



SAMPOERNA UNIVERSITY COUNCIL MEETING 002 – AY2023/2024

Academic Year 2023/2024

Wednesday, December 13, 2023 at 8.00 – 9.00 am

Via Zoom Meeting

Notice is hereby given that The Sampoerna University Council Virtual Meeting 002 – AY2023/2024 was held on *Wednesday, December 13, 2023 at 8.01 a.m.* (Indonesian time) by Zoom video conference. The meeting has established the quorum as it was attended by the voting members with the following details:

University Council Roll Call				
1	Yos Adiguna Ginting, Ph.D.	YG	Chairman	<i>Present</i>
2	Amelia Tjendra	AT	Vice Chairman	<i>Present</i>
3	Tommy Tjiptadjaja, MBA	TT	Council Member	<i>Present</i>
4	<i>Dr. Mark Milliron</i>	<i>MM</i>	<i>Council Member</i>	<i>Regret</i>
5	Dr. Andrew Hamilton	AH	Council Member	<i>Present</i>
6	<i>Lin Neuman</i>	<i>LN</i>	<i>Council Member</i>	<i>Regret</i>
7	Hendra Prasetya	HP	Council Member	<i>Present</i>
8	J. Michael Dinges	MD	Council Member	<i>Present</i>
9	Shirley Santoso	SS	Council Member	<i>Present</i>

Guests				
1	Dr. Marshall Schott	MS	President of SU	<i>Present</i>
2	Dr. Lauren Clarke	LC	Vice Rector of International Relations	<i>Present</i>
3	Lorensia Soegiarto	LS	Vice Rector of Enrollment Services	<i>Present</i>
4	Rahajeng Tyas Astari	RTA	SU CFO	<i>Present</i>
3	Maryke Ayu Kinasih	MAK	University Council Secretary	<i>Present</i>

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Wednesday, December 13, 2023

No.	Agenda Item		Discussion/Key Decision	Action/Vote	Vote Result	PIC	Due Date
1	Reconvene Regular Meeting						
	1.1. Call to Order		The Vice Chairman of UC called to order the UC Meeting at 8.02 AM Western Indonesia time.			YG	
	1.2 Establish Quorum		Quorum was established by 6 out of 9 members.			YG	
2	Board Governance						
	2.1. Consent Agenda		Approved as read			YG	
3	Special Announcement & Reports						
	3.1	HR Policy	<ul style="list-style-type: none"> [MS] We have been operating under HR policy designed 10 years ago for a foundation. As a school system we are developing two policies: one for the Academy and one for the University. This will be done under the framework of the Foundations' policies. This policy also regulates promotion and tenure. It's an HR policy designed to contextualize what we do within the context of the larger foundation's HR policy. [AT] As a university, do you have to follow the DIKTI's policy for your lecturers? 	<p>Motion to approve HR Policy</p> <p>Motion: YG Seconded: HP</p> <p>Ayes: SS, AT, AH, TT, MD.</p>	<p>In Favor – Aye (All member) Oppose – No (none)</p> <p>The ayes have it, and the motion is carried. UC Members approved the HR Policy.</p> <p>[MSC]</p>	MS	

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		<p>➔ [MS] Yes, we must follow DIKTI's policy. But we don't want to have a prescriptive policy, that when DIKTI change their policy, we have to change ours. So, in our policy we simply mentioned that we follow DIKTI's regulations, so if they change it, we don't have to change our policy.</p> <ul style="list-style-type: none"> • [AH] The policy is very employee focused. There's a 6-month probation for a promotion and if that promotion is not successful, they return to their prior rank. Is there wisdom in that? [MS] Great question. We want to avoid entanglement with the Ministry of Manpower. So, when a promotion is not successful, we revert them back to their previous position or their previous rank and salary level. This is consistent and widely accepted under labor regulations. • [AH] I noticed that the President has to approve all full-time faculty hire, where that supposed what chief of academic affairs does. [MS] The way that our bylaws are structured right now, everything is delegated to the President. President can delegate it to Chief of Academic Officer. As we are growing, I also 				

