



**SAMPOERNA
UNIVERSITY**

University Senate Bylaws

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PREAMBLE

Governance is the democratic process utilized at Sampoerna University in decision-making procedures that engages representation of all stakeholders at the University in proposing, reviewing, discussing and endorsing policies and initiatives that impact the work, allocation of resources, and professional culture of our community.

Within the scope of Sampoerna University's stated mission, there is broad participation and collaboration in the development of educational policy. This process of shared governance involves all stakeholders toward the achievement of the mission and institutional goals.

The campus governance structure is charged with making recommendations on issues affecting the institution through the University Senate.



GENERAL PROVISIONS

CHAPTER I

Definitions

Article 1

In these University Senate Bylaws, the following words will be defined as:

1. **"Academic Calendar"** is the schedule of teaching and learning activities for each semester of the academic year.
2. **"Academic Units"** are units that carry out the academic mission of the University. Academic Units shall include: Faculties, Study Programs, Centers and Institutes.
3. **"Ad hoc Committee"** is a committee established by the University to address urgent issues in a finite period. This may also be referred to as a Task Force.
4. **"Approval"** is the passage of a motion that has been proposed by a Member, seconded by another Member, and has received no objections, or the passage of a motion that has received objections but has passed a majority vote;
5. **"Center"** is an academic support unit that coordinates specific activities related to research, community service and/or other activities that promote the mission of the University.
6. **"Chair"** is the head of the University Senate who is elected among members and recognized through the issuance of a Decree from the Rector.
7. **"Chair of a University Senate Standing Committee of the University Senate"** is held by an individual holding a structural position relevant to the work of the Standing Committees. This includes the Rector (University Executive), and the Vice Rectors that chair the Standing Committees on Academic Affairs, Student Affairs, and Administrative Affairs, respectively.
8. **"Committee"** means the University Senate Standing Committees and Ad hoc Committees (if any).
9. **"Consensus"** occurs when a Member moves for a decision, another Member seconds the decision and the decision receive no objection. If someone objects, the consensus is not carried. Consensus shall be attempted before a majority vote.
10. **"Curriculum"** is a series of plans and arrangements on the study content and material, lessons and method of delivery; as well as its assessment to be used as guidance in organizing the teaching-learning process in the University;
11. **"Dean"** is the highest leader of the Faculty, or the administrative head of an academic support unit;
12. **"Lecturer"** is the professional educator of the University whose main duty is to transform, develop and disseminate knowledge through education, research and community service;
13. **"Faculty"** is the unit that manages an academic discipline consisting of study programs;
14. **"Faculty Council"** is the highest academic governance body in each Faculty.



15. **“Governance Update”** is a list of actions taken by all governance committees and reviewed and approved by the appropriate governance body.
16. **“Head of Center”** is the supervisor of a Center in the University, reporting to a Dean or Vice Rector;
17. **“Head of Institute”** is the supervisor of an institute who reports to the Rector or a Vice Rector.
18. **“Head of Unit”** is the supervisor of a unit in the University;
19. **“Institutional Research”** and **“Quality Assurance”** are units that perform the academic quality assurance function and coordinate with the management to implement and document monitoring and evaluation activities;
20. **“Matter for Decision”** is a matter brought before the University Senate for either approval or endorsement;
21. **“Matter for Noting”** is a matter brought before the University Senate for information;
22. **“Member”** is elected or by virtue of their office is appointed to the University Senate;
23. **“Members of the University”** are members of the University Council, University Executive, and University Senate including Employees, Students, and Alumni as well as other persons who may be granted ‘member’ status (In Indonesia it is called *Civitas Academica*“);
24. **“President”** is the chief executive officer at the University responsible for all academic and operational matters. The President serves as a non-voting *ex officio* member of the University Senate and is responsible for presenting Senate recommendations approved by the Rector to the University Council for their consideration, as needed.
25. **“Provider Agency”** is the Putera Sampoerna Foundation, a foundation duly established by virtue of the laws of the Republic of Indonesia as stipulated in the Deed of Establishment of the Foundation No. 1 dated March 01, 2001 made before Aulia Taufani, S.H., substitute of Sutjipto, S.H., Notary in Jakarta, which has been announced in the State Gazette of the dated August 10, 2001 Number 64, Supplement to the State Gazette Number 161 as amended by Deed of Deliberation of the Circular Meeting of the Members of the Board of Patrons of Putera Sampoerna Foundation Number 37 dated October 20, 2016 made before Chandra Lim, Sarjana Hukum (Master of Laws), which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia under the Decision Letter Number AHU.0000846.AH.01.05. Tahun 2016 dated November 17, 2016 together with its amendments as the founder of the University.
26. **“Rector”** is the highest academic officer at the University, overseeing all matters pertaining to the academic content, policies, and life of the community, and serving as an *ex officio* member of the Senate.
27. **“Secretary of the University Senate”** is an elected Member who oversees all University Senate-related administrative matters, elected among members and stipulated by a Rector’s Decree;
28. **“University Senate Standing Committee”** is a permanent committee of the University Senate, comprising *ex-officio*, elected and non-permanent members.
29. **“Student”** is a registered learning participant who is pursuing education in the University;



