SAMPOERNA UNIVERSITY COUNCIL MEETING 007
Academic Year 2024/2025

Thursday, May 14th, 2025 at 8.00 – 9.00 am
Via Zoom Meeting

Notice is hereby given that The Sampoerna University Council Virtual Meeting 007 – AY2024/2025 was held on Thursday, May 14th, 2025 at 8:00 AM (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	*Present*
2	Amelia Tjendra	AT	Vice Chairman	Present
3	*Tommy Tjiptadjaja, MBA*	*TT*	*Council Member*	*Present*
4	*Dr. Mark Milliron*	*MM*	*Council Member*	*Regret*
5	Dr. Andrew Hamilton	AH	Council Member	Present
6	*Lin Neuman*	*LN*	*Council Member*	*Regret*
7	Hendra Prasetya	HP	Council Member	*Present*
8	J. Michael Dinges	MD	Council Member	*Present*
9	Shirley Santoso	SS	Council Member	*Present*
10	Donna Priadi	DP	Council Member	*Present*

Guests				
1	Dr. Marshall Schott	MS	President of SU	*Present*
2	Dr. Lauren Clarke	LC	Vice Rector for International Relations	*Present*
3	Dr. Soepriyatna	SOE	Director of Quality Assurance, Institutional Research & Planning	*Present*
4	Maryke Ayu Kinasih	MAK	University Council Secretary	*Present*

AGENDA
UNIVERSITY COUNCIL MEETING
Wednesday, May 14th, 2025

No.	Particulars	Action	Presented by
1.	**Opening by the Chair of the University Council**		Chair
2.	**Convene Regular Meeting**		Chair
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		
5.	**Items for Consideration**		
5.1.	Update on Organization Chart	Noting	MS
6.	**Special Announcements & Reports**		
6.1.	Presentation Framework of SU Strategic Plan 2026-2030	Noting	MS, SOE
6.2.	Results of UC Self Evaluation Survey and Presidential Survey	Noting	MS, SOE
6.3.	NECHE International Accreditation	Noting	LC
6.4.	UC Committees	Approval	MS
6.5.	Auxiliary Revenue Policy	Approval	MS
6.6.	MBA Program	Noting	MS
7.	**New Business**		Chair
8.	**Suggested Future Agenda Items**		Chair
8.	**Adjourning the Meeting**		Chair

SAMPOERNA UNIVERSITY COUNCIL MEETING 008 – AY 2024/2025

Thursday, May 14th, 2025

No.	Agenda Item		Discussion/Key Decision	Action/Vote	Vote Result	PIC	Due Date
1	**Reconvene Regular Meeting**						
	1.1. Call to Order		The 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 8 out 10 members.			YG	
2	**Board Governance**						
	2.1. Consent Agenda		• **[YG]** The consent agenda is approved as read.			YG	
3	**Items for Considerations**						
	3.1	Update on Organization Chart	• **[MS]** Dr. Soepriyatna has stepped down from his position as Vice Rector of Academic Affairs (VRAA) to become the Director of Quality Assurance, Institutional Research, and Planning. He has been succeeded by Dr. Surya Liman, who was previously the Dean of FET. Additionally, Dr. Farid Triawan has been appointed as the new Dean of FET. Another change in the organization chart is that our Finance and HR Manager will be reporting directly to me, instead of VRARO.			MS	
4.	**Special Announcement & Reports**						
	4.1	Presentation Framework of SU Strategic Plan 2026-2030	• **[SOE]** The Strategic Plan functions as a roadmap to direct the university in pursuing its vision and mission, while also addressing emergent challenges and opportunities. We have 8 stages of framework of SU Strategic Plan: Establishing planning framework, conducting environmental analysis (internal & external), engaging			MS	

No.	Agenda Item		Discussion/Key Decision	Action/Vote	Vote Result	PIC	Due Date
			stakeholders, defining strategic goals and objectives, developing action plans, validating and finalizing the plan, and implementing and monitoring the plan. • **[SOE]** Based on the SWOT analysis, we use strategies such as using our strength to maximize the opportunities, overcome weaknesses to seize for our opportunities, the goal is to thrive by minimizing damage and to use our strengths to reduce the impact of the threats • **[SOE]** Based on the SWOT analysis, we decided on the 3 pillars for our strategic plan: 1. Become the University of Choice in Indonesia 2. Achieve Excellence by Design 3. Create a Sustainable University • **[MS]** We would like to invite UC members to share your thoughts and comments on our Strategic Plan by email. • **[SS]** Do the stakeholders agree with Sampoerna's differentiation? Do you think that the differentiation is compelling enough to attract students? We also need to have measurements of success, for example the number of students from top high schools, the number of graduates hired by top employers. • **[DP]** AMCHAM has education committee and Sampoerna always be part of our meetings. You can advertise and share your MBA program during the meetings. • **[TT]** What do we mean by "strong moral character?" and which part of our mission that drives that? We need to be clear.				
	4.2	University Council Committee	• **[YG]** UC Committees will consist of 3 committees: 1. Academic Affairs - Yos Ginting	Motion to approve for	In Favor – Aye (All member) Oppose – No (none)		

No.	Agenda Item		Discussion/Key Decision	Action/Vote	Vote Result	PIC	Due Date
			- Mark Milliron - Donna Priadi 2. Student Affairs - Andrew Hamilton - Amelia Tjendra - Tommy Tjiptadjaja 3. Administrative Affairs - Mike Dinges - Shirley Santoso - Hendra Prasetyo • **[YG]** The idea of this committee is that in the future, the agenda items that forwarded to UC will flag action items from Standing Committee (SC) from which they originated and the UC Committee of the related SC will make recommendations to the UC. The UC committee may choose a spoke person to present recommendations. • **[**	**UC Committee** Motion: YG Seconded: AH Ayes: SS, MD, HP, TT, DP	The ayes have it, and the motion is carried. UC Members approved the **UC Committee.** **[MSC]**		
	4.3	NECHE International Accreditation	• **[LC]** Last year, we obtained approval for the candidacy for NECHE accreditation. We also have submitted the financial screening and data. We proposed for initial accreditation in the Fall 2025, and they have approved our proposal and will do the initial accreditation visit in November 9-12, 2025. NECHE has appointed Stephen Healey as the team chair of the visiting team. He will be visiting us on May 25 – 28th. • **[LC]** We also sent a Substantive Change to add MBA to our program inventory and it was approved. There will be a visit too by NECHE in 2026 for the MBA • **[LC]** Our partner, Keiser University (KU), is also going through the accreditation visit by SACSCOC. As one of			MS	

No.	Agenda Item		Discussion/Key Decision	Action/Vote	Vote Result	PIC	Due Date
			KU's international centers, we will also be visited by the SACSCOC accreditation team for KU on June 5-6th.				
	4.4	Update on National Accreditation	• **[SDL]** I would like to report an update on the national accreditation at Faculty of Engineering & Technology.			MS	
	4.5	Auxiliary Revenue Policy	• **[MS]** We secured some external funding from @america, IOM Project, HSBC. The purpose of this policy is to create a framework for us to go and secure additional external revenue, government or private funding, and allows us to secure more external funding.	Motion to approve **Auxiliary Revenue Policy** Motion: YG Seconded: MM Ayes: SS, MD, HP, TT, DP	In Favor – Aye (All member) Oppose – No (none) The ayes have it, and the motion is carried. UC Members approved the **Auxiliary Revenue Policy** **[MSC]**		
	4.6	MBA Program	• **[MS]** We have finalized our agreement with Thunderbird School of Global Management of Arizona State University. The class will start in October, on Saturdays and a lot of courses will be conducted online.			MS	
4	**Suggested Future Agenda Items**						
5	**Adjourning the Meeting**						

University Council

Meeting 006 – AY2024/2025

May 14th, 2025

University Council Meeting
UC 006 – AY24/25
Date: May 14th, 2025

Document Name: Meeting Agenda UC UC 006 - AY 2024/2025
Appendix No: 1
Corresponding Agenda Item: Meeting Agenda

Meeting No: UC 006 - AY 2024/2025
Date: May 14th, 2025

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

SAMPOERNA UNIVERSITY

AGENDA
UNIVERSITY COUNCIL MEETING

Wednesday, May 14th, 2025

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6.5.	Auxiliary Revenue Policy	Approval	MS
6.6.	MBA Program	Noting	MS
7.	**New Business**		Chair
8.	**Suggested Future Agenda Items**		Chair
8.	**Adjourning the Meeting**		Chair

Document Name: Meeting Agenda UC 006 - AY 2024/2025
Appendix No: 2
Corresponding Agenda Item: Organization Chart Update

Meeting No: UC 006 - AY 2024/2025
Date: May 14th, 2025

Brief Description of Document:
In April 2025, there has been changes of organization structure as follows:

1. The HR Department and the Finance Department were previously reporting directly to the Vice Rector of Administrative Affairs. The Putera Sampoerna Foundation decided that the reporting line for both departments be changed to report directly to the President of Sampoerna University, effective April 2, 2025.
2. The Vice Rector of Administrative Affairs will be assigned to undertake more strategic responsibilities focused on revenue generation.

