology services is provided with a goal of providing 99.9% uptime. All campus spaces include Wi-Fi access points supporting the 802.11 Wi-Fi standard with 802.11ac and 802.11n available in most areas to provide coverage for mobile devices. Outdoor areas are not targeted by Wi-Fi coverage, but WiFi is available for users when they are near campus buildings.

Recreation and Open Space

SU has several small outdoor courtyard areas that serve as student recreational spaces. Students use the space for studying, socializing, and relaxing between classes. There is also a Student Union room that is used for large gatherings, concerts, and social events. There is also a tennis court available for student use during specific time periods as well as a small soccer field with artificial turf that can be used for practicing but is not sufficient for competition.

Safety and Security

All premises are monitored through a closed-circuit television security system. In addition, SU employs a private security staff dedicated at each SU floor to supplement security provided by building management at the L'Avenue Complex.

The SU operations team works closely with Building Management as follows:

- conduct disaster evacuation simulation (annually for SU internal community and bi-annually with all tenants coordinated by Building Management).
- Maintain alarm set up system at each floor

Parking and Circulation

SU was launched as a commuter campus. Nonetheless, many apartments and rooms are for rent in the immediate area with pedestrian or bike access to the campus. The following section summarizes the condition and status of transportation infrastructure.

- **Adjacent Roadways**

SU is currently served by one peripheral road: Jl. Raya Pasar Minggu. This road currently has 4 lanes. There are currently funded improvements planned to expand the roadway to 6 lanes.

- **Internal Vehicular Circulation**

An essential consideration for campus planning is the need for internal circulation and access points to deliver goods/materials to the campus. The adequate entry/exit points for larger vehicles supplying large goods and equipment for our engineering and technology programs are important. The location of the Engineering Lab is in a location that is easily served by a large circular drive that can accommodate larger trucks and trailers for the movement of equipment and tools.

- **Parking**

Although a commuter campus, it is expected that a relatively small space needs to be dedicated for car parking. The primary methods of transportation for students are walking, public transportation, or the rental of motorbikes and cars. The availability of 922 car parking spaces, 600 motorbike parking spaces and 58 bicycle parking spaces is available for use at the L'Avenue complex.

In the case of faculty/staff, only 66% require daily parking for either autos or motorbikes.

- **Public Transportation**

Public transportation is viewed as the primary means of transportation for students, staff and faculty at SU. Among public transportation options, bus service is the most widely used. The campus location at L'Avenue is served by multiple bus routes (Bus 9D, 9H, JAK18, M34, M42, etc.) & Train (Central Line & Loop Line) and a small station is located at Pasar Minggu at Kalibata Station. Nearby transit stops are an approximate 3 minute walk to campus.

- **Pedestrian Facilities/Links**

Pedestrian connections within the core campus are good, with walkways between all buildings on the ground floor as well as an underground connection in the Lower Ground. A clear wayfinding signage system should facilitate site orientation and reference

points. Pedestrian connections also provide access to recreation/leisure space, food service, and shopping.

STRATEGIC PLANNING AND FUTURE NEEDS

The 2020-2025 Strategic Plan requires the Master Plan to develop the University's physical assets to support the four pillars:

- Reimagine and Maintain the Core Curriculum (Academic Excellence)
- Create an Institution of and for Our Students (Student-Centered)
- Build Toward the Future of Indonesia (Engagement and Partnerships)
- Provide a Model of Tomorrow's University Today (Forward-Looking)

Stakeholder Input

The development of the Facilities Master Plan was coordinated by the Vice Rector for Administration, Resources and Operations (VRARO) and the Committee on Administrative Affairs. The Committee created several Task Forces to research and focus on several specific areas of the Master Plan:

- Academics
- Student Affairs and Services
- Space and Land Use
- Infrastructure

Each Task Force met several times to identify specific issues and needs in their area of focus and finalize recommendations based on these issues and needs. This information was collected to bring focus to specific themes and areas of concentration to be included in the Master Plan.

The Committee solicited input from a variety of campus stakeholders using various methods. This included presentations to the University Senate, University Executive, and the Student Government Association. The Committee also hosted a "Town Hall" with members of the University community, including faculty, staff, and students.

ENROLLMENT OPPORTUNITIES

According to the Global Business Guide, the Indonesian education sector offers significant opportunities given the major pool of customers, many of whom leave for education overseas due to a lack of quality supply. Over 40% of Indonesia's population is under 25 years old, and the number of families in the middle class is expected to double by 2030. The demand for high-quality, international standard education is likely to grow significantly to meet the aspirations of

Indonesia's growing middle class. Locating SU in the nation's capital of Jakarta, with an estimated population in the metropolitan region of around 30,000,000, provides the greatest access to students with the requisite characteristics.

Approximately 8,500 Indonesian students study in the US each year. The potential market of students seeking an American higher education but are unable to enroll in the US due to lack of academic preparation and/or cost is likely much higher. In addition, the largest concentration of international high schools is located in Jakarta, with annual graduates exceeding 2,000 per year. Many of these students prefer continuing their studies in an international environment and are potential students for SU.