30. **“Task Force”** is a governance unit established to serve under the purview of one of the University Senate Standing Committees. This may also be referred to as an Ad Hoc Committee.
31. **“University”** is the tertiary higher education institution which was established by the Putera Sampoerna Foundation by the Decree of the Minister of Education and Culture of the Republic of Indonesia No.66/E/O/2013 dated 15 March 2013 *juncto* Decision of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 122/KPT/I/2016 dated 10 March 2016 regarding the change of name of Universitas Siswa Bangsa Internasional of South Jakarta Municipality to Universitas Sampoerna of South Jakarta Municipality;
32. **“University Council”** is the highest governance body of the University established to provide guidance to and oversight of the University.
33. **“University Executive”** includes the President, Rector, the Vice Rectors, Deans, and other officers or experts designated to participate in specific deliberations, charged with approving and executing recommendations from the Standing Committees and/or the University Senate as a whole;
34. **“University Senate”** is the highest academic governance body in the University; and
35. **“Vice Chair”** of the University Senate supports the Chair in the Senate proceedings and stands in for the Chair when s/he is unavailable to preside on meetings or other activities.



FUNCTIONS AND NOMINATION/APPOINTMENT PROCEDURES

CHAPTER II

The University Senate

Article 2

The University Senate is the entity of the University charged with conducting and regulating the academic governance processes to provide guidance to the University Executive.

University Senate Functions

Article 3

The University Senate shall provide:

- 1) recommendations to the University Executive on the establishment and execution of academic and its administrative policies and practices, through the relevant Standing Committees;
- 2) oversight of:
 - (a) the application of the *civitas academica* (academic norms), and Code of Ethics;
 - (b) the application of academic provisions;
 - (c) the implementation of academic quality assurance;
 - (d) the implementation of academic freedom, academic forum freedom, and autonomy of science;
 - (e) the implementation of academic rules of conduct; and
 - (f) the implementation of teaching-learning processes, research and community service.
- 3) recommendations for the improvement of teaching-learning, research and community service processes to the University Executive;
- 4) recommendations to the University Executive in opening and closing study programs;
- 5) considerations in granting or revoking academic degrees and awards;
- 6) recommendations to the University Executive for granting professorship titles and other academic promotions; and
- 7) recommendations to the University Executive in imposing sanctions for any violation of academic norms, ethics, and regulations by *Civitas Academica*.

Nomination and Appointment Procedures of the Chair and Vice Chair

Article 4

1. The Chair and Vice Chair positions of the University Senate may not be held by the Rector, Vice Rectors, or other ex-officio members.



2. Elected members of the University Senate will be nominated by the membership as candidates for the Chair role; based upon a vote that includes a quorum of Senate members, the Chair will be elected and appointed formally by the Rector.
3. The role of the Chair is to schedule regular Senate meetings, to preside over proceedings, to validate votes on action items, and to maintain rules of order during meetings.
4. An elected member of the University Senate will be nominated as the Vice Chair to conduct the meeting business of establishing a quorum, reviewing past minutes, and introducing agenda items for presentation, discussion, and action, if warranted.
5. The Vice Chair should be selected on a rotational basis from the different Faculties to ensure balanced representation from each.
6. The Vice Chair will serve in the Chair's place when s/he is unavailable to preside over a meeting and may carry a proxy vote on the Chair's behalf for votes.
7. Elections of the Chair and Vice Chair shall occur every two (2) years and can be renewed for one (1) consecutive term. The Chair and Vice Chair should not be replaced in the same year, to ensure the smooth transition of new officers.

Nomination and Appointment Procedures of the Secretary of University Senate Article 5

1. The Secretary of the University Senate position may not be held by the Rector, Vice Rectors, or other ex-officio members.
2. A member of the University Senate will be nominated as the Secretary of the University Senate to be appointed and dismissed by the Senate Chair.
3. The University Secretariat will provide administrative support to the Secretary of the University Senate. The operations of the University Senate will be supported by the University Administration.

Committees Article 6

1. The University Senate shall establish University Senate Standing Committees consisting of the Members of the University.
2. The University Senate shall incorporate the following University Senate Standing Committees:
 - a. The University Executive;
 - b. The University Senate Standing Committee on Academic Affairs;
 - c. The University Senate Standing Committee on Student Affairs; and
 - d. The University Senate Standing Committee on Administrative Affairs.
3. All matters of substance shall be submitted by the relevant Task Forces for the University Senate Standing Committees' review and recommendations. The University Senate



Standing Committee is then responsible for reporting to the University Executive on the matter.