Relevance of Document:
-

History of Document:
-

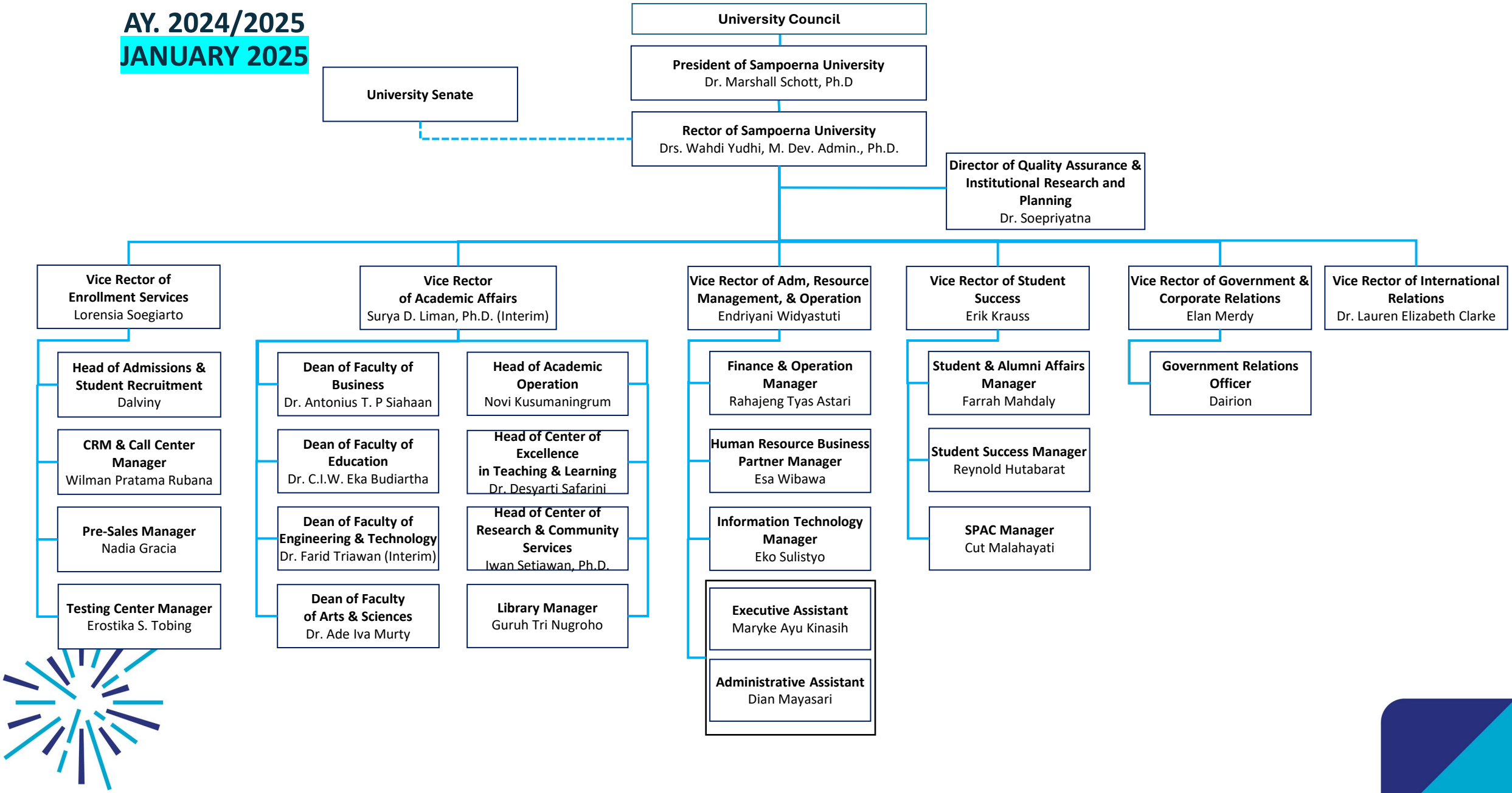
Suggested Action:
Noting

Sampoerna University
Organization Structure - Update

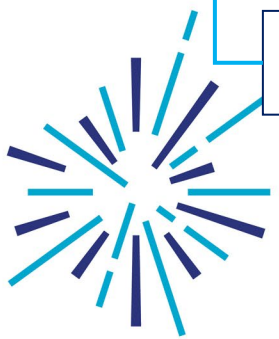
SAMPOERNA UNIVERSITY

#IdeasConnectPeople

SAMPOERNA UNIVERSITY ORG. CHART
AY. 2024/2025
JANUARY 2025



SAMPOERNA UNIVERSITY ORG. CHART
AY. 2024/2025
EFF. APRIL 2025
-Internal Use Only -



University Council

President of Sampoerna University
Dr. Marshall Schott, Ph.D

University Senate

Rector of Sampoerna University
Drs. Wahdi Yudhi, M. Dev. Admin., Ph.D.

Chief Human Resources Officer
Dwiandari Waskitarini

Chief Financial Officer
Kristanto Sutadi

Director of Quality Assurance & Institutional Research and Planning
Dr. Soepriyatna

Human Resource Manager
Fitria Irsbawati

Finance Manager
Rahajeng Tyas Astari

- **Finance Coordinator** — Ika Apriyanti
- **Finance Project Coordinator** — Genesius Kristanto
- **Bursary** — Vera Wardhani

Vice Rector of Academic Affairs
Surya D. Liman, Ph.D.

- **Dean of Faculty of Business** — Dr. Antonius T. P Siahaan
- **Dean of Faculty of Education** — Dr. C.I.W. Eka Budiartha
- **Dean of Faculty of Engineering & Technology** — Dr. Farid Triawan
- **Dean of Faculty of Arts & Sciences** — Dr. Ade Iva Murty
- **Head of Academic Operation** — Novi Kusumaningrum
- **Head of Center of Excellence in Teaching & Learning** — Dr. Desyarti Safarini
- **Head of Center of Research & Community Services** — Iwan Setiawan, Ph.D.
- **Library Manager** — Guruh Tri Nugroho

Vice Rector of Adm, Resources Mgt. & Operation
Endriyani Widyastuti

- **Executive Assistant** — Maryke Ayu Kinasih
- **Administrative Assistant** — Dian Mayasari
- **Information Technology Manager** — Eko Sulistyo
- **General Affair Officer** — Lusy H. Safitri

Vice Rector of Enrollment Services
Lorensia Soegiarto

- **Head of Admissions & Student Recruitment** — Dalviny
- **CRM & Call Center Manager** — Wilman Pratama Rubana
- **Pre-Sales Manager** — Nadia Gracia
- **Testing Center Manager** — Erostika S. Tobing

Vice Rector of Student Success
Erik Krauss

- **Student & Alumni Affairs Manager** — Farrah Mahdaly
- **Student Success Manager** — Reynold Hutabarat
- **SPAC Manager** — Cut Malahayati

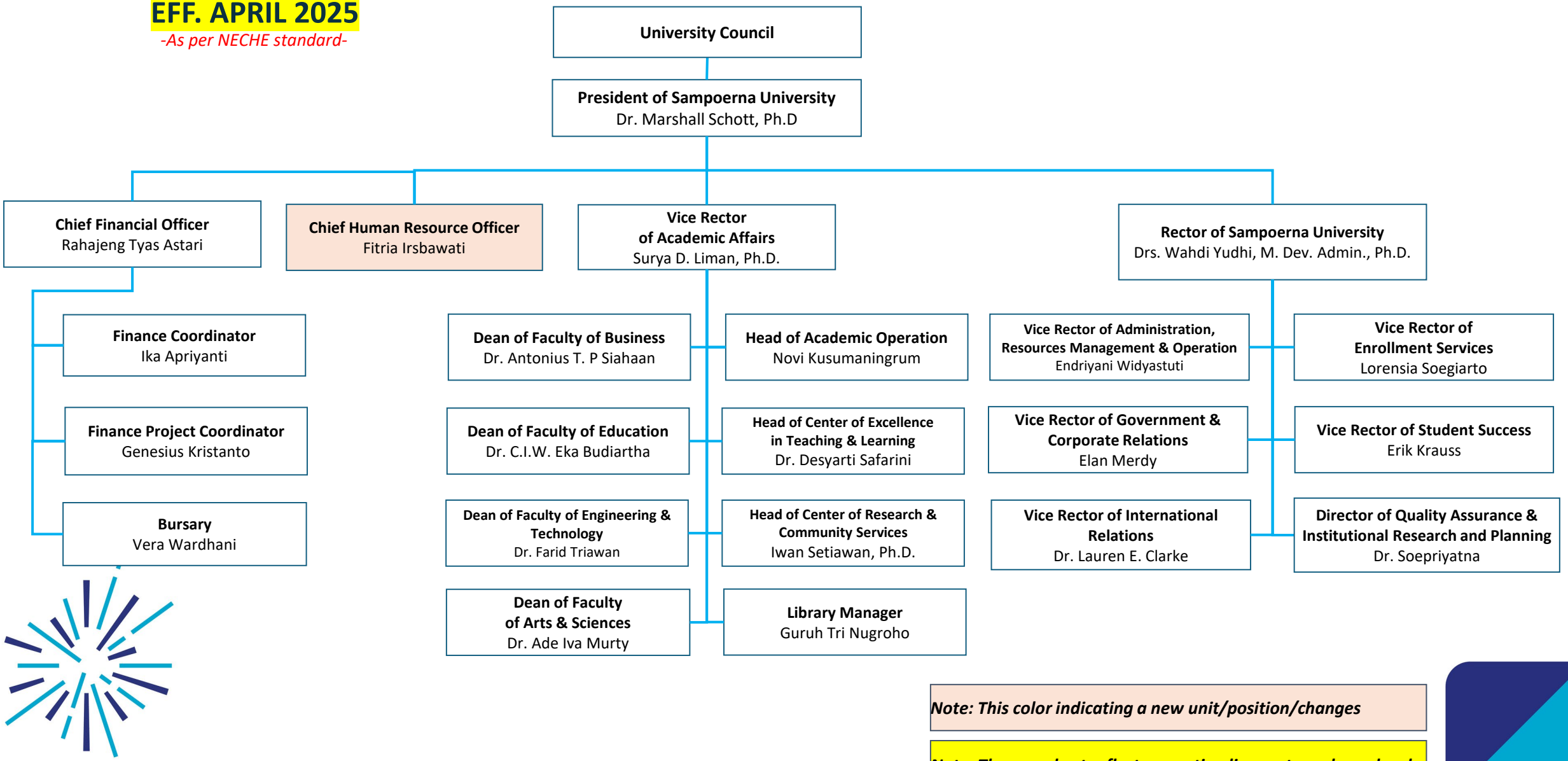
Vice Rector of Govt. & Corporate Relations
Elan Merdy