Projected Enrollment Growth

The Sampoerna University 2022-2028 Enrollment and Student Success Plan indicates the following projected enrollment by Fall 2027:

- 1,224 Undergraduate Students
- 55 Graduate Students
- 1,279 Total Students

It is anticipated that the current Campus will be able to accommodate projected growth if it acquires additional space for development and if strategies are pursued to maximize space efficiency.

SPACE GUIDELINES AND ASSESSMENT OF SPACE NEEDS

The Committee on Administrative Affairs began its work by reviewing space guideline standards for Indonesia and for American colleges and universities in California, Florida, Illinois and North Carolina. The determination of space needs includes consideration of the following:

1. Current and projected enrollment
2. Available and future space needs
3. Calculation of space factors
4. Calculation of space allowances

The first factor to consider for SU, as a new university, was current enrollment and projected enrollment. Enrollment is measured in Full-Time Equivalent Students (FTES). FTES is calculated based on credit hours generated by students who attend classes on campus. (1 FTES = 15 or more credit hours per semester). The second factor was to calculate the required space needs for the institution's inventory. Space inventories are expressed in Net Assignable Square Meters (NASM). The facilities inventory of the campus includes:

1. The type of facility based on use
2. Size of the facility in Gross Square Meters and Net Assignable Square Meters

3. Year facility was completed
4. Condition of facility

Weekly Student Contact Hours (WSCH) metrics were developed to drive classroom and laboratory space allowances based on enrollment trends. A WSCH is defined as one student in one classroom or class lab for one instructional “hour” (typically 50 minutes plus class change time) per week.

A six-year enrollment projection was completed along with the SU Strategic Plan to assess future space needs. The next component considered is the space factor. The formula for calculating the space factor for classrooms and laboratories includes three components: Station Size, Utilization Rate, and Occupancy Rate. The space factor formula is as follows: Space Factor = NASM-SS Utilization Rate X Occupancy Rate.

Finally, the consideration of space allowances for different types of space is taken into account. The Space Factor multiplied by Weekly Student Contact Hours (WSCH) provides the Space Allowance for classroom and laboratory inventories. The Space Allowance is then compared with the actual inventory to determine whether a surplus (actual inventory is greater than allowance) exists or a deficit (actual inventory is less than allowance). As a new institution, the initial construction of facilities was driven by initial and short-term projected enrollment factors.

COMPARATIVE SPACE ANALYSIS

Overall

Based on the current space inventory and existing needs along with the stated growth projections, the overall University footprint when viewed in terms of square meters of usable space per student will be 8.5 by AY 25/26. This would indicate that the campus, in its current condition, would be at or near capacity. This condition requires the University to plan for multiple contingencies to address this situation. This includes expanding the hours of operation, leveraging technology to create more flipped/hybrid classroom environments, and/or acquiring additional space through rental or new construction.

Classrooms

The current and planned future classroom inventory is adequate to support growth until AY 25/26. This can be further optimized by expanding available classroom hours (per week) and leveraging hybrid or alternate scheduling models. In addition, relocating back-office operations off-campus can create an additional two classrooms to address space issues.

The student survey results indicate that the classroom facilities meet modern learning and teaching requirements. The minor feedback finding revealed issues with IT/AV delivery tools. So, classroom facilities are inspected periodically at the beginning of each semester to address these issues. The learning results from the Pandemic, University successfully provided hybrid learning tools in classes, which will support the university's expanding classroom utilization.

Class Labs

Based on the current class labs inventory, class lab space is somewhat underutilized during normal delivery times. The current lab space is adequate to serve the needs of our current student population and will meet the needs of projected growth. The lack of available physical space to build additional special purpose labs, however, restricts opportunities for the growth of new academic programs in disciplines requiring dedicated lab spaces.

The feedback from the stakeholder needs to improve the class labs with the assessment of the existing tools at labs; class labs need to be re-layout for more efficient and regular building and facility maintenance and solutions.

Offices and Support Spaces

Based on the current academic office and support space inventory, office space appears, in general, to be adequate. The distribution of office sizes and support spaces also does not match the needs in some instances.

ACADEMIC PROGRAM GROWTH

New and Expanded Programs

- **FoB:** Programs offered by FoB are not expected to require any additional footprint. By 2025, it is anticipated the undergraduate enrollment in the management program will grow marginally. It is also likely that another undergraduate major will be offered by AY 25/26. It is proposed that a new MBA program will be offered at Sampoerna Strategic Square due to its location in the heart of Jakarta's Central Business District.
- **FET:** Programs offered by FET may require some additional footprint. By 2025, it is anticipated the undergraduate enrollment in FET will increase 35%. Recently re-tooled programs in Computer Science and Information Systems will also require additional lab space to meet curriculum demands.
- **FAS:** The new Faculty of Arts and Sciences is expected to have 68 students by AY 25/26. The Communications program may require space for an audiology/communications disorder's lab.
- **FOE:** Program offered by FOE are not expected to require additional spaces.