4. The University Executive will deliberate and decide whether to deliberate and take immediate action through a Rector's Decree or to refer the matter to the full Senate for further deliberation and a recommendation from the Senate as a whole.
5. The responsibilities and composition of University Senate Standing Committees are further described in Chapter VI and Chapter VII of these University Senate Bylaws.
6. If the Chair of a Standing Committee sees fit, s/he may establish Ad hoc Task Forces on an urgent situation for a specified period, consisting of Members of the University, as addressed in Chapters VI and VII.



MEMBERS CHAPTER III

Members Article 7

1. The University Senate shall consist of the following *ex officio* positions:
 - a. President
 - b. Rector
 - c. Vice Rectors
 - d. Deans
2. The University Senate membership includes:
 - a. Chair, to serve concurrently as a Member;
 - b. Vice Chair, to serve concurrently as a Member;
 - c. Secretary, to serve concurrently as a Member;
 - d. Elected Faculty Members; and
 - e. Designated representative from each University constituency, including the Executive, Centers and Institutes, staff, and students.
3. The term of office of the Members of the University Senate is two (2) years and can be re-appointed if it shall not be more than two (2) periods consecutively.

Requirements and Election Procedures of Permanent Elected Voting Members Article 8

1. Each Faculty shall elect three (3) representatives and the academic Centers and Institutes shall collectively elect one (1) representative to be Members.
2. Regular elections shall occur every two (2) years.
3. Requirements for a Lecturer to become a Member as a representative from a Faculty are that s/he is:
 - a. a full-time Lecturer;
 - b. willing and committed to participate in and contribute to governance deliberations;
 - c. not presently enrolled in an academic program;
 - d. not currently under academic, ethics, or administrative sanctions; and
 - e. elected by their respective Faculty Council.
4. Each Faculty Council must follow the following election procedures to nominate representatives to the University Senate:
 - a. elections must be announced three (3) weeks in advance of the election date;
 - b. all Lecturers who fulfill the requirements stated in Article 8 paragraph (3) are eligible to be elected;
 - c. there is no limit to the number of candidates who may seek election;



- d. faculty representatives to the University Senate may be nominated by the Dean and elected by the Faculty Council through consensus;
 - e. elections shall be conducted in a meeting of the Faculty Council, chaired by the Dean or a full-time member of the Faculty appointed by the Dean;
 - f. elections shall be carried out by a direct vote by the members of each Faculty;
 - g. each faculty senate member has one (1) vote;
 - h. the election results will be determined by a simple majority vote; and
 - i. each Dean will appoint elected candidates as Members of the University Senate.
5. Requirements for representatives of designated academic support units are that they are:
 - a. a full-time employee;
 - b. not on leave during the term of service;
 - c. not currently under academic, ethics, or administrative sanctions; and
 - d. elected by the members of their Institute or Center.
 6. At least one (1) representative from each Faculty shall have the academic rank of Professor. If no Lecturer has professorial status, the academic rank should be Senior Lecturer/*Lektor Kepala* or *Lektor*.
 7. If there are three (3) or fewer qualified Lecturer members in a Faculty or one (1) or less qualified Lecturer among Centers and Institutes, the Dean (or Head) will appoint the most qualified Lecturer by default to the University Senate as an interim procedure until the Academic Unit has a sufficient number of Lecturers to follow the University Senate Member election procedures.

Appointment of Non-permanent University Senate Representatives

Article 9

1. Members of University constituencies may be designated as needed to serve as representatives on Standing Committee or *ad hoc* Task Force. Such non-permanent representatives may be staff, students, or lecturers, and may be invited to participate as expert contributors to a specific initiative, inquiry, or policy matter for a designated period of time or for the term of the Standing Committee members.
2. Non-permanent members shall be nominated by the Chair of the appropriate University Senate Standing Committee and approved by the University Executive with notification to the Senate Secretary.
3. Non-permanent members who are University staff will be nominated based on their professional position and its relevance to the issue or initiative at hand, or to the general mandate of the Standing Committee.
4. Students who are nominated to serve as non-permanent members should be elected members of the Student Government and endorsed by the Head of Student Affairs; exceptions to this rule may be made if the individual possesses unique qualifications for a Committee matter or mandate.



5. In the case of non-permanent student members, the nominating Committee must ascertain that the work of the Committee will not impede the student's academic progress.
6. When the need arises to replace a non-permanent representative, the Standing Committee Chair shall immediately recommend a replacement to serve the remaining term of the individual being replaced.

Resigning from and/or leaving the University Senate
Article 10

1. A Member of the University Senate may resign at any time in a written communication to the Secretary of the University Senate.
2. The Secretary of the University Senate shall bring this as a Matter of Noting during preliminary matters to the University Senate at its next regular meeting.
3. Any resignation or appointment must have prior written approval or notice from the electing constituents.
4. An incapacitated member among the permanent elected members may be replaced with a proxy by the body which elected the member, provided that any person elected to fill a sudden vacancy shall be elected for the remainder of the term of the incumbent.