- **Government Relations Officer** — Dairion

Vice Rector of International Relations
Dr. Lauren E. Clarke

Note: This color indicating a new unit/position/changes

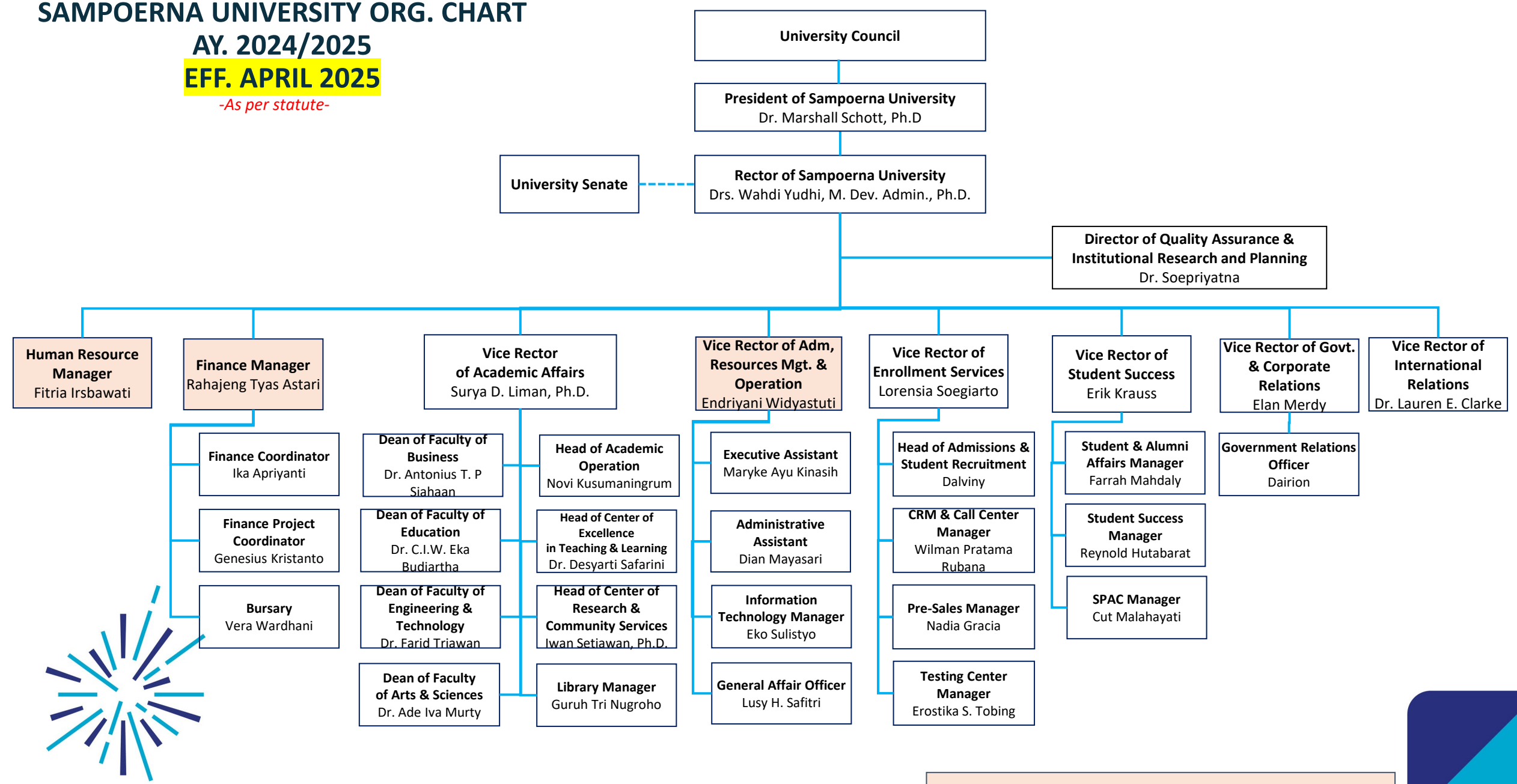
SAMPOERNA UNIVERSITY ORG. CHART
AY. 2024/2025
EFF. APRIL 2025
-As per NECHE standard-



Note: This color indicating a new unit/position/changes

Note: The org. chart reflects reporting line, not employee level

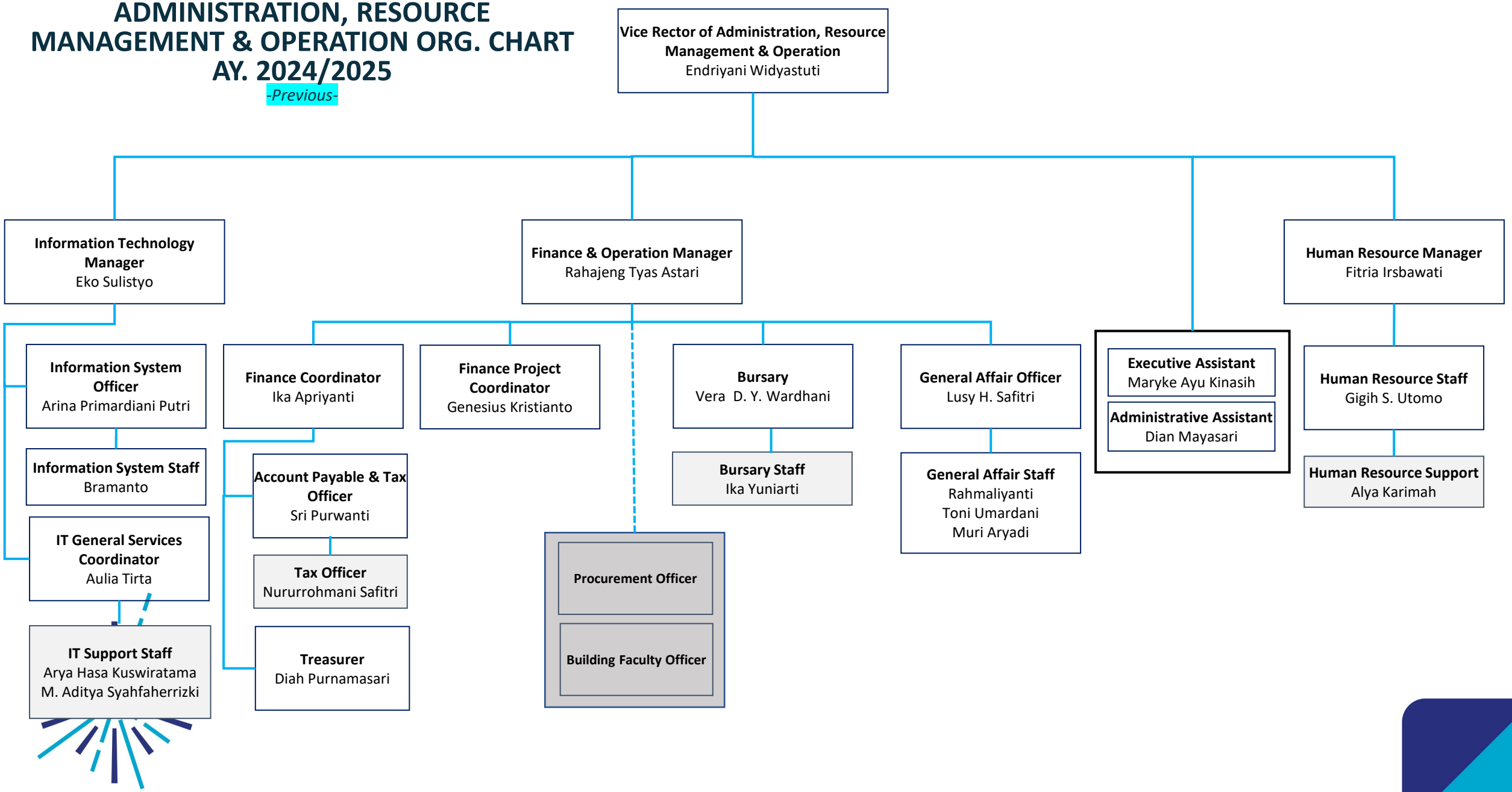
SAMPOERNA UNIVERSITY ORG. CHART
AY. 2024/2025
EFF. APRIL 2025
-As per statute-



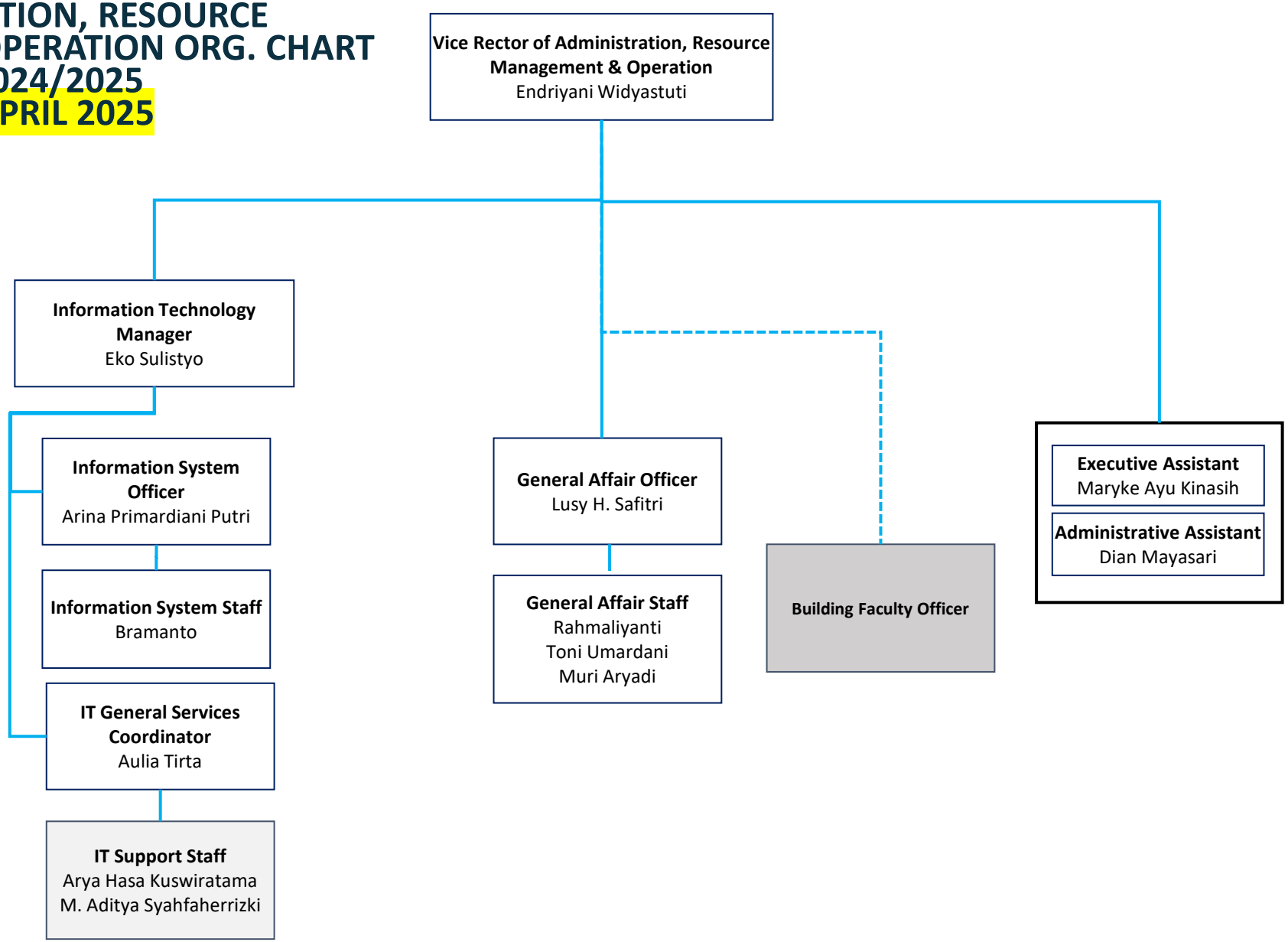
Note: This color indicating a new unit/position/changes