STUDENT PROGRAM GROWTH

New and Expanded Programs

- There is a general need for more student space to support clubs and activities. Currently, these activities are conducted in the Student Union or in special purpose space in the main academic tower. Population growth, and the popularity of student clubs, requires the University to identify additional space to support these activities.
- In order to meet the additional needs and demands of students for recreational space, SU will pursue contractual relationships with partners to provide athletic facilities and other forms of recreational space.
- Enhance student and visitor amenities, potentially including a welcome center and expanded advising space.

SPACE NEEDS AND FACILITIES PROJECTIONS

Academic Spaces

- Anticipated enrollment growth in FoB will not require the addition of classrooms by 2028.
- FET anticipates enrollment growth will require the addition of one additional classroom by 2028. In addition, the Computer Science and Information Systems program will require a lab space of at least 55 square meters.
- New programs in FAS are expected to enroll 68 students by 2025. This will require at least one new classroom to support the majors. By 2028, these programs will require an additional classroom. In addition, the Communications program may require a dedicated space of at least 25 square meters to support an audiology/communications disorder lab.

Classroom and Class Lab Enhancements

Current modern academic space design incorporates flexible instructional spaces to allow multiple uses and delivery methods. Examples include multiple displays and whiteboards and movable furniture with power and data capabilities. This development is driven by several factors, including changing instructional delivery methods, such as “hybrid” or “flipped” classrooms and active learning environments. Embracing this trend, Sampoerna University is developing its faculty and support systems to better leverage educational technologies to support the education of its students.

Our approach to classroom enhancements is also guided by the objectives of the University’s General Education core curriculum. The Core is designed to produce competencies in:

- Critical Thinking
- Effective Communication
- Ethical Reasoning
- Global Learning
- Information Literacy
- Quantitative Literacy

While not all of these competencies can be addressed in classroom design or enhancement, the Core builds on the idea that students can pursue their goals and engage in exploration and learning in many ways and all areas of the University. These competencies are supported by SMART Classrooms, universal wi-fi access, and flexible learning spaces inside and outside the classroom.

From a footprint standpoint, this philosophy for classroom design and enhancement may ultimately influence the required number of classrooms across campus. However, the more profound impact is the requirement for classrooms and other learning spaces to be as flexible as possible to allow use as multi- and cross-disciplinary learning environments. In addition, it is more likely that the University's shift toward a greater reliance on educational technology and the move toward offering more hybrid or flipped classes will provide a significant opportunity for continued enrollment growth without the addition of significant new classroom complexes.

A final factor is the requirement of the current higher education environment to maximize the utilization of the campus-built environment in order to ensure the most cost-effective campus delivery of education. This requires a culture of shared spaces and cross-disciplinary delivery, along with proactive scheduling techniques. To meet these challenges and the continued evolution of the University, SU will need to undertake a systematic, regular review of basic instructional spaces across campus. These regular reviews will help ensure that current trends and best practices continually inform us about upgrades to furniture, furnishings, and IT/AV delivery tools and methods, along with purposeful scheduling for maximum space usage.

Collaboration and Integration Spaces

Current modern campus spaces also include purposeful identification of collaboration spaces adjacent to more traditional classroom/laboratory and academic spaces, recognizing changing student expectations for the ability to study and work effectively in various settings and locations. As a new campus, spaces of this type were built in the original campus footprint, including a lounge area on the 19th floor and space in the Student Union. In

addition, space in the Food Hall (operated by a 3rd party provider), can be used for informal study.

Anticipated growth over the decade means that these existing spaces will be inadequate to serve a growing student population. As new space footprints are brought online, space design and allocation should be a primary consideration. In the short term, a preferred option would be to extend hours of operation, particularly in the main academic building.

Student Support and Recreation Spaces

Existing student collaborative and study spaces are currently adequate. However, additional student growth will require the identification of new spaces across campus to support these functions. In addition, students and parents currently desire sophisticated engagement, support staff, and facilities during their university experience. The consolidation of some of these services in a Welcome Center might provide an enhancement to this experience.

Recreation spaces on-campus are extremely limited. The current campus footprint does not allow for the expansion of recreation spaces as it is a mixed-use development. More extended range options, including constructing a new campus in a lower-density environment, provide opportunities for playing fields, courts, and other forms of recreation spaces. In the interim period, the University should endeavor to find and secure the use of athletic facilities operated by third-party providers where a wider variety of indoor and outdoor sports can be enjoyed by students. An increase in the economic resources devoted to this endeavor should be an institutional priority as students have expressed the opinion that this an essential improvement required for a positive student experience.

Administrative and Support Spaces

Currently, there is adequate administrative space to support campus operations. Support spaces, however, are at capacity. Relocating back-office functions to leased space near the campus would free up more space for front-line, forward-facing staff. There is also a shortage of event space across campus to house large University functions and events. The Student Union and Multi-Purpose Hall have limited capacity and are sub-optimal for major events.