MEETINGS

CHAPTER IV

Meetings

Article 11

The University Senate's meetings will be conducted according to the following procedures:

1. The Chair shall convene formal meetings of the University Senate at least two (2) times per academic year;
2. The Chair may, under special circumstances, alter the date of any regular meeting of the University Senate if neither s/he nor the Vice Chair is available to be present;
3. The University Senate shall convene a meeting at the request of the Chair outside the formal meeting schedule as necessary, provided a notice of fifteen (15) days is given for such a meeting;
4. Meetings shall be considered valid if there is a fifty percent plus one (50% + 1) quorum of Members present. A motion passes with a consensus or a simple majority vote of those present; and
5. Meetings should be administered by the Secretary of the University Senate and supported by the University Secretariat.

Notice of Meetings

Article 12

1. All regularly scheduled meetings shall be included in the Academic Calendar.
2. Notice of all meetings of the University Senate shall be given by the Secretary of the University Senate no less than 5 (five) working days before the scheduled date of the meeting, specifying the date, time and place of the meeting and the agenda.

Special Meetings and Emergency Meetings

Article 13

1. Special Meetings are meetings that occur in between regularly scheduled meetings, due to the urgency of agenda items.
2. A Special Meeting of the University Senate shall be called at any time by the Secretary of the University Senate on receipt of a request in writing for that purpose from:
 - a. the Chair; and/or
 - b. a minimum of 1/3 (one-third) of the Members.
3. Special meetings shall be convened within five (5) working days of receipt of a request with five (5) days' notice.



4. In addition, conditions that can be classified as emergency situations or *force majeure* such as natural disasters, students/faculty unrest, or as requested by the University Executive or the Rector.
5. Emergency meetings can be held at any time.
6. Only specific business mentioned in the call for a special meeting can be transacted at such a meeting.

Quorum Article 14

1. Meetings shall be considered valid if there is a fifty percent plus one (50% + 1) quorum of Members present.
2. If a quorum has not been constituted within thirty (30) minutes after the time appointed for a meeting, or if before the business of any meeting has been completed, the Members present shall adjourn and a special meeting shall be convened as soon as is convenient.
3. Decisions made in a meeting without a quorum shall not be considered valid.

Meeting Procedures Article 15

1. All meetings must be conducted in a fair and open manner. Meetings must follow these basic principles:
 - a. Each Member has rights equal to every other member;
 - b. The will of the majority must be recognized and implemented;
 - c. Minority views must be heard, and the rights of their advocates protected; and
 - d. Only one matter will be considered at a time.
2. The Chair shall conduct a fair and orderly meeting.
3. The Chair, assisted by the Vice Chair and the Secretary of the University Senate and all University Senate Standing Committees, must give a written report to the University Senate for each University Senate meeting.
4. Members shall be called upon to speak by the Chair.
5. When a Matter for Decision is brought before the University Senate, the procedures below shall be followed:
 - a. the responsible parties shall present the matter to the University Senate;
 - b. the Chair shall entertain questions and open discussion with speaking times set by the Chair; and
 - c. upon the approval of the Members, the University Senate shall proceed with a call for consensus, a vote, or must send the matter back to the responsible party.
6. A Matter for Noting shall be reported on by the responsible party.
 - a. The Chair may entertain questions following the report; and
 - b. A Matter for Noting is for information only.
7. The meeting shall be adjourned upon the Approval of the Members.



8. The meeting procedures of the University Senate shall be reviewed periodically.

Agenda and Minutes
Article 16

1. Meetings of the University Senate shall have a formal agenda, minutes, matters arising and relevant background documents for noting or decision.
2. All matters for inclusion on the agenda shall be received by the Secretary of the University Senate no less than fifteen (15) working days before the scheduled date of the meeting.
3. The late circulation of papers will not preclude their consideration at any meeting of the University Senate, unless the University Senate so decides. The Chair, or at least three (3) Members present, may require the University Senate to decide or, if necessary, vote on whether matters which have been circulated late should be precluded from consideration at a meeting.
4. The agenda for a University Senate meeting together with the minutes of the previous University Senate meeting and such other matters as are referred to on the agenda shall normally be dispatched to each Member by the Secretary of University Senate no less than seven (7) days before that meeting.
5. The Chair may vary the order of business specified on the agenda at any meeting so as to give precedence to a specific matter.
6. The minutes of each meeting of the University Senate will be prepared to record the Members present, the business transacted, and the decisions reached.
7. The minutes of meeting shall be kept by the Secretary of the University Senate.