ADMINISTRATION, RESOURCE MANAGEMENT & OPERATION ORG. CHART AY. 2024/2025

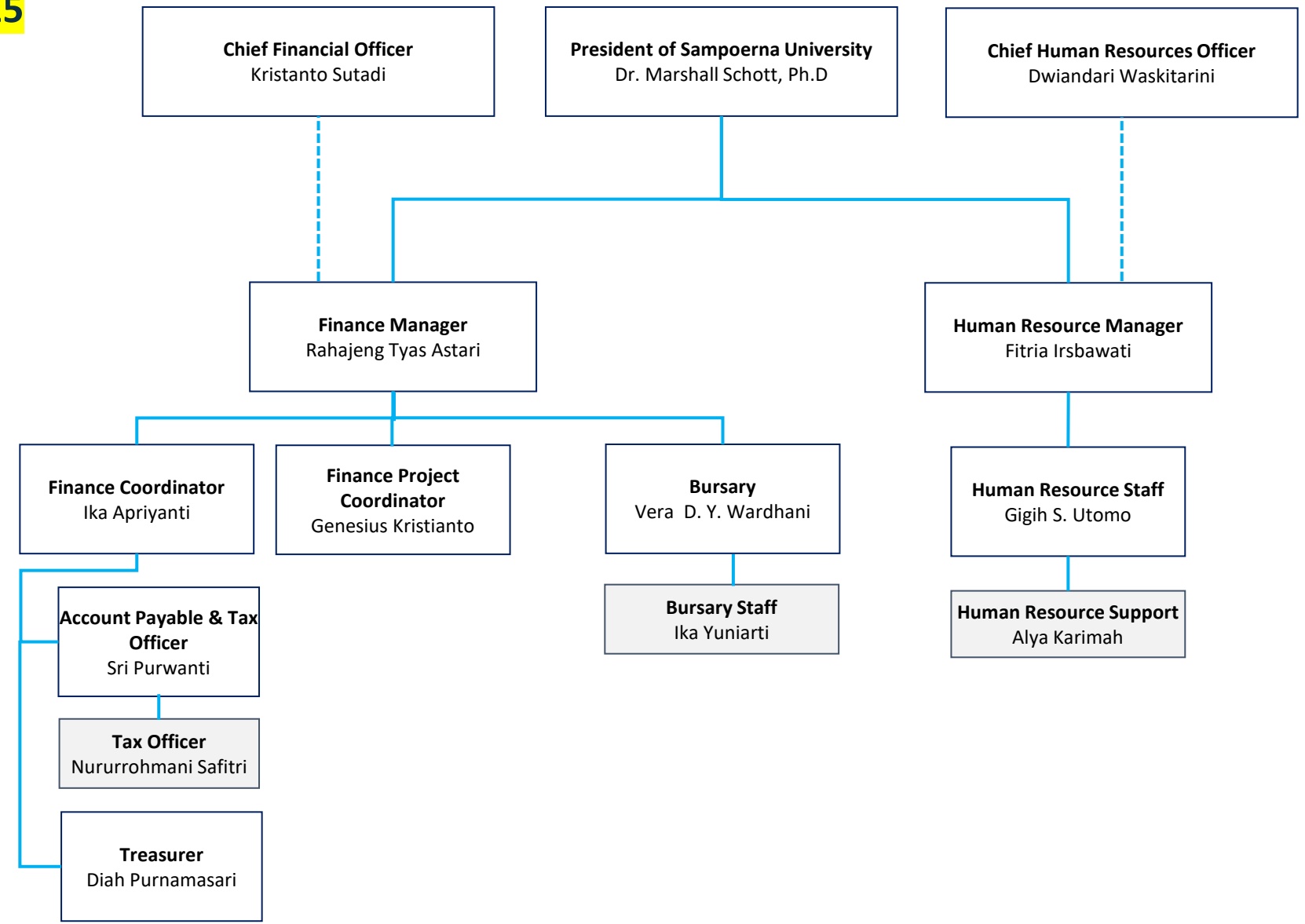
-Previous-



ADMINISTRATION, RESOURCE MANAGEMENT & OPERATION ORG. CHART
AY. 2024/2025
EFF. APRIL 2025



FINANCE & HR ORG. CHART
AY. 2024/2025
EFF. APRIL 2025



Thank you.

SAMPOERNA UNIVERSITY

#IdeasConnectPeople

Document Name: Meeting Agenda UC 005 - AY 2024/2025
Appendix No: 3
Corresponding Agenda Item: Presentation Framework of SU Strategic Plan 2026-2030

Meeting No: UC 005 - AY 2024/2025
Date: May 14, 2025

Brief Description of Document:

Update on SU Strategic Plan 2026-2030.

Relevance of Document:

-

History of Document:

-

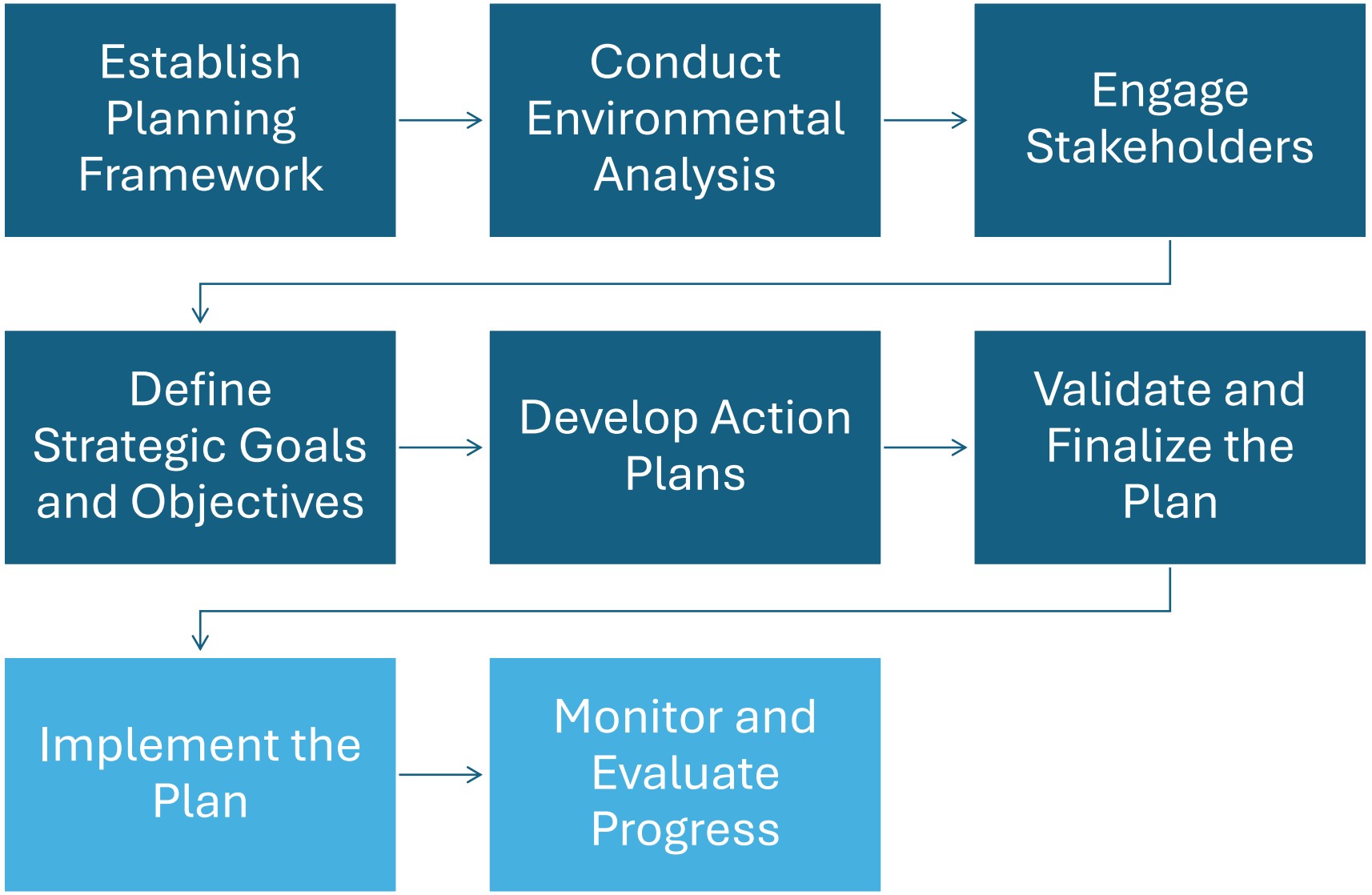
Suggested Action:
Noting

Sampoerna University Strategic Plan (2025-2030)

Introduction

The strategic plan functions as a roadmap to direct the University in pursuing its **vision** and **mission**, while also addressing emergent challenges and opportunities.

The Framework



Future leaders with strong moral character and internationally competitive skill sets.