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		<p>expected that role to be delegated to the Chief Academic Officer in the future.</p> <ul style="list-style-type: none"> • [AH] There might be some wisdom in adding outcomes data in Faculty evaluations. [MS] That is a good idea. In that case, I would seek conditional approval of this policy pending the inclusion of this information. • [SS] I agree with Andrew to make the performance evaluation to be more outcome-based. I only have one suggestion, for parental leave, I know we have maternal leave, but do you also consider paternal leave? [MS] I will run this with HR in Foundation and see if this is something that we can do. • [YG] How are we keeping ourselves competitive in the market in terms of comp-ben? [MS] Another great question. We believe we offer above the market rate for salary and benefits based on the selected information that we can gather. NECHE also asked us is to do a systemic analysis of salary and benefit for lecturers in institution in Indonesia. In a future meeting, we'll show the matrix of where we compare with our competitors in terms of salary and benefit. 	<p>[MS] Yes, confirmed. HR has paternal leave.</p>			

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			<ul style="list-style-type: none"> • [AH] We need to revise the column heading in chart (page 15) on Annual Leave. <ul style="list-style-type: none"> ➔ [MS] We'll clean out the Annual Leave table. It supposed to refer to days. ➔ [AT] If you just change the headings "<i>0-5 years</i>", "<i>5-10 years</i>" and <i>more than 10 years</i>. • [SS] Since nowadays, everyone is talking about anti-harassment, are all the lecturers required to sign integrity pact or anti-harassment and get training on those diversity and inclusion? <ul style="list-style-type: none"> ➔ [MS] Since this document been written, the government has implemented an additional guideline, but it has not been incorporated in this document. However, the university has a committee that govern and adjudicated these matters. And a separate policy is being developed to align with the government regulations. 				
	3.2	External Reviewer	<ul style="list-style-type: none"> • [MS] We need an external reviewer to review the council and its operations. We struggle to find an external reviewer and we are open to suggestions. We can ask from AMCHAM, consulting firms. But, if any of you have a strong candidate, I would prefer to approach 				Feb 2024

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		<p>them first. If not, I will look for candidates from AMCHAM and other firms in January.</p> <ul style="list-style-type: none"> • [AT] Do you need only 1 person or do you like a committee? → [MS] 1 person. • [YG] does she/he have to have a certain criteria or requirement? → [MS] No certain requirements from NECHE as long as it's not someone related to the foundation. • [SS] What is the timeline on this? → [MS] If we can have someone by February, that would be great. • [AH] Here's a suggestion. There's a book "How University Boards Work" and the writer is the retired President of Adelphi University in Long Island, NY and there's another book on How To Be a Department Chair and we brought him and it was terrific. Maybe we can hire him to do this. → [MS] I can contact him if you provide his contact details. • [MS] If any of you know someone, just send me an email and I will contact them. 				
	3.3	New Board Members	<ul style="list-style-type: none"> • [MS] We've talked about this before that we need new board members. The goal is to get 13 members by next visit 			June 2025

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			<p>from NECHE. We need to get more female members.</p> <ul style="list-style-type: none"> • [MS] Next UC meeting in March, we would like to propose with CV of new members. So, if you have candidates, please inform us. • [MS] We are on our 18-month timeline before we get the final accreditation visit from NECHE. 				
	3.4	SU Budget Report	<ul style="list-style-type: none"> • [RTA] The subsidy – operating (2018-2023) report shows that our net income 2023 outlook 2% decrease driver by lower student body by 6%. However, recovery initiated by higher other revenue through Study at UA and Enhancement program. Overall net income increased YOY over 2018-2022 for 37%. Instructional Cost continues to be higher than 50% of total Operating Cost. • [RTA] In terms of revenue, based on our student population, we have 67% fee paying (self-paying and SPARK funded by PSF) and 33% from external donor funding. The tuition compositions are 34% from self-paying and 66% from other funding. • [LS] 2023 intake is not as we expected. We have the highest withdrawal 				

