

PRESIDENT'S ADVISORY COUNCIL

11 January 2006
(week 02)

Present:	Said Irandoust (<i>Chair</i>) Peter Haddawy Nisha Onta Worsak Kanok-Nukulchai Sivanappan Kumar Stephen Ogunlana I M Pandey	Jonathan Shaw Sudip K Rakshit Ng Eng Wan Vilas Wuwongse <i>Secretaries:</i> Karma Rana Renedith Calabdan
Apology:	Dennes T Bergado	
Invited:	Dr. Jareet Janrasameewilai (<i>item 4</i>)	

PAC 06.01.01 Welcome

The President welcomed all present, in particular Ms. Nisha Onta, the new President of the Student Union to the first meeting of PAC for 2006.

Apologies were received from Professor Bergado.

PAC 06.01.02 Review of the Minutes of the PAC Meeting of 07 December 2005

The minutes of the 07 December 2005 PAC meeting were confirmed.

PAC 06.01.03 Follow-up on Actions Taken

1. P & P on Power, Authority and Delegation (*Annex 1*)

The revised draft of the *P & P on Power, Authority and Delegation* was reviewed by PAC. The following comments were made :

- 1 Items 3 and 4 should refer to the President and Vice Presidents, respectively.
- 2 The first statement in item 4 should read as, "The Vice Presidents shall be appointed by the President on a part-time basis." Similarly it should also be noted in the P & P that the School Deans, Director AIT Extension, and Administrative Office Heads are appointed by the President.
- 3 Items referring to the School Deans or Center Heads and Director, AIT Extension should be separate from that of the Administrative Office Heads.
- 4 Review date to be changed from 10 to 11 January 2006.
- 5 Reference for Schools and School Board should simply read, "The Schools have autonomous structures based on the Responsibility Center Management (RCM) model" without the adjoining sentence.
- 6 The brief on the Academic Senate should be in accordance with the Bye Laws.

The procedure for establishing and approving new P&Ps or proposed revisions in the P&Ps needs to be streamlined, with the President approving the issuance of all Institute P&Ps.

- The P&P on Powers, Authority and Delegation (revised) will be forwarded to the Academic Senate for information.
- The RES, Head will help prepare a comprehensive document on suggested approval changes overriding the current P&P until a uniform structure is in place. P&P for approval of specific institute documents need to be established.

2. Approving Authority Limits

PAC approved the approving authority limits as appended. (refer to *Annex 2*).

It is important to have in place a strong budgeting and control system that ensures the necessary checks and balances, which in an ideal situation, should be handled by the Head, Finance Office and CIA, such as in ensuring proper acquisition procedures are followed once a unit authorizes a certain purchase.

It was agreed that contracts of all sponsored and contracted projects (scp) must be channeled through the President's Office for approval. The President may subsequently wish to consult with the Vice Presidents and has the prerogative to delegate the signing authority to one of them. It was suggested that a standard format for contracts under the sponsored and contracted projects which can be provided to external partners, be developed. An online tracking system of documents (re: sponsored and contracted projects as a start) to the administration should also be set up, this could be maintained by the Office of the President.

- The VP-R will follow-up in developing a standard format of contracts for sponsored and contracted projects.
- Head, Finance Office will develop a proposal towards establishing an *Investment*

3. HR Authorization

PAC approved the HR authorization levels as appended (refer to *Annex 3*). On employment contracts the following items were resolved:

- Short term and project funded contracts can be approved at the School or unit levels.
- Establishment or re-establishment of new positions must be routed through PAC, including long-term contracts under Fund 10.
- Recruitment in key positions must be in line with the School or Center *Strategic Development Plan* (SDP).

4. AIT Pandemic Flu Plan

Dr. Jareet Janrasameewilai, the AIT Medical Doctor presented the AIT Pandemic Flu Plan as appended (*refer to Annex 4*). He reported that AIT has implemented measures A-E while measure I which is the vaccination program for health workers is being worked out. The establishment of a committee to look into the development of an emergency plan was suggested.

- The Head, Finance Office, Head, HR, the Medical Doctor and other administrative office heads will develop a proposal for a comprehensive emergency action that would cover not only the medical related aspects but also other important welfare services and safety issues.
- Information on the Avian Flu precautionary measures will be announced once more through email by the Medical Doctor and will be posted in the intraweb.
- The Office of the School Deans will provide information/website reference to faculty, staff and students traveling to affected areas, as a standard procedure.

5. Overhead Scheme

The VP Research and D/SET together with the working group on overhead scheme will have a meeting on 12 January 2006 to finalize the formula, particularly the parameters for faculty time recovery. All income from the standard 25% OH charged on projects will go to the school after which the allocated cost will be charged to each school.

For sponsored projects where standard overhead (OH) rates can not be charged, adjustment or waiver of OH, in consideration of the project's strategic importance to the development of the school, will be left at the discretion of the School Deans. However, overhead to defray expenses on utilities must be charged on all projects. A certain limit will be set for direct faculty compensation from projects but not to the indirect faculty compensation which the faculty can utilize to support his/her academic activities. Issues related to residual of projects will be further discussed.

- The RES Head will provide the components and breakdown of OH rates charged for utilities taking into account inputs from the KPMG consultant.
- Towards the plan of institutionalizing all consultancies, VP-R will develop guidelines and procedures for consultancy and training to be integrated in the P&P.
- The President requested that the determination of an appropriate OH formula be expedited, and to be included as an item for the next Decision Meeting.

6. Golf Course

The President reported that Dr. H.L. Tien, Head of Infrastructure is following-up with the Ministry of Natural Resources and Environment (MONRE) regarding its support for the Queen Sirikit Arboretum Project. Depending on the outcome of the discussions, and if sufficient funding is not available, the development and maintenance of the arboretum and its possible co-existence with a golf course, income from which could help maintain the arboretum will be considered. The President informed PAC that in response to concerns expressed by WWF, he has communicated the Institute's stand in line with the above.

- Dr. Tien has been requested to present a concept paper on the plan for the development and maintenance of arboretum and its possible co-existence with a golf course.

7. On-Campus Travel Agent

The WG tasked to recommend an on-campus travel agent, chaired by Prof. Ogunlana will meet on 12 January 2006 to re-assess their recommendation based on recent inputs received.

8. Annual Maintenance of AIT Campus

The Coordinator, Administrative Office Heads was requested to follow-up with the Head of Infrastructure the report on maintenance work carried out during the year-end break. It was pointed out that the Institute as an academic institution should not be closed even during holidays. The cafeteria was reported to have been closed for 3-4 days during that period directly affecting the students on campus.

- Report on maintenance work carried out during the 2005 year-end break – Dr. Tien to provide to PAC through the AOH Coordinator.

9. Journalist

Mr. Ralf E. Kircher, the *News and Media Specialist* will be joining AIT from 17 January 2006. He will be invited to attend the PAC meetings.

- VP (External Relations) requested the School Deans to help follow-up on the preparation of write-ups and articles that could be used for the AIT website and newspapers.
- The alumni network will be tapped to publish as well and to assist in increasing AIT's visibility in the region and worldwide.

POLICY AND STRATEGY MATTERS

PAC 06.01.04 Academic Advisory Panel Meeting, 10 January 2006

The President informed PAC of the feedback received from the AAP Chair according to which the participation of the VPs, School Deans and Director of the AIT Extension in the meeting was greatly appreciated and added much to the quality of the deliberations. The AAP was informed that the Executive Committee has endorsed the proposal for the establishment of an independent committee, to be decided by the Chairman of the Executive Committee and President that would conduct an evaluation of the