Standing Agenda
Article 17

The standing agenda of the University Senate is defined as follows:

1. Preliminary matters including,
 - a. Administrative Matters,
 - (i) Report of attendance;
 - (ii) Establishment of a quorum;
 - (iii) Matters relating to changes in the membership of the University Senate or the University Senate Standing Committees or its Task Forces (if any);
 - (iv) Formal approval of the last meetings' minutes;
 - b. Welcome address from the Chair; and
 - c. Matters arising;
2. Reports of the University Senate Standing Committees or its Ad hoc Committees (if any);
3. As appropriate, Matters for Decision shall be submitted to the University Senate by the University Executive to be presented by the relevant Committee or Task Force Chair;
4. Matters for Noting submitted to University Senate by the University Executive;
5. Other matters; and



6. Announcements.

**Privacy of Proceedings
Article 18**

1. The minutes of meetings of the University Senate, University Senate Standing Committees and *ad hoc* Task Forces (if any) shall be distributed to Senate Members by the Chair, through the Secretary of the University Senate.
2. The University Senate may resolve at any meeting to admit any non-member to a particular meeting or meetings, subject to certain conditions that do not require a closed session.

**DECISION-MAKING PROCESS
CHAPTER V**

**Decisions
Article 19**

1. Recommendations of the University Senate shall be submitted to the University Executive for review and action. The University Executive can approve the recommendation and execute it by way of a Decree from the Rector if it does not require approval from the University Council. Matters approved by the University Executive that require the approval of the University Council will be referred to the President.
2. Recommendations from the University Senate that are not approved by the University Executive will be referred back to the University Senate for further deliberation and a decision to revise the recommendation or to dismiss it.
3. Recommendations of the University Senate may be changed or revoked at a formal meeting of the University Senate by consensus or vote of the University Senate.
4. When there are confidential matters that may concern the Chair, s/he may be asked to step out of the room and the Members of the University Senate may choose a Member to chair the proceedings.
5. When a Member has a conflict of interest with the matter before the University Senate s/he must remove themselves from the proceedings.
6. Matters for Decision may be approved or endorsed with conditions by the University Senate, upon the approval of the Members.
7. If a matter is approved or endorsed with conditions, then the University Senate must note the changes and the responsible parties must make the necessary corrections and present the revision in the following meeting during matters arising.

**Decision-making Process
Article 20**



1. There shall be two kinds of decision-making processes, i.e. consensus and majority vote, to arrive at the University Senate's recommendations. Consensus shall always be attempted before taking a vote.
 - a. **Consensus** occurs when a Member moves for a decision and another Member seconds the decision and receives no objections. If anyone objects, the consensus is not carried.
 - b. **Majority vote** occurs after failure to reach consensus.
 - i. A majority vote will be taken by the Secretary of the University Senate; and
 - ii. The vote shall be taken by a show of hands unless determined otherwise by the Chair or approved by the Members.
2. There must be a quorum to hold a vote.
3. Majority votes will be taken by a show of hands recorded by the Secretary of the University Senate or, if considered appropriate by the Senate Chair on advice from the Secretary, by a roll-call taken by the Secretary, and the result shall be determined by a majority of the Members present.
4. After the Chair or the Secretary of the University Senate has announced the motion to be voted upon, no Member shall interrupt the proceedings until the result of the decision has been announced, except when a Member's name has been called.
5. The result, including the numbers voting for and against or abstaining, shall be recorded in the case of a vote by a show of hands in the minutes; and in the case of a roll-call vote by recording in the minutes the result and the names of Members voting for or against the motion or abstaining.
6. In the event of an equal number of votes being cast for and against, the Senate Chair shall have a second or casting vote in addition to his/her deliberative vote.

Decision-making Process by Circular Resolution

Article 21

The decision-making process by circular resolution is allowed for urgent issues in the event that it is not possible to conduct a University Senate meeting in time for effective deliberation.

1. In such cases, the Matter for Decision will be circulated to Senate members for review and action;
2. Action, for or against, on the proposed resolution will be indicated by Senate Members by signature on the document or notification of the Secretary of an individual Member's vote;
3. The result of the circular resolution will be submitted to the Executive for approval and implementation by a Decree from the Rector or by submitting to the President for review and consideration by the University Council; and



4. The decision from the circular resolution shall be reported in the following University Senate meeting for the Senate's formal notification.