To provide students with affordable access to education that meets the highest international standards.

To offer 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.

To provide a full spectrum of co-curricular and pre-professional opportunities that ensure student success, preparing leaders for a global society

SWOT ANALYSIS:

- **The SO strategies (Quadrant I – aggressive): Use the relevant strengths to maximize the opportunities/ Leverage strengths to maximize opportunities.**

- **The WO strategies (Quadrant II- Turnaround): To overcome weaknesses to seize opportunities.**

- **The WT strategies (Quadrant III— Defensive): The goal is survival, minimizing damage and risk.**

- **The ST strategies(Quadrant IV- Diversification): Use strengths to reduce the impact of threats.**

The SO strategies (Quadrant I – aggressive): Use the relevant strengths to maximize the opportunities/ Leverage strengths to maximize opportunities.
Strength: Sampoerna University offers a concurrent degree program with US Universities
Opportunity: Considering the restrictions on entering the US, Sampoerna University may attract more international students interested in studying in Indonesia to earn a U.S. degree
SO Strategy: Use the unique strength (U.S. degree access) to maximize the opportunity (students seeking U.S. credentials without leaving Asia).
Strategic Goal Expand Sampoerna University's international student enrollment by actively promoting its concurrent degree program with U.S. partner universities, highlighting the benefit of earning a U.S. degree while studying in Indonesia—especially during times of U.S. travel restrictions."
What actions can SU take to achieve this strategic goal?

The WO strategies (Quadrant II- Turnaround): to overcome weaknesses and seize opportunities.
Weakness: Sampoerna University front-liners struggle to understand and deliver messages about SU and US education/partnerships
Opportunity: SU can leverage the growing demand for International-quality education from Indonesia's expanding middle class, which is looking for international (American-style) education
WO Strategy: Overcome the weaknesses (front'-liners struggle to understand and deliver message) to seize the opportunity (the growing demand for international quality education)
Strategic Goal: Enhance front-liner training and communication tools at Sampoerna University to ensure accurate and compelling delivery of key messages about SU's unique U.S. partnerships, aligning with the rising demand from Indonesia's middle class for international-quality education.
What actions can SU take to achieve this strategic goal?

The WT strategies (Quadrant III- Defensive): The goal is survival—minimize damage and risk.
Weakness: **“**Sampoerna University’s budget is over-reliant on tuition fees, making it vulnerable to enrollment fluctuations."
Threats: " Sampoerna University is affected by student attrition due to discontinuing scholarship programs sponsored by other institutions.” “Sampoerna University is vulnerable to economic downturns affecting enrollment, based on national statistics on declining tuition affordability & household income trends."
WT strategy: A defensive strategy is needed to protect core financial stability and buffer against external financial shocks.
Strategic Goal: Diversify Sampoerna University’s revenue streams beyond tuition fees to reduce vulnerability to enrollment fluctuations and economic downturns.
What actions can SU take to achieve this strategic goal?

The ST strategies(Quadrant IV- Diversification): Use strengths to reduce the impact of threats.
Strength: "Sampoerna University optimizes facility utilization through innovative teaching methods (project-based, hybrid, etc.)
Threats: " SU is challenged by the rise of alternative education (online, micro-credentials), including the Growth of Coursera, edX, Udemy, and local competitors like RevoU and HarukaEdu." "SU may encounter risks resulting from rapid changes in Education trends if it does not quickly adapt to AI-driven learning, industry demands, and student preferences."
ST Strategy: Use SU strengths (the ability to optimize facility utilization through innovative teaching methods) to reduce the impact (the rise of alternative education and changes in Education trends)
Strategic Goal: Diversify learning products and delivery modes to attract traditional and non-traditional learners (working professionals, career switchers, etc.)
What actions can SU take to achieve this strategic goal?

Future leaders with strong moral character and internationally competitive skill set to build Indonesia.

- To provide students with affordable access to education that meets the highest international standards.
- To offer a curriculum unique in Indonesia: American general education core, for credential completion at Sampoerna University or for recognized transfer abroad.
- To provide a full spectrum of co-curricular and pre-professional opportunities that ensure student success,

Conclusion

Developing a strategic plan is a collaborative process that requires broad engagement, clear communication, and a commitment to adaptability.

Document Name: Meeting Agenda UC 006 - AY 2024/2025 **Appendix No:** 4 **Corresponding Agenda Item:** Result of Presidential Survey and UC Self Evaluation Survey **Meeting No:** UC 006 - AY 2024/2025 **Date:** May 14th, 2025
Brief Description of Document: The Quality Assurance, Institutional Research and Planning has conducted Presidential Survey and UC Self Evaluation Survey.
Relevance of Document: -
History of Document: -
Suggested Action: Noting

SURVEY REPORT ON PRESIDENTIAL PERFORMANCE AND EFFECTIVENESS

Introduction

This survey evaluates the president's performance and effectiveness in leading the institution, maintaining accountability for legal, regulatory, and ethical compliance, and identifying areas for improvement.

Methodology

The survey was structured into eight main sections. Each section contained closed-ended questions rated on a 5-point Likert scale and open-ended questions for qualitative feedback. Data were collected through SurveyMonkey from April 21 – 25, 2025. The survey was distributed to 14 University Executive members as the target population, selected using the Total sampling technique.

Results and Analysis

Results:

The respondent participation rate reached 100%. The table below shows each section's average survey results rate, including overall performance and effectiveness.

Evaluation Aspects	Excellent	Good	Fair	Poor	Not Observed	Average Score
Leadership ability	43%	37%	17%	3%	0%	**4.20**
Decision-making and problem-solving	27%	50%	14%	7%	2%	**3.93**
Concerns for faculty and staff	45%	38%	12%	6%	0%	**4.25**
Concerns for students	57%	31%	2%	5%	5%	**4.30**
Management	34%	37%	19%	5%	5%	**3.90**
External relations	53%	31%	4%	4%	9%	**4.18**
Fiscal leadership	34%	54%	2%	5%	5%	**4.07**
University Executive relations	62%	26%	10%	2%	0%	**4.48**
Overall performance & effectiveness	38%	46%	8%	8%	0%	**4.14**

Note:

Top strengths: University Executive Relations (4.5), Concerns for Students (4.3)
Areas for improvement: Decision-making (3.9), Management (3.9)

Analysis:

To further strengthen the analysis, weighted average scores were calculated for each evaluation aspect based on the 5-point Likert scale ratings. The results show that *University Executive Relations* achieved the highest weighted score (4.48), followed closely by *Concerns for Students* (4.30) and *Concerns for Faculty and Staff* (4.25). These findings confirm strong leadership collaboration, a high degree of empathy toward students, and positive internal relations with faculty and staff.

On the other hand, *Management* (3.90) and *Decision-making and Problem-solving* (3.93) received the lowest weighted scores among the evaluated aspects, suggesting areas where focused improvements could enhance internal operational effectiveness and transparency. Overall, the weighted average for *Overall Performance and Effectiveness* was 4.14, reflecting a strong positive perception of the President's leadership performance across all evaluated dimensions.

To provide a clearer understanding of the survey results, the following section offers a more detailed analysis for each evaluation aspect. This breakdown highlights specific strengths and areas for improvement, offering deeper insights into the President's performance across different dimensions.

***Leadership Ability*:**

The data demonstrates a solid perception of leadership capabilities, although it shows room for improvement in leadership approach and development.

***Decision-making and Problem-solving*:**
While the perception of “Good" and “Excellent” is strong, the other scores indicate a need to enhance transparency, consistency, or stakeholder engagement in decisions.

***Concerns for Faculty and Staff*:**
The data shows a balanced and generally positive perception. However, several concerns need to be addressed, such as internal staff relations,

***Concerns for Students*:**
The data show highly empathetic leadership toward student needs, well-recognized by stakeholders.

***Management*:**
The data reflects a balanced but not exceptional view of internal management and suggests a need to address concerns about internal management practices.

***External Relations*:**
The data show positive public or community-facing interactions, though the relatively high “Not Observed” may indicate limited visibility or awareness among respondents.

***Fiscal Leadership*:**
It indicates good financial management, though fewer “Excellent” ratings may imply caution or a need for more transparent fiscal strategies.

***University Executive Relations*:**
This area received the highest “Excellent” rating, indicating strong collaboration and communication with top university executives.

Conclusion
The survey results reflect a positive perception of leadership performance across eight main areas. The overall sentiment is positive, with most aspects rated Excellent and Good.

Recommendation

- Maintain the strong areas of *University Executive Relations*, *Concerns for Students*, and *Fiscal Leadership,* as they are key assets that may contribute positively to the institution's overall performance and reputation.
- Enhance *Decision-making & Problem-solving,* and *Management* areas by improving transparency, consistency, and engagement.
- Increase the visibility and impact of *External Relations* initiatives to strengthen the leadership profile and to broaden institutional support.

Document Name: Meeting Agenda UC 006 - AY 2024/2025
Appendix No: 5
Corresponding Agenda Item: NECHE International Accreditation

Meeting No: UC 006 - AY 2024/2025
Date: May 14th, 2025

Brief Description of Document:

The NECHE Commissioners have approved SU's Self-Study and Financial Screen update, allowing us to proceed with the Initial Accreditation process. The Initial Accreditation visit is scheduled for November 9–12, 2025. Additionally, we expect the Team Chair for SU's Initial Accreditation on preliminary visit on May 24th. We will prepare NECHE 101 to familiarize with the accreditation process.

Relevance of Document:

-

History of Document:

-

Suggested Action:
Noting

Accreditation 101

NECHE
New England Commission
of Higher Education

What you'll hear at this session

1. Background about accreditation: history and context
2. The basics of accreditation: How does it work?
3. The importance of self-regulation
4. Some current issues
5. How can we help you – and how can you help accreditation?

Some background about accreditation

Accreditation: a definition

A voluntary system of self-regulation

carried out by peer review

in which an institution or program

is found to

meet or exceed a set of standards.