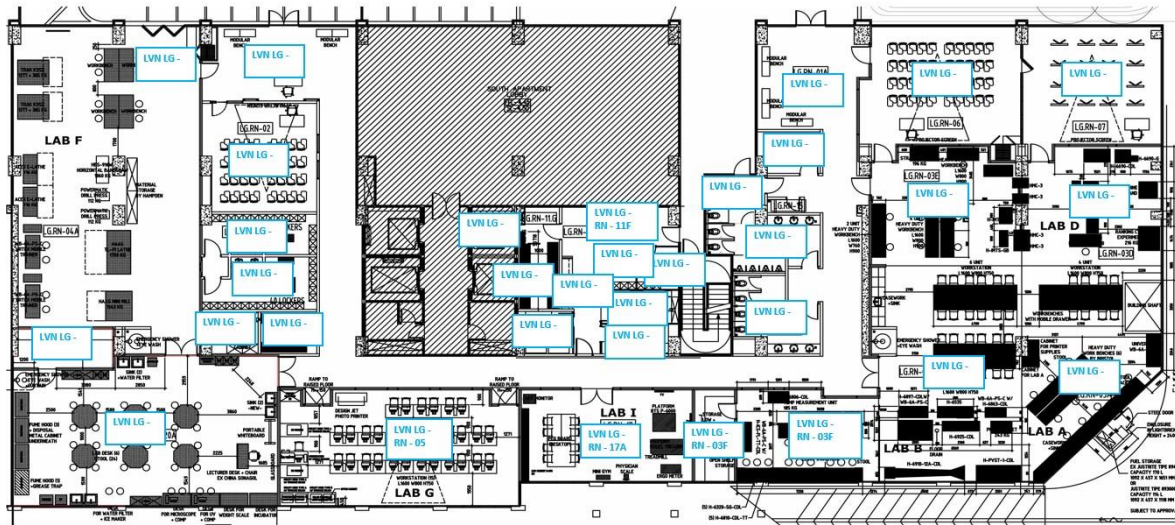
PROPOSED NEW FACILITIES

The prospect of adding significant additional space at the current campus is problematic. The challenges of securing leasing arrangements in a mixed-use development make expansion more difficult. There are, however, limited opportunities to acquire additional classroom and support

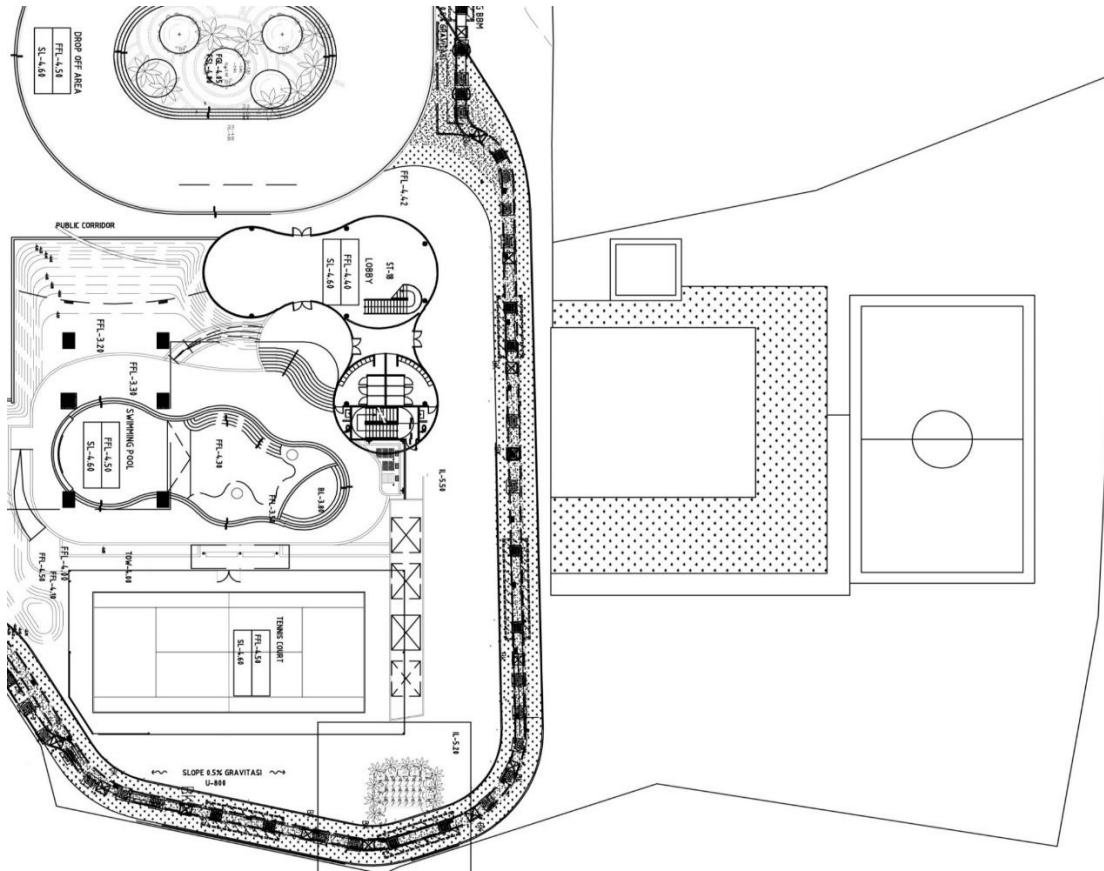
space in the main academic tower. There are also opportunities to recover and repurpose space by relocating certain back-office operations off-campus.