COMMITTEES CHAPTER VI

Committees Article 22

1. There shall be a University Executive and three Standing Senate Committees, with the authority to create *ad hoc* Task Forces for specific or short term assignments as needed.
2. Committees shall comprise members nominated and approved by the University Senate.
3. Chairs of the University Senate Standing Committees are appointed based on those holding structural positions within the domain of each respective committee. The appointment of a Chair of a University Senate Standing Committee shall be guided by Article 23 (2) of this document, the University Senate Bylaws.
4. Each Committee shall follow the general rules and procedures established by the University Senate Bylaws unless otherwise approved by the University Senate.
5. All Committees shall keep minutes of all meetings, including a list of members present and members absent.
6. Committees, through the Chair of the Committee, or in the case that the Chair of the Committee is not available, the Secretary of the Committee, shall submit minutes of its meetings and any recommendations for further action to the University Executive for review and further action.
7. The University Executive will review recommendations from the Standing Committees and act where no further review is warranted. Such actions will be provided to the University Senate and broader University community through regular Governance Reports.
8. Where further consideration by the University Senate is required, the Rector will engage the Chair of the University Senate for additional counsel, including the possibility of holding a special called meeting or calling for a circular resolution.
9. Actions that require the consideration of the University Council will be referred to the President for the purpose of including on the next agenda of the University Council.
10. The minutes of the University Senate Standing Committees' meetings shall be deposited with the University Secretariat within 14 (fourteen) days following the date of their approval by the particular Committees. The minutes of University Senate Standing Committees shall be in addition to other reports. The minutes of all Committees shall be open to inspection by all lecturers and University officers, except when the University Senate determines otherwise.
11. If the issue before the Committee presents a conflict of interest for the Chair of the Committee, the Chair must excuse him/herself from presiding over the meeting.



University Senate Standing Committees Article 23

1. The University Senate Standing Committee are those listed in Article 6 paragraph (2) of this University Senate Bylaws.
2. The Chair of the University Senate Standing Committee should hold a structural position related to the scope of the committee. This includes:
 - a. University Executive Chaired by the Rector
 - b. Academic Affairs Chaired by the Vice Rector overseeing Academic Affairs
 - c. Student Affairs Chaired by the Vice Rector overseeing Student Success (Affairs)
 - d. Administrative Affairs Chaired by Vice Rector overseeing Administration, Resources and Operations
3. The University Senate Standing Committee business may be initiated by;
 - a. the Committee;
 - b. the Chair of the University Senate; or
 - c. a Member of the University Senate.
4. Each University Senate Standing Committee shall decide on its meeting dates but shall meet at least once a semester at least 2 (two) weeks before the scheduled University Senate meeting. The University Senate Standing Committee members must be notified of all regular meetings at the beginning of the academic year.

Ad Hoc Task Forces Article 24

1. In cases of any urgent matters in between the scheduled University Senate meetings, the University Executive may at any time constitute an *ad hoc* Task Force to address the urgent issue.
2. An *ad hoc* Task Force may serve as an extension of the relevant University Senate Standing Committees to address an urgent issue and shall be dismissed at any time upon the resolution of the said urgent issue.
3. An *ad hoc* Task Force and its Chair and members will be established by a Rector's Decree.

University Senate Standing Committee Membership Article 25

1. University Senate Standing Committees and Task Forces are considered as operational entities within the University Senate.
2. Members can nominate themselves or be nominated by the University Senate.



3. Membership will be affirmed in a fair and equal manner by the University Senate during a regular meeting of the University Senate.
4. The term of office of members of the University Senate Standing Committees is two (2) years or until their successor assumes office and can be re-appointed provided that their total term shall not be more than 2 (two) periods consecutively.
5. Ad hoc Committee members have no term of office and can be dismissed at any time upon the resolution of any urgent issue within a certain period.
6. Members of *ad hoc* Committees must be Members of the University or other invited experts.
7. Lecturers, staff, students, and other experts who are not members of the University Senate but are deemed necessary may be invited as non-permanent representatives to the University Senate Committees.
8. University Senate Committee members who are not members of the University Senate shall be afforded all rights of University Senate Committee membership excluding votes of the assembled Senate.



UNIVERSITY SENATE STANDING COMMITTEES CHAPTER VII

Task Forces Article 26

1. University Senate Standing Committees may establish *ad hoc* Task Forces consisting of lecturers, administrators, professional staff, and students to address specific issues, forwarding their recommendations to University Senate Standing Committees. Minutes will be taken for each meeting and distributed to the members and appropriate University Senate Standing Committee with a motion report.
2. University Senate Standing Committees will discuss and review the recommendations prior to sending recommended actions forward to the University Executive.
3. The University Executive, chaired by the Rector, is responsible for reviewing and approving, as appropriate, items recommended by the Standing Committees. Recommendations requiring further review by the University Senate will be referred by the Rector.
4. After each meeting of the University Executive, a Governance Update is provided that lists actions approved and executed by the University Executive. The Governance Update also includes items approved by the University Senate and, where applicable, the University Council.
5. Those approved by the University Executive are then forwarded by the President to the University Council as appropriate.
6. It is the responsibility of the Rector, with the support of the Governance Officer, to keep the campus informed through the distribution of regular Governance Updates and the posting of information on the University website.

The Mission of the University Senate Standing Committee Article 27

The University Senate Standing Committees represent an effective means of gathering information, deliberating, and reporting on issues of concern to the University.