American Higher Education Enterprise

Size: 3,000 regionally accredited institutions; 17 million students

Diversity:

- Community colleges, liberal arts, research universities
- Public, independent, and for-profit
- Religious and secular
- Comprehensive and single-purpose
- Large (50,000+) and small (20 students)
- Relatively high attendance rate from high school
- Many adult students
- Porous and forgiving

Competition: permitted and supported by accreditation

U.S. Features that help define accreditation

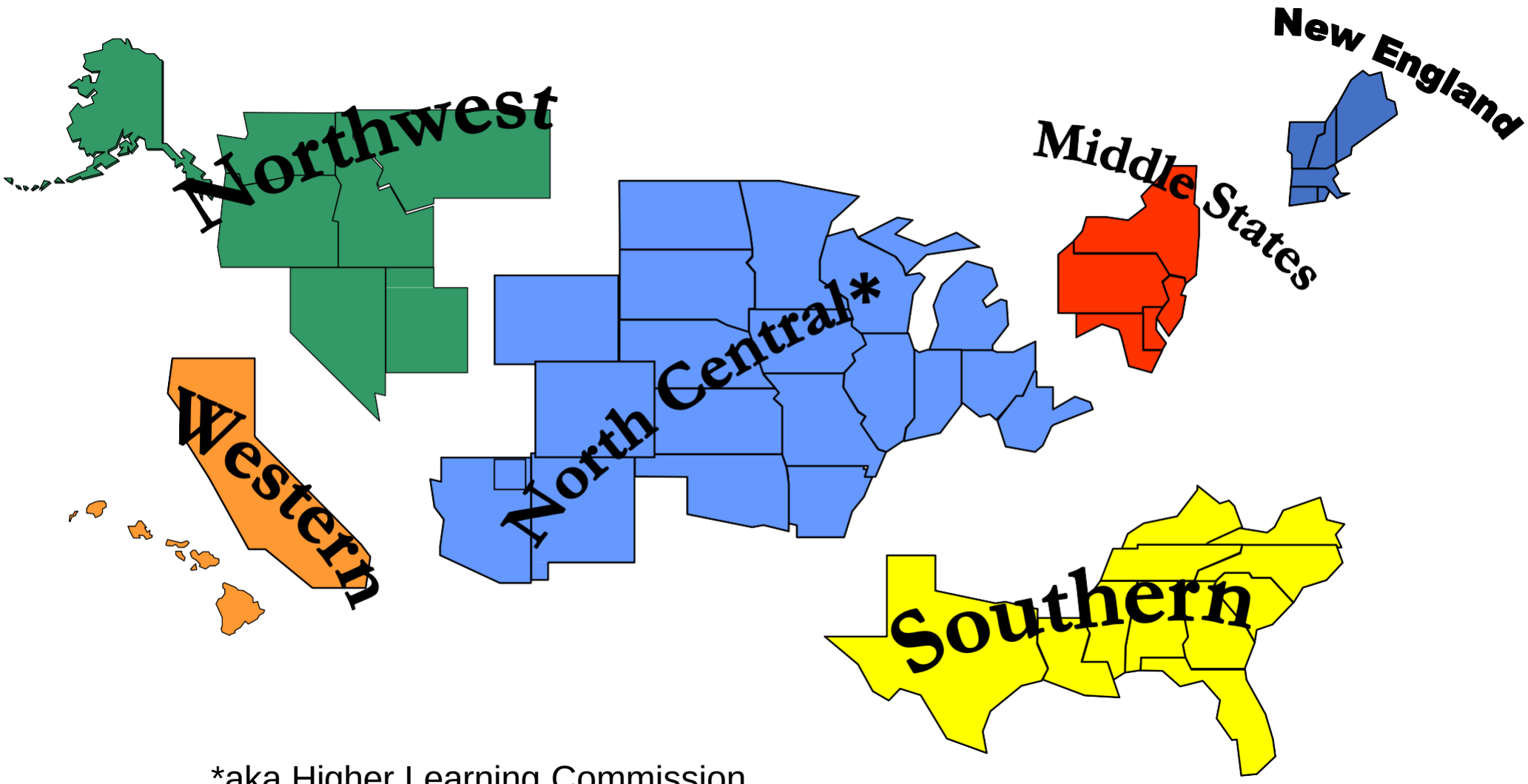
1. Historical: Private institutions first: from 1636
2. Political: U.S. federal system and the Constitution
    - U.S. federal system and the Constitution
    - Dartmouth College case
    - **No national university**
3. Strong tradition of voluntary associations
4. Not really a system
    - Decentralized
    - Large
    - Diverse
    - Serves a mobile society
    - Porous – and forgiving

Characteristics of American Accreditation

- Private, nongovernmental organizations
- Self-regulatory system
- Voluntary
- Benefits
  - Federal financial aid
  - Tuition reimbursement
  - College guides
  - Research funding
  - Public confidence*
- De-centralized system
- Evolved, not designed
- Volunteer, peer evaluators
- Relies on candor and integrity

*The most important and most fragile benefit.

The Regions of Regional Accreditation



*aka Higher Learning Commission

New England Commission of Higher Education (NECHE)

- 215 colleges and universities in New England plus 11 institutions abroad
- 28 elected Commissioners (5 public members)
- 11 staff members
- Over 1500 volunteers

“Who accredits the accreditors?”

Recognition by

1. U.S. Secretary of Education*
2. Council for Higher Education Accreditation (CHEA)

*as a “reliable authority on the quality of education”

Variety in Institutional Mission

A Sample of *Public*, Independent, and For-Profit Institutions

Harvard University
College of the Atlantic
Hartford Seminary
Bay State College
Wellesley College
Boston Architectural College
U.S. Naval War College
Maine Maritime Academy
Johnson & Wales University
Goodwin College

Woods Hole Oceanographic Institute
Berklee College of Music
University of New Hampshire
Community College of Vermont
Massachusetts College of Liberal Arts
Bates College
Hult International Business School
Eastern Connecticut State University
American University in Bulgaria
Conway School of Landscape Design
New England College of Business and Finance
Vermont College of Fine Arts

How does it work?

What are the basics of accreditation?

Accreditation = Standards + Mission

Standards of higher education community

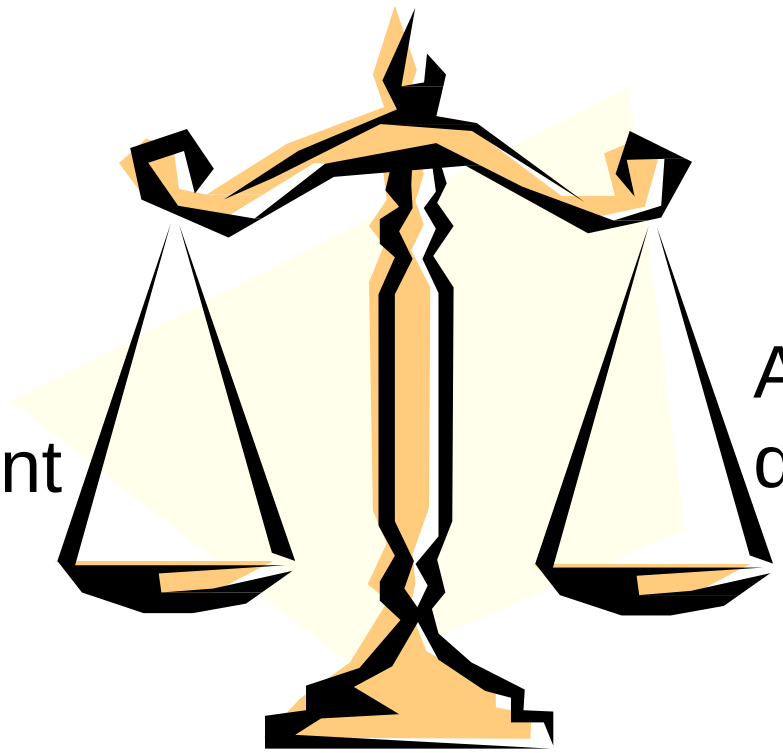
+

Mission of the institution

evidence, evidence, evidence, evidence, evidence, evidence

Dual Purposes of accreditation

Foster improvement



Assure quality

What are the standards for accreditation?

An articulation by the higher education community of what a college or university must do in order to deserve the public trust

A framework for institutional development and self-evaluation

What are the standards for accreditation?

An articulation by the higher education community of what a college or university must do in order to deserve the public trust

Quality assurance

Quality improvement

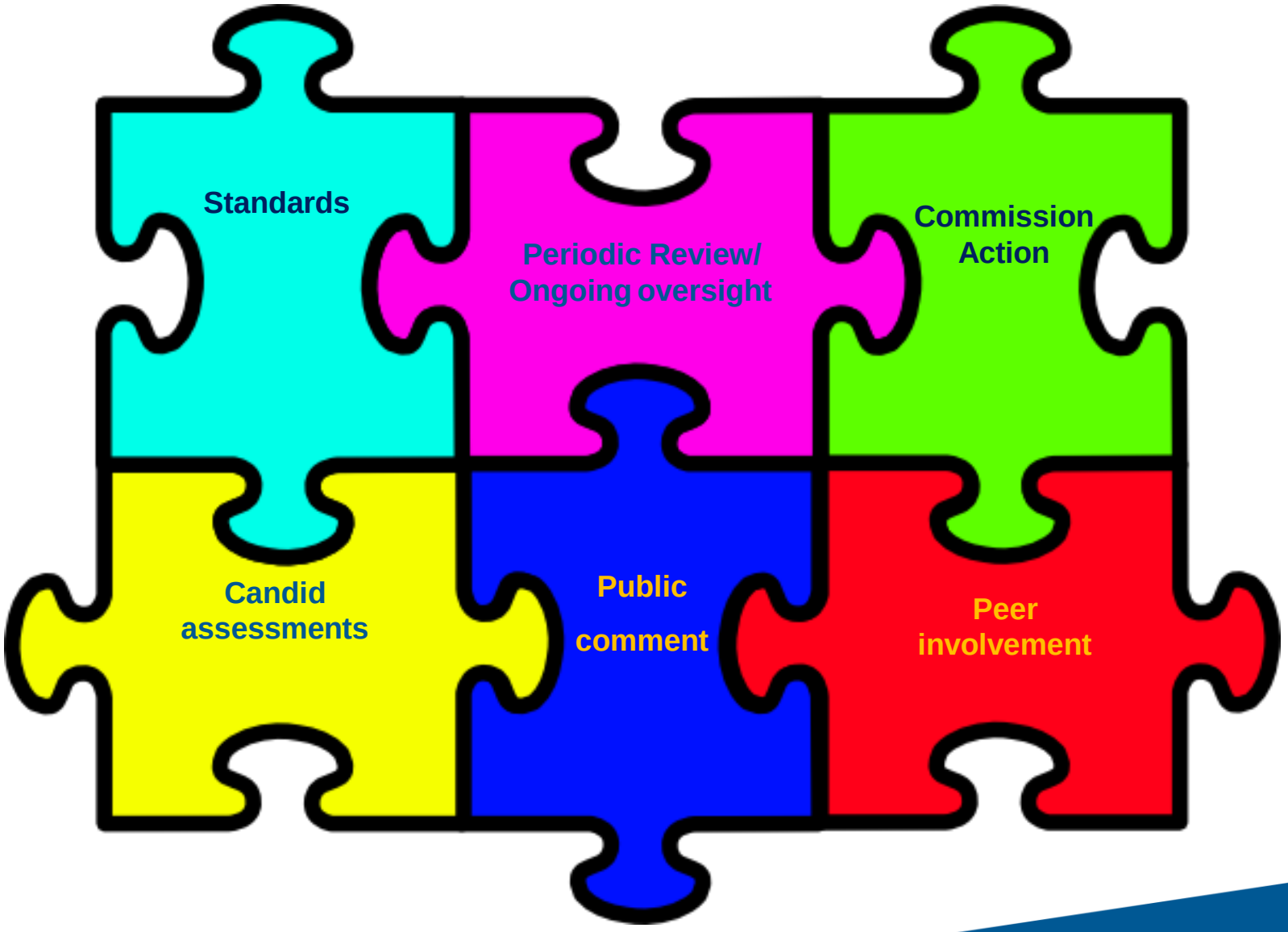
A framework for institutional development and self-evaluation