In the near term (5 years), SU will seek to add 8.5 ASM to the current campus footprint. This would include the build-out of one additional classroom. This would extend the life of the current campus footprint to 2027.

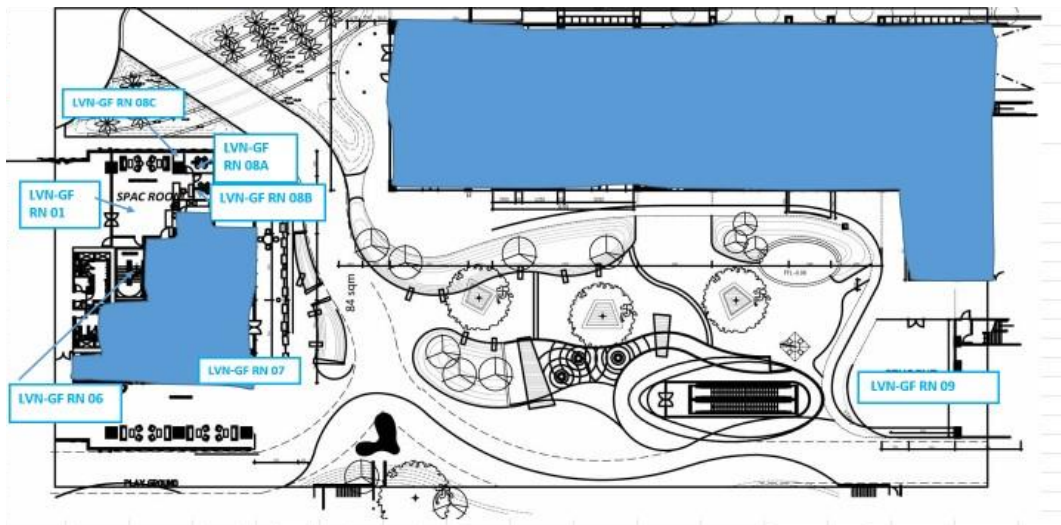
LG FLOOR



- Lab Mechanical Engineering, Mechatronics, Ergonomics, Supply Chain
- Lab computer
- Wet Lab
- 1 classroom



GF FLOOR (LOBBY SPAC)



LVN - GF RN - 01 SPAC Lobby Area
 LVN - GF RN - 06 Fire Stair
 LVN - GF RN - 07 Storage & Panel Room

LVN - GF RN - 08A SPAC Manager Room
 LVN - GF RN - 08B SPAC Staff Room
 LVN - GF RN - 08C IT Control Room

The floor plan of the 1st floor of the San Fernando College building is detailed as follows:

- Top Section:** Vice Rector of Administration resource and operation, Vice Rector of Government and corporate relation, Rector Office, Vice Rector I/VP, Head of Academic Operations, CEO of SASC.
- Left Section:** Pojok Bursa, Library Reception, Locker Area, Library Head Office, Library Staff Office, Library Area, Library Storage, Meeting Room (Musholla), Meeting Room (Adnan Malik), Meeting Room (Sajidi), Meeting Room (Sajidi), Call Center, SAA Office, Recruitment Office, SH Operation Office.
- Center Section:** Tutoring Reading Area, BI Corner, Facility Area, Samratulung Meeting Room, 121,76 sqm, 29,42 sqm, 13,37 sqm, Student Lounge (in front of registry), Registry Office, Registry Locker, Head of Computer Science study, Head of Visual Communication Design Study, Academy Registry Manager, Musholla, Head of Computer Science study, Head of Mechanical Engineering, Head of CETL, Head of IE, Head of English language Teaching, Head of Math/science education.
- Right Section:** Faculty Reception, Secretariat Area, Head of Academic Operations, Faculty & Rectorate Lounge (Rectorate Receptionist), Marketing Office, Faculty Administration area, Filling Area, IT Hub Room, Human Resources Room, Quality Assurance Manager, Vacant, First year program Manager, Head of Accounting, Head of Management, Dean of FOB, Dean Lounge, Dean FET, Dean FOC.

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Document Name: Meeting Agenda UE008 – AY 22/23

Appendix No: 3

Corresponding Agenda Item: Student Code of Conduct Revision

Meeting No: UE008 – AY 22/23

Date: October 27, 2022

Brief Description of Document:

This document is the revised version of the previous document. The changes are required because the position of Dean of Students, which is referred to frequently in the Code, no longer exists at Sampoerna University. The majority of the changes in the document are simply to replace the title of “Dean of Students” with “Vice Rector of Student Success.”

Relevance of Document:

-

History of Document:

-

Suggested Action:

Noting

Sampoerna University
Code of Student Rights and Responsibilities
“The Student Code”

v. 24

1. Section 1: General Provisions and Definitions

1.1. General Provisions

The Code of Student Rights and Responsibilities has seven parts: General Provisions and Definitions, Student Bill of Rights, Student Behavior, Student Academic Performance, Student Academic Conduct, Student Professional and Ethical Conduct, and Student Records.