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	Enrollment Strategies	<p>number of 22% after committed this year. Committed means that students already make payments and they just leave us. We deep dive on what causing this and we found out that there are 3 major reasons, such as external scholarship is increasing rapidly this year, one of it is Beasiswa Indonesia Maju (5 of our potential students withdrawn because they accepted this scholarship. The second reason is open border and focus on non-US destination where Australia and UK are having aggressive recruitment in Indonesia (3 years program) and last reason is withdrawal in our EAP class.</p> <ul style="list-style-type: none"> • [LS] We have slight increase in application and admitted number but still need to work on conversion. • [LS] Another thing to expect is that our partnership will be over soon with BC. This can be a good thing for us because it means we have flexibility in terms of the recruitment process and cut-off ratio. However, the downside is we have to find contingency plan as it will limit our prospective students what would like to transfer to UA. We are currently looking for a new partnership. • [LS] In terms of addressing these cancellations, the first we want to do is 				

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		<p>we want to promote Study at UA program. This is valuable for our recruitment strategy as a lot of our students want to study abroad at an affordable price. This one semester abroad is definitely an added value for them. So, we offer the cashback program for Study Abroad students that can be used for their deduction Study Aboard program. If they don't use it for the Study Abroad program, they can use it for the 3rd or 4th year.</p> <ul style="list-style-type: none"> • [LS] The total number of committed students are 71. • [LS] We are promoting more of the accelerated program. However, there's additional government rules and regulations we need to comply with. They need to pass our placement test so we can still hold our standards. • [MS] With Broward partnership ended, we set our own admission standard. As we move forward, we are looking for another partner to replace Broward. The partnership is really to help students who want to transfer their study to US. • [SS] Have we ever done a survey for the students why they choose SU? What some value prepositions that really attracts students to go to SU. Is it the option to transfer to US or graduate 				

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			<p>here in Indonesia? Number of applications, is there any way we can expand the numbers of feeder schools of SU?</p> <p>→ [MS] That is a very good idea. We have a good number of feeder schools. The feeder schools' system works. As for the first questions, some of our students chose us because of the full English interactions and modes of delivery in class. Some of them are attracted to the US curriculum. But this is a good suggestion, we do need to survey our freshmen and find out what really attracts them to choose SU.</p>				
	3.5	Update on the search of FOB Dean	<ul style="list-style-type: none"> • [MS] We're doing a search for FOB Dean. We have posted that position in Indonesia and abroad. We have applications from Indonesia and beyond and hopefully we have someone by March. We are not limiting to female candidates, but it's a preference. The candidate also must have NIDN. • [LC] We have 8 applicants but not all have the experiences that we look for. 				March 2024
	3.6	Broward College International Center	<ul style="list-style-type: none"> • [MS] BC is closing their international centers effective July 31, 2024. SU is one of their international centers. 				

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	3.7	NECHE Annual Meeting	<ul style="list-style-type: none"> • [LC] Marshall and I attended 3-day conference in Boston. We requested to NECHE to speed up the timeline in 18 months and we're in good stand as one of their international candidates for the accreditation. • [LS] We have appeal to DIKTI to recognize as US accreditation body and to allow them to do accreditation in Indonesia. We have provided all the required documents from DIKTI to register NECHE in DIKTI portal. • [AT] Why we need to enroll NECHE to DIKTI? → [LS] We need to enroll NECHE to allow them to do accreditation in Indonesia. • [TT] You all have been working really hard in terms of recruiting and NECHE accreditation. But the core question is what is our value preposition? Is there a wide enough segment that can be attracted to our value preposition? We can build that brand and acknowledgement year on year, so that we know we're on the right track and that leads to enrollments. The world's trends nowadays is about multi-disciplinary knowledge. So if SU can partner with some corporates and have 	[MS] We're going to check the data from 2023 and provide the result from FGD.		

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		<p>a certain topics we can target, we can promote the multi-disciplinary.</p> <p>→ [MS] BC leaving is actually give us flexibility in curriculum, we didn't have before. It's already inter-disciplinary but it has to aligned with the Indonesia curriculum. This is the kind of strategic idea that I'm hoping you and Shirley can help with as we start to develop a new strategic plan.</p> <ul style="list-style-type: none"> • [MS] I want to engage Board Members in areas that they can relate to and make bigger contributions. For example, I hope Shirley and Tommy are going to help with the Strategic Plan. I hope Andrew will help with matters related to student success. Since we don't have a functioning committee on the board, due to not enough members, I hope by the time the final visit from NECHE takes place, we can show some documents on more engagements that the board made to the university. 				
4	Suggested Future Agenda Items					
5	Adjourning the Meeting					