The University Executive Article 28

1. Serves as the highest and final level of review on governance issues.



2. Serves as the initial review body for governance items that are recommended by the Standing Committees.
3. Reviews, approves, and implements governance items for action through a Rector's Decree or refers them to the full University Senate for further deliberation.
4. Directs the development of the Strategic Plan and ensures subsequent adherence to its goals.
5. Serves as an appeal body for items rejected at a lower level in the governance process.
6. Oversees the dissemination of information to the University community.
7. Refers matters that have been approved through University governance to the University Council through the President.

The University Senate Standing Committee on Academic Affairs Article 29

The University Senate Standing Committee on Academic Affairs is tasked with reviewing and recommending plans, policies, and procedures to the University Executive on the following matters:

1. Teaching, learning and curriculum, which includes but is not limited to:
 - a. evaluating, and monitoring new programs of study to enhance or augment the University's portfolio of programs;
 - b. reviewing Program Learning Objectives and Degree Learning Objectives recommended by respective Faculties;
 - c. establishing key performance indicators for lecturers, academic staff, and academic support units;
 - d. determining the criteria for student academic advancement and graduation, to be implemented by the Faculties and Academic Registry;
 - e. promoting professional development of lecturers and academic staff through approval of funding support for relevant conferences and training workshops;
 - f. establishing criteria and standards for the transfer of academic credit from other institutions;
 - g. approving the conferral of degrees and academic awards to students;
 - h. overseeing workshops and training programs offered by academic support units;
 - i. ensuring that academic content, format, and standards are in alignment with the University's core mission;
 - j. approving the annual Academic Calendar;
 - k. providing updated content such as course descriptions, faculty biographies, program outlines, and academic requirements for the University Catalog and Student Handbook; and



- l. deciding to revoke academic degrees or professional designations when necessary (in compliance with the University's Code of Ethics).
2. External Partnerships, which includes the following:
 - a. the establishment, renewal, or discontinuation of partnerships with other institutions or organizations;
 - b. reviewing and recommending collaborative arrangements with institutions of government, NGOs, industry, and other partners of strategic importance, for mutual benefit, convenience, and image building, as well as contribution to society;
 - c. ensuring that partnerships and industry engagement are reflected in the development of the learning process at the University;
 - d. approval of national and international links and partnerships with other institutions and organizations for academic purposes; and
 - e. establishing policies that regulate collaborations through the Partnerships Strategic Plan.
3. Institutional Research and Quality Assurance which includes the following:
 - a. conducting the international and national accreditation processes and other quality assurance standards;
 - b. ensuring the achievement of quality in terms of teaching and learning;
 - c. providing regular reports on Quality Assurance to the University Executive and the University Senate;
 - d. monitoring the University's continued ability to meet its objectives in fulfilling the University's Vision, Mission and Goals;
 - e. ensuring compliance, facilitating self-evaluation and external evaluation, and regulating and enhancing the academic quality; and
 - f. seeking accreditation from national and international scholarly and professional organizations which enhance the University's reputation.
4. Research and Community Service which includes the following:
 - a. developing and overseeing the research, policy, planning and evaluation strategy within national regulations and provisions;
 - b. developing and implementing the University policies on research and community service;
 - c. conducting annual reviews of the related activities and performance of each Faculty;
 - d. giving recommendations for the establishment of research and/or community service centers;
 - e. promoting research-enhanced teaching and learning, discovery, innovation, commercialization of research and community outreach, and reviewing annual reports from the Faculties on such activities;

- f. overseeing and developing policies in relation to the conduct of graduate programs of study and scholarly inquiry leading to the University's advanced degrees, as applicable;
 - g. recommending policies to govern ownership of intellectual property, including curricular material;
 - h. ensuring the integration of research, community service and industry engagement into the Curriculum;
 - i. regulating the process of reviewing research and community service proposals; and
 - j. overseeing the library acquisitions policy and collections development.
5. Academic Computing, including Learning Management Systems:
- a. recommending policies concerning academic computing;
 - b. supporting strategic planning for educational technologies and systems; and
 - c. identifying needs in the areas of hardware, software, services and infrastructure that support the academic operations of the university.
6. Selection, Nominations and Appointments, which include recommending academic appointments, nominations and promotions as follows:
- a. proposing and recommending candidates for Rector;
 - b. participating in the nomination of Deans and Heads of Centers and Institutes;
 - c. reviewing proposals for professorship nomination;
 - d. reviewing proposals for awarding the title of Honorary Degree (*Doctor Honoris Causa*) to persons who are considered to have contributed to the progress of humankind and the development of science, technology, social science, arts and humanities.
 - e. recommending candidates for non-permanent, non-voting Senate Members;
 - f. reviewing and endorsing proposals for *Lektor Kepala and Guru Besar* academic rank promotions; and
 - g. in the event of a vacancy in the University Executive, recommend the appointment of an acting officer.