Students at Sampoerna University are members of an academic community committed to basic and broadly shared principles and concepts of civility. Fairness, integrity, respect and responsibility represent the basis for the rights and responsibilities that follow. Participation in the Sampoerna University community obligates each member to follow a code of respectful behavior.

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. University policies have been designed to protect individuals and the campus community and create an environment conducive to achieving the academic mission of the University. 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 [Vice Rector Dean of Student Success Affairs \(VRSS\)](#). Informal resolution of problems by mutual agreement of all parties is highly desired and is appropriate at any time.

In cases where a more formal resolution of problems is needed, distinct administrative procedures have been established for proceedings under the Standards of Behavior (Section III), the Standards of Academic Performance (Section IV), the Standards of Academic Conduct (Section V) and the Standards of Professional Conduct (Section VI). Certain conduct by students may fall within more than one section of the Student Code. When this is the case, the [Vice Rector of](#)

~~Dean of Students~~[Success \(VRSS\)](#) shall determine which section of the code is the appropriate section under which to proceed. In special circumstances, the [VRSS Dean of Students](#) may extend timelines in the interest of fairness to all parties involved.

The University, the Committees, and all participants shall take reasonable steps to protect the rights and, to the extent possible, the confidentiality of all parties involved in any proceedings under the Student Code.

At the sole discretion of the University, proceedings under the Student Code may be postponed when acts of conduct involving possible violations are also the subject of ongoing investigations by law enforcement officials. The ~~VRSS Dean of Students~~ will make the decision regarding proceedings under the Student Code. The ~~VRSS Dean of Students~~ may place a hold on the student's records and/or registration pending the resolution of proceedings under the Student Code.

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 record relating to the imposition of an academic sanction or a behavioral sanction.
- 1.2.8.** “Faculty” or “faculty member” refers to an individual who teaches or conducts research at or under the auspices of the University.
- 1.2.9.** “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.
- 1.2.10.** “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.
- 1.2.11.** “Program” refers to any set of courses that may be a degree, major, minor, certificate, or related course of study.
- 1.2.12.** “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.
- 1.2.13.** “Student” refers to a person who is currently, or was at the time of the offense, matriculated and/or registered in any class or program of instruction offered by the University at any level, whether or not for credit.
- 1.2.14.** “University” means Sampoerna University and all of its academic programs, departments, and divisions.
- 1.2.15.** “University activities” include teaching, research, service, administrative functions, ceremonies, or programs conducted by or on behalf of the University.
- 1.2.16.** “University premises” means the University campus and any other property, building or facility, that is owned, operated or controlled by the University.

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.
- 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 and review 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 or disability.
- 2.6. Freedom of Expression.** Students have a right to examine and communicate ideas by any lawful means.
- 2.7. 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 seizures.

2.8. 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.

2.9. 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

In order 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.

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.

3.2. 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 [Vice Rector of Student Success \(VRSS\) Dean of Students](#), 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 [VRSS Dean of Students](#), 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 [VRSS Dean of Students](#), 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 [VRSS Dean of Students](#), or designee, will begin an initial inquiry to determine whether there is a reasonable basis to confirm that the respondent violated the Students of Behavior. The [VRSS Dean of Students](#), or designee, will interview the complaining party, the respondent, and any other person believed to have relevant factual knowledge of

the allegations. The [VRSSDean of Students](#), or designee, may also review any other relevant evidence, including documentary material.

3.3.3. At the conclusion of the initial inquiry, the [VRSSDean of Students](#), or designee, will determine whether there is a reasonable basis for confirming that the respondent violated the Standards of Behavior. The [VRSSDean of Students](#), or designee, will notify the respondent and the complaining party in writing of the decision.

3.3.4. If the [VRSSDean of Students](#), 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 [Vice Rector of Student Success \(VRSS\)Dean of Students](#), 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 [VRSSDean of Students](#), 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 [VRSS Dean of Students](#), 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 [VRSSDean of Students](#), or designee, the formal written complaint prepared by the Dean of Students 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 [Vice Rector of Student Success's Dean of Students](#) Office.

3.4.5. The [VRSS Dean of Students](#), or designee, will refer the formal written complaint and any written response from the respondent to the Adjudication Committee.

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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. Two members shall be faculty appointed by the Vice Rector of Academic Affairs. One (1) member will be staff appointed by the [Vice Rector of Student Success \(VRSS\) Dean of Students](#). Two (2) members shall be students appointed by the President upon nomination by the [VRSS Dean of Students](#) in consultation with the leadership of SU Student Government. Faculty and staff will serve two-year terms; students will serve one-year terms.

3.5.2. Conflict of Interest. Upon written request of one of the parties or Committee members, the [VRSS Dean of Students](#) may excuse any member of the Committee if the [Vice Rector Dean](#) determines that the member has a conflict of interest. The [Vice Rector 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 for longer than ten (10) business days.