candor candor candor candor candor candor

Three Dimensions of Quality

Input	Process	Outcome
Are there enough books in the library?	Are students using the books?	Are students gaining skills of information literacy?
Are the faculty well qualified? Is the curriculum appropriate?	Is there good instructional practice? Do students get practice and feedback?	Are students achieving the learning outcomes of the program and institution?

Pieces of the Accreditation Puzzle



Mission-driven Standards

1. Mission and Purposes
2. Planning and Evaluation
3. Organization and Governance
4. The Academic Program
5. Students
6. Teaching, Learning, and Scholarship
7. Institutional Resources
8. Educational Effectiveness
9. Integrity, Transparency, and Public Disclosure

On-going Engagement

- Comprehensive evaluation
- Interim (fifth-year) report
- Annual report
- Progress Reports
- Focused evaluation
- Other monitoring

Substantive change*

Branch campuses and instructional locations
Enrolling students abroad
Distance education
Higher or lower degree
Change in control/mergers/acquisitions
Competency-based degrees

*See Commission policy for a complete list.

Institutional Self-Study

- ✓ **Product**: The Self-Study Report: 100 pages plus forms

  - How do we meet the standards?
  - How well do we meet the standards?
  - What are our plans for improvement?

- ✓ **Process**: Studying the institution against the standards

  - Strengthen the culture of inquiry
  - Using evidence
  - Community reflecting together

Team Visit

Who are they?

- 6-10 trained faculty and administrators
- Peer and aspirant institutions
- No conflict of interest

What do they do?

- 3-day campus visit, meetings
- Review evidence on-site
- Visit a sample of off-campus locations
- Open meetings

What are their roles?

- Validate self-study
- “Eyes and ears” of Commission

What do they produce?

- Exit report of principal findings
- Team report
- Confidential recommendation

New England Commission of Higher Education

NECHE

Role

- Set policy
- Make decisions

Composition

- Institutional + public members
- Demographic diversity
- Role diversity
- Institutional diversity

Meetings

- 4 meetings per year plus

Commission Actions

- Grant candidacy or initial accreditation
- Continue in accreditation

- Specify areas of emphasis for the interim report
- Request a progress report
- Schedule a focused evaluation
- Request an Annual Report on Finance and Enrollment
- Issue a formal Notice of Concern or a Notation

- Deny candidacy or initial accreditation
- Ask the institution to show-cause for probation or withdrawal of candidacy or accreditation

The importance of self-regulation

Dimensions of Self-Regulation

Institutions agree to:

1. be held accountable to a set of standards determined by the group
2. abide by the standards “even when no one is looking”
3. be reviewed by peers to demonstrate accountability

Set and meet standards.
Trust but verify.

Self-Regulation and Accreditation

- Helps maintain institutional autonomy
- Supports the values of the academy – e.g., academic freedom – and of a [religious, liberal arts, scientific, entrepreneurial, legal education] community
- Collective professional responsibility
- Initial audience: the academy
- Current audiences: policy-makers and the public
- Valued for preventing government intrusion
- Members of the academy are experts in academic quality
- Self-regulation is a cost-efficient quality assurance system

Some Current Issues

Some current issues

- Student success
- Assessment
- Cost of Attendance
- Transfer of credits
- The credit hour
- Distance education
- Competency-based education
- Branch campuses
- Dual/joint degrees
- Mergers/strategic partnerships
- Overseas enrollment of students

How can we help you?

And how can you help accreditation?

Institutional Support from Staff

- ✓ Workshops
- ✓ Annual Meetings
- ✓ Accreditation Liaison Officers
- ✓ Campus visits
- ✓ Come see us
- ✓ Phone calls and e-mails
- ✓ Reading a draft

Keeping accreditation strong

The system relies on candor

1. Collegial review, not inspection.
2. Value comes from candor.
3. Candor keeps the process private.
4. Accreditation is a prospective decision.

How can you help accreditation stay strong?

- Understand and accept responsibilities of self regulation
- Work on student achievement and success – and public disclosure … and public disclosure about student success
- Help others understand accreditation
- Prepare a candid self-study
- Participate: annual meeting, ALOs, teams, workshops
- Stay up-to-date on current issues in higher education
- Provide feedback for improvement

Time for your questions, observations, and insights

Thank you!

Draft Skills Inventory Survey for UC

This survey is designed to identify the specific skills and knowledge that each member of the UC possesses, to determine how they can support key strategic goals of SU in their advisory role. We will send the UC members survey questions to complete individually, as well as to provide demographic and professional data, so that we can provide a snapshot of our Council to NECHE and the public. It will also enable us to recommend UC Committee assignments to each of the UC members.

UC Committees will mirror the internal Standing Committees: Academic Affairs, Student Affairs, and Administrative Affairs. Skills identified by UC members should map on to one or more of these Committees to ensure appropriate assignments and useful input. Another consideration is awareness of SU's "trouble spots" – recruitment, marketing, transparent accounting systems, HR policies, and communication, among others. UC members with specific skills in these areas may be asked to consult on ongoing projects and operations.

One of the takeaways from the Scott article that resonated was the definition of the Board's role:

- *They improve value in their institution and add value to institutional leadership and decision-making.*
- *They act to ensure the long-term sustainability of their institutions.*
- *They improve their own capacity and functionality.*
- *They focus their time on issues of greatest consequence.*

Desired Skills:

Financial Management / Investment

Fundraising / Development

Government Relations / Law

Human Resources

Operations / Facilities Management

Real Estate / Construction

Academic Policy & Administration

Quality Assurance / Accreditation

Curriculum & Program Design

Student Affairs / Engagement

Information Technology / Data Integrity

Marketing / Recruitment

Management Communications

Please add and edit this preliminary list – we can then design the survey and map the skills to the respective Committees.

Document Name: Meeting Agenda UC 006 - AY 2024/2025
Appendix No: 6
Corresponding Agenda Item: University Council Committees

Meeting No: UC 006 - AY 2024/2025
Date: May 14th, 2025

Brief Description of Document:

To ensure strategic oversight and promote effective governance, the University Council should establish committees composed of UC members. We propose the creation of the following committees: the Academic Committee, the Student Affairs Committee, and the Administrative Committee.

Relevance of Document:

-

History of Document:

-

Suggested Action:
Approval

Document Name: Meeting Agenda UC 006 - AY 2024/2025
Appendix No: 7
Corresponding Agenda Item: Auxiliary Revenue Policy

Meeting No: UC 006 - AY 2024/2025
Date: May 14th, 2025

Brief Description of Document:

Following the organizational change, the Vice Rector of Administrative Affairs will oversee Auxiliary Revenue. A new policy is needed to regulate these projects, establishing a framework for their planning, execution, and management. This policy will ensure that auxiliary initiatives align with the university's mission, enhance financial sustainability, and promote innovation while upholding academic integrity and institutional values.

Relevance of Document:

-

History of Document:

-

Suggested Action:
Approval

POLICY FOR AUXILIARY PROJECT

Policy Number		Date Approved	
Approving Authority	University Executive	Effective Date	
Responsible Executive	VRARO	Next Review	

REVISION HISTORY

Revision Number	Description of changes made	Date
Initial version	-	April 9, 2025

A. PURPOSE

The purpose of this policy is to establish a framework for the planning, execution, and management of auxiliary projects at the university. It aims to ensure that such initiatives align with the university's mission, enhance financial sustainability, and promote innovation while maintaining academic integrity and institutional values.

B. SCOPE

This policy applies to all departments, faculty, and staff involved in the initiation, management, and evaluation of auxiliary projects within Sampoerna University. It encompasses projects that generate income through various means, both internal and external initiatives, including but not limited to grants, professional development and certification programs, , consultancy services, partnerships, sponsored programs and others.