**The University Senate Standing Committee on Student Affairs
Article 30**

The University Senate Standing Committee on Student Affairs is in charge of reviewing and recommending plans, policies, and procedures on the following areas:

- 1. Enrollment management;
 - a. the annual review of the admissions policies, procedures, general admissions requirements, and the admissions calendar; and
 - b. recommendations on policies for direct admission, short course admissions or admissions to other non-traditional academic programs.



2. Student Services, including but not limited to:
 - a. academic support and interventions;
 - b. advising;
 - c. counseling; and
 - d. support for transfer students
3. Career and Alumni Services:
 - a. preparing students with skills needed to secure internships and employment;
 - b. establishing partnerships with key employers of students and alumni; and
 - c. developing a policy for alumni engagement in recruitment, mentoring, and in providing feedback to improve the academic and learning process.
4. Student Discipline and Ethics which includes the following:
 - a. establishing guidelines for student conduct and expectations;
 - b. developing, implementing, and reviewing the University Code of Ethics;
 - c. adjudicating discipline-related cases as defined by the University Code of Ethics through a designated adjudication task force; and
 - d. subject to the provisions of the University Code of Ethics, recommending sanctions and/or expulsion of any student as appropriate.
5. Extra-curricular and co-curricular activities and organizations, including Student Government, clubs, competitions, and other events.

**The University Senate Standing Committee on Administrative Affairs
Article 31**

The University Senate Standing Committee on Administrative Affairs is tasked with reviewing and recommending plans, policies, and procedures in the following areas:

1. The University budget, including but not limited to:
 - a. reviewing financial matters that affect the academic quality and structure of the University;
 - b. recommending or reporting any financial implications of the academic policies of the University;
 - c. calculating annual tuition and fees based upon established formulas that incorporate operating costs, reasonable inflation, and other relevant factors; and
 - d. regulating the conditions by which Members of the University receive Fellowships, Scholarships, Awards, and any other student financial aid.
2. Instructional Support Services/Library which includes the following:
 - a. maintaining library and learning infrastructures (classrooms, laboratories, learning spaces); and
 - b. Information Technology.



3. Strategic Planning and Development, which includes the following:
 - a. developing and implementing the University's administrative policies and procedures;
 - b. conducting an annual review of the University's administrative policies and practices;
 - c. reviewing the business side of development that support the academic programs;
 - d. establishing, combining or discontinuing Faculties, Centers, Institutes or other academic units of the University;
 - e. evaluating proposed study programs from the point of view of feasibility and fiscal planning;
 - f. reviewing Human Resources Development policies and procedures;
 - g. reviewing campus development plans; and
 - h. ensuring that the University's learning facilities support academic programs and teaching strategies.
4. Safety, Health and Emergency Preparedness.

IMPLEMENTATION CHAPTER VIII

Adoption and Amendment Article 32

1. This University Senate Bylaws is acknowledged by the University Council.
2. This University Senate Bylaws is adopted anticipating that the University reaches a "steady-state" of operations.
3. University Senate Bylaws may be amended as needed through existing governance procedures to reflect the University and the University Senate operation needs.
4. A proposal for an amendment of these University Senate Bylaws may be initiated by the Chair or by written petition signed by two-thirds (2/3) of the Members of the University Senate.
5. The Chair shall distribute the proposal amendment in written form at the next regular meeting of University Senate at least ten (10) days before the meeting.
6. After the distribution of the notice, the proposed amendment shall be the first item of discussion at the next regular meeting.
7. An amendment to the University Senate Bylaws must be approved by two-thirds (2/3) of present Members of the University Senate.

Miscellaneous Article 33

4. A proposal for an amendment of these University Senate Bylaws may be initiated by the Chair or by written petition signed by two-thirds (2/3) of the Members of the University Senate.
5. The Chair shall distribute the proposal amendment in written form at the next regular meeting of University Senate at least ten (10) days before the meeting.
6. After the distribution of the notice, the proposed amendment shall be the first item of discussion at the next regular meeting.
7. An amendment to the University Senate Bylaws must be approved by two-thirds (2/3) of present Members of the University Senate.

**Miscellaneous
Article 33**

1. By the adoption of this University Senate Bylaws, the prior University Senate Bylaws is revoked and declared no longer in effect.
2. Policies, rules or regulations issued prior to the date of entry of this University Senate Bylaws shall remain in force as long as they do not contradict this University Senate Bylaws.
3. This University Senate Bylaws shall be applicable to Faculty Senate operations which should be conducted in compliance with the University Senate Bylaws.

Jakarta, 15 October 2020.

Acknowledged by,



Dr. Yos A. Ginting

Chair of the University Council of
Sampoerna University

Adopted by,



Prof. Dr. Teddy Mantoro

Chair of the University Senate of
Sampoerna University