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 [Vice Rector of Student Success Dean of Students](#) 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 ten (10) 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.

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 [Vice Rector of Student Success](#) ~~Dean of Students~~ on the basis of such testimony and evidence.

3.5.6. Review and Decision by the ~~Dean of Students~~ Office [of the Vice Rector of Student Success](#)

3.5.6.1. The ~~Vice Rector's~~[Dean of Students](#) Office 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 [VRSS Dean of Student Affairs](#), or designee, will, within five (5) 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 [VRSS Dean](#) may impose a greater or lesser sanction than recommended by the Committee.

3.5.6.2. Written notification of the ~~Vice Rector~~[Dean's](#) decision will be communicated to the parties concerned within five (5) business days after receipt of the recommendation.

3.5.6.3. The ~~Vice Rector~~[Dean's](#) decision is final unless appealed to the [Vice Rectors' Committee \(VRC\)](#) ~~Vice Rector for Student Success~~ within five (5) business days of receipt of the decision. [The VRC consists of all the Vice Rectors serving at Sampoerna University](#)

~~**3.5.7.**~~ [3.5.7](#) Appeal to ~~the Vice the Vice~~ [Rector's Committee for Student Success](#)

[3.5.7.1](#) Within five (5) business days of receipt of the ~~Vice Rector~~[Dean's](#) decision, any party may appeal the decision by filing a written notice of appeal with the [Vice Rector of Student Success](#) ~~who Vice Rector for Student Success and~~ delivering a

Commented [EHK1]: The University Executive will need to decide whether it is the Rector or the President who will hear the appeals.

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copy to the other party as well as to the Vice Rectors' Committee for its consideration. The other party may file a response with the Vice Rectors' Committee Vice Rector for Student Success within five (5) business days of receipt of the appeal. ~~In the case of an appeal.~~

~~3.5.7.1.~~ ~~3.5.7.2~~ ~~The Vice Rector for Student Success.~~ The Vice Rectors' Committee (VRC) will consider the appeal and the response and may solicit whatever counsel and advice ~~it he/she~~ deems appropriate to arrive at a final decision. At that point, the VRC Vice Rector for Student Success will take one of the following actions:

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~~3.5.7.1.1.~~ ~~3.5.7.2.1~~ Accept the decision of the Vice Rector of Student Success (VRSS) Dean of Student Affairs;

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~~3.5.7.1.2.~~ ~~3.5.7.2.2~~ Return the report to the VRSS Dean of Student Affairs requesting that he/she clarify specific matters, materials, and issues, and forward to the VRC Vice Rector for Student Success a second report with further explanation; or

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~~3.5.7.1.3.~~ ~~3.5.7.2.3~~ Reject all or parts of the Vice Rector Dean's decision, stating reasons and actions for either imposing a greater or lesser sanction than determined by the Vice Rector Dean.

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~~3.5.7.2.~~ ~~3.5.7.2.4~~ Written notification of the VRC's 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.

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~~3.5.7.3.~~ ~~3.5.7.3~~ The decision of the Vice Rectors' Committee Vice Rector for Student Success is final.

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~~3.5.8.~~ Suspension or Dismissal from the University for Behavioral Misconduct

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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 Vice Rector of Student Success (VRSS) Dean of Students or designee; (2) if recommended by the Adjudication Committee to the VRSS Dean; (3) by the VRSS Dean of Student Affairs notwithstanding the recommendation of the Committee; or (4) by ~~the Vice Rector for Student Success~~ notwithstanding the decision of the Vice Rector Dean of Student Affairs.

A student who has been suspended or dismissed from the University will be denied all privileges accorded to a student.

~~3.5.8.1.~~ 3.5.8.1 Suspension

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~~3.5.8.1.1.~~ 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.

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~~3.5.8.1.2.~~ The Office of the Vice Rector of Student Success~~Dean of Students~~ 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.

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~~3.5.8.1.3.~~ Petitions for reinstatement will be submitted to the Office of the Vice Rector~~Dean of Students~~ and will explain how the conditions for reinstatement have been met.

~~3.5.8.1.4.~~ The Office of the VRSS~~Dean of Students~~ 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

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~~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.

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~~3.5.8.2.2.~~ Permanent records of dismissal will be kept in the Office of the Vice Rector of Student Success~~Dean of Students~~. 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.

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

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The Vice Rector ~~offer~~ 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 ~~appropriate committee~~[Office of the Dean of Students](#) 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 ~~Vice Rector of Student Success~~[Dean of Students](#).

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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 ten (10) 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 seven (7) 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 twenty (20) 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 ten (10) 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.

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 Affairs, in coordination with Student Government, will appoint two students who will serve one-year terms. 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 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).

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 ten (10) 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 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:

- 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 ten (10) 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 ten (10) 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.

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 Affairs, in coordination with Student Government, will appoint two students who will serve one-year terms. 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 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 either for longer than ten (10) business days.

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 ten (10) 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 on the basis of 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 remain on his/her transcript until he/she has been reinstated to the Study Program or to the University, or for two (2) years if he/she is not reinstated to the Study Program or to the University.

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.

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.