C. DEFINITIONS

Approval	*To approve and authorize auxiliary revenue programs before they are launched, ensuring that they meet established standards .*
Auxiliary Project	*A specific, time-bound initiative outside the University's core program/project (undergraduate and graduate) designed to create financial return or generate revenue for the University.*
Compliance	*Adherence to laws, regulations and University policies that govern practices.*
Confidentiality	*The obligation to protect sensitive information from unauthorized access or disclosures, ensuring compliance with privacy regulations.*
Evaluation	*The process of analyzing the effectiveness and track progress of the auxiliary project via feedback and progress reports.*
Final Report	*A comprehensive summary of project activities and a financial report.*
Feedback	*Stakeholders input or responses regarding auxiliary program practices for continuous improvement and adaptation.*
Project Admin	*Administrative liaison that ensures timely handling of all project administrative matters.*

Project Donor	*An individual or organization that provides financial resources to support projects.*
Project Leader	*Individual responsible for the overall success of a project. This role includes acting as a liaison between the Project Donor, project team and the University.*
Stakeholders	*Individuals or organizations related to the University's auxiliary program practices, including leaders, managers, faculty, administrative support staff, students and external parties.*
Standard Operating Procedure (SOP)	*A set of written instructions that outline the steps to be followed for specific processes, ensuring consistency in program creation and management.*
Template	*A pre-designed format used to promote consistency in structure, layout, language and presentation.*

D. POLICY STATEMENT

Sampoerna University is committed to pursuing auxiliary projects that further its mission and strategic objectives. All revenue-generating projects must undergo a standardized review process to assess their financial viability, alignment with the University's goals and potential impact on stakeholders.

1. General Principles

Sampoerna University is profoundly committed to fostering a dynamic culture of partnership and innovation within its community. This commitment entails a proactive approach to auxiliary projects, ensuring that these initiatives are carried out with a high degree of accountability, transparency, and integrity. By prioritizing these values, Sampoerna University strives to create a supportive environment that encourages faculty, staff, and students to explore revenue-generating endeavors while upholding the institution's mission and values.

All projects must adhere to the following principles:

- *Align with University Mission:* It is essential that all initiatives undertaken as an auxiliary project align with or support and enhance the university's mission. This alignment ensures that the activities of Sampoerna University remain focused on its primary mission while enhancing its reputation and impact.
- *Foster Collaboration:* Sampoerna University recognizes the immense value of collaboration across various departments and disciplines. All auxiliary projects are encouraged to involve cross-departmental cooperation, to better leverage a diverse pool of expertise, perspectives, and resources. This spirit of teamwork not only enriches the projects themselves but also cultivates a sense of community and shared purpose among faculty and staff.
- *Maintain Ethical Standards:* Upholding the highest standards of integrity and ethical conduct is paramount in all activities involving auxiliary projects.
- *Assess Viability:* Before any project is initiated, it is crucial to conduct comprehensive feasibility studies and risk assessments. This process will help identify potential challenges, assess market opportunities, and evaluate the likelihood of success.
- *Monitor Performance:* Establishing clear metrics for assessing the financial and operational performance of auxiliary projects is vital. The ongoing assessment will allow

for adaptive management practices that enhance project effectiveness and align outcomes with institutional goals.

- *Ensure Compliance:* Sampoerna University is committed to adhering to all applicable laws, regulations, and university policies throughout the entire project lifecycle. This compliance not only safeguards the university's interests but also reinforces its responsibility as a credible and trustworthy institution.
- *Promote Community Benefit:* Wherever possible, auxiliary projects should be designed to deliver tangible benefits not only to Sampoerna University and its stakeholders but also to the broader community. This can involve engaging with local organizations, addressing community needs, and contributing to community development.

2. Project Timeline

The timeline for an auxiliary program project starts with the initiation and planning phases. During this period, the Project Owner conceptualizes the project, completes the Project Approval Form for submission to the University, and drafts a proposal for the Project Donor, if applicable. Once approved, a detailed project plan is created. The implementation phase then follows where the project is executed, resources are utilized, and, if required, marketing strategies are launched to attract customers or participants.

Similarly, for programs/projects initiated by internal faculty/units, a feasibility study should be submitted to and approved by the University before implementation. The feasibility study should include at least the following information: program description, market analysis, resource analysis, financial analysis, risks, and recommendations. After the feasibility study is approved, the project plan will be developed in detail and could involve more people as team members.

3. Roles and Responsibilities

a) **Project Leader**

The Project Leader is responsible for leading project planning and implementation, managing the team, mitigating risks, and ensuring the successful delivery of the program. The Project Leader must be a full-time employee, selected from within the University and is accountable for preparing and submitting the Project Proposal, Budget, Progress Report, and Final Report.

b) **Project Admin**

Project Admin provides essential administrative support to projects, including budget management, documentation handling, scheduling, and communication coordination.

c) **Head of Department and Dean:**

Heads of Departments and Deans are responsible for overseeing the planning and implementation of auxiliary projects that align with the University's policies and regulations. This responsibility includes setting strategic direction, appointing the Project Leader and Project Administrator(s), and ensuring compliance with all relevant policies and procedures.

d) **President:**

Auxiliary revenue projects valued at over IDR 250,000,000 require the approval of the President prior to their execution.

e) **VRARO**
The VRARO provides overall guidance and direction related to the development of potential auxiliary revenue projects. The VRARO collaborates with the Project Leader and his/her team to assess viability of projects, develop detailed project plans, and ensures regulatory compliance with the University's policies. The VRARO has the authority to approve potential projects valued at under 250,000,000.

4. **Proposal Form**
Prior to implementation, the Project Leader must submit a Proposal Form for review and approval to their respective Head of Department/Dean and the VRARO. The Proposal Form contains information on the title of the project, potential competitors, objectives of the,project, implementation timelines, budget and an approval column.

5. **Evaluation**
During the implementation of the auxiliary project, Project Leader may conduct continuous evaluations throughout all activities. The evaluation process aims to analyze and monitor the effectiveness of the implementation through systematic feedback and comprehensive progress reports. The Project Leader will submit at least one Progress Report to the Head of Department/Dean and Project Donor, if required.

6. **Final Report**
Once the auxiliary project has been completed, it is the responsibility of the Project Leader to submit a detailed and comprehensive Final Report. This report should thoroughly outline the outcomes of the project, including the activities implemented, results achieved, an expense report detailing all financial expenditures incurred during the project, feedback gathered from participants, and a thorough evaluation of the overall project performance. It is important to ensure that this report is submitted in its entirety no later than 14 working days following the implementation of the project to allow for a timely review and assessment. If considered necessary, a post-project review may be implemented to analyze the project's overall impact, celebrate successes, and identify best practices for future initiatives.

7. **FTE Involvement**
The involvement of Full-Time Equivalent (FTE) personnel in these auxiliary projects will be addressed in a separate, dedicated policy document under HR policy.

8. **Budget**
To achieve the successful implementation of an auxiliary project, it is essential to adhere to a clear and structured budget arrangement. Project Leader is responsible for outlining the budget plan for the auxiliary project and calculating the total expenses to implement the project. The Project Leader will provide two budget documents, for internal and external purposes. These budget documents should be comprehensive, encompassing all the anticipated costs from beginning to completion. In instances where a bridging fund is necessary to cover project

expenses while awaiting donor funding, the Finance Department will step in to facilitate the process by providing a new Chart of Accounts (COA) to allocate these temporary funds accordingly. This support is vital for maintaining project momentum and ensuring that projects do not face delays due to funding gaps.

9. **Profit**

   The Auxiliary Project ideally requires a profit margin to ensure its financial viability and sustainability. To achieve this, we will optimize resource allocation, enhance operational efficiency, and explore diverse revenue streams while upholding quality and ethical standards. An exception applies to projects funded by governance funds, which are not designed to generate profit but are essential for supporting regulatory compliance. A financial assessment will be necessary to monitor progress and make strategic adjustments as needed.

   Profit and cost arrangements will be governed separately through an Internal Memo (IM) issued by HR department.

10. **Delegation of Approval (DOA)**

Value of Auxiliary Project	Approval	Acknowledgement
≤ IDR 250.000.000	VRARO CFO	President
≥ IDR 250.000.001	VRARO CFO President	-

11. **Project Evaluation & Progress Report**

    Projects should be monitored and evaluated on a regular basis to ensure a high level of accountability and transparency throughout their duration. This ongoing assessment is crucial for confirming that all activities comply with relevant regulatory standards and guidelines. It is necessary to have at least one Progress Report. Additionally, it serves to track the progress of the projects in relation to the achievement of projected outcomes, allowing for timely adjustments and interventions if necessary.

12. **Compliance with SU Policy and Regulations**

    The implementation of auxiliary program or project must adhere to our policy and business process regulations. If an incident occurs outside these guidelines, the Project Owner must prepare an exception approval and submit to the President.

13. **Conflict of Interest**

    All employees and stakeholders involved in auxiliary projects must disclose any actual, potential, or perceived conflicts of interest. This includes, but is not limited to, financial interests, familial relationships, or any other personal connections that could influence or appear to influence their professional judgment in implementation of the program/project.

By adhering to these guiding principles, Sampoerna University aims to create a sustainable and supportive environment that fosters innovation and entrepreneurship. This approach will enable the

institution to navigate the complexities of revenue generation while remaining committed to its educational and research missions, ultimately benefiting both the university and the community.

E. RELATED POLICIES AND PROCEDURES

- Policy Manual Volume I: University Governance and Administration
- HR Internal Memo on Project Profit, Cost, and Incentives Guidelines

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PROJECT FORM APPROVAL

Project Title	
Project Owner (PIC)	
Project Donor	
Counterpart/Partner	
Overview	
Objective	
Estimated Budget (budget file is attached)	
Timeline	
Man Power Plan (including FTE)	

Proposed by,	*Approved by,*	*Approved by,*	*Approved by,*	*Acknowledged/ approved by,*
[Name] *[Title]*	[Name] *Head of Dept.*	**VRARO**	**CFO**	**PRESIDENT**

ATTACHMENT 2: PROJECT REPORT

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PROJECT REPORT FORM

Project Title	
Project Owner (PIC)	
Project Donor	
Counterpart/Partner	
Project Implementation	
Achieved Goals	
Budget Actual	
Feedback	
Project Evaluation	

Proposed by,	*Approved by,*	*Approved by,*	*Approved by,*	*Acknowledged/ approved by,*
[Name] *[Title]*	[Name] *Head of Dept.*	**VRARO**	**CFO**	**President**

Document Name: Meeting Agenda UC 006 - AY 2024/2025 **Appendix No: 8** **Corresponding Agenda Item:** MBA Program **Meeting No:** UC 006 - AY 2024/2025 **Date:** May 14th, 2025
Brief Description of Document: Update on MBA Program.
Relevance of Document: -
History of Document: -
Suggested Action: Noting