2022-2023 DIVISIONAL PLANS: AN OVERVIEW

Lauren Clarke, NECHE Committee Chair (and other stuff)

19 October 2022

WHAT IS A DIVISION???

Any area of the University represented in the Org Chart and governance by a Vice Rector:

- Academic Affairs
- Student Affairs
- Administrative Affairs
- Enrollment Services
- International Relations

BUT WHAT SHOULD WE INCLUDE IN A “PLAN”??

Good news! We already have a

Strategic Plan!

And your division is included...



REMEMBER THESE???



Strategic Pillars

2020 - 2025



REIMAGINE AND MAINTAIN
OUR CORE CURRICULUM



CREATE INSTITUTION OF
AND FOR OUR STUDENTS



BUILD TOWARD THE FUTURE
FOR INDONESIA



PROVIDE A MODEL OF
TOMORROW'S UNIVERSITY
TODAY

6

Sampoerna University Strategic Plan | 2020 - 2025

THE PILLARS OF THE STRATEGIC PLAN CORRESPOND TO...DIVISIONS! (MOSTLY)

For example: Pillar 1

REIMAGINE AND MAINTAIN OUR CORE CURRICULUM

- A. Identify the skills and competencies expected of each graduate to support their success.
- B. Review and strengthen SU's core curriculum with a deep understanding that contemporary society requires individuals with cross-disciplinary knowledge and skills.
- C. Integrate liberal arts education with professional preparation obtained through undergraduate degree completion.
- D. Develop an effective design and implementation strategy and a process to review, analyze and revise SU's curriculum to meet the needs of a changing world.

SO PILLAR 1 OUTLINES THE PLAN FOR ACADEMIC AFFAIRS....

- How do we structure the lettered goals?
- How broad should the scope be?
- How much detail to include?

The structure and scope are in the detail pages of the Strategic Plan:

Annual Targets for 1.A:				
2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
New and amended core competencies defined & socialized to all lecturers.	50% of courses adjust SLOs to new Competencies	75% of courses adjust SLOs to new Competencies	100% of courses adjust SLOs to new Competencies	Review Core Competencies for relevance and level of student mastery

OPERATIONAL CONSIDERATIONS:

- A task force with representation from each Faculty and Study Program will be established to review the core competencies. The Standing Committee on
- Academic Affairs will determine appointments to the task force.
- Once finalized, each Faculty will map the course Learning Objectives to the competencies for General Education courses in its purview.
- The Office of Institutional Research will review the course maps to ensure that the curriculum fosters the competencies.

Each divisional plan should mirror the goals for the 5-year span

Suggestion: Organize by year, rather than target goal. This will cut across all targets and set the annual agenda.

2020-2021 Goals

Annual targets for 1.B:				
2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Expand course options to satisfy General Education core	50% of Gen Ed courses assessed for CC mastery	50% of Gen Ed courses assessed for CC mastery	75% of Gen Ed courses assessed for CC mastery	100% of Gen Ed courses assessed for CC mastery

Annual targets for 1.C:				
2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Review Program Learning Objectives and align with Core Competencies	Assess fit of Gen Ed courses with Majors and gaps in CCs and PLOs	Develop new courses (Gen Ed or electives) that bridge gaps in CCs and PLOs	Assess mastery of new course competencies and achievement of PLOs	SPs finalize course plan with new competencies and PLOs

So the outline for the Academic Divisional Plan would look like:

Pillar 1:

I. 2020-2021

- A. 1A “New and amended core competencies defined & socialized to all lecturers”
- B. 1B “Expand course options to satisfy General Education core”
- C. 1C “Review PLOs and align with core competencies”
- D. 1D “Develop an effective design and implementation strategy and a process to review, analyze, and revise SU’s curriculum to meet the needs of a changing world”

II. 2021-2022

- A. 2A
- B. 2B
- C. 2C
- D. 2D

Etc. – through all four goals, by year.

Pillars 2, 3, and 4 involve more than one Division!

Pillar 2: A university of and for our students

Goal 2A: recruitment and admission of college-ready students (Lorensia)

Goal 2B: student interventions (Erik/Rey)

Goal 2C: robust educational technologies and tools (CETL, IT)

Goal 2D: student affairs, community service, internships (Erik/Farrah)

Goal 2E: student engagement in university governance, policy development, and external relations. (Erik)

➤ Each goal will need a PIC, possibly across units.

Next steps:

1. Identify the Vice Rector “owner” of each of the goals in the Strategic Plan
2. List the items to include in each Divisional Plan
3. Meet with your team(s) to review and assign tasks

Examples:

VRAA (Pak Pri): Pillar I – Goals 1A, 1B, 1C, 1D;

Pillar II – Goal 2C

Pillar III – Goal 3C

Pillar IV – Goal 4A

VRES (Bu Lorensia): Pillar II – 2A, 2D

Pillar III – 3A, 3C

Pillar IV – 4A

VRARO (Bu Wiwid): Pillar II – 2C

Pillar IV – 4B, 4C

VRSS (Erik): Pillar II – 2B, 2D, 2E

Pillar III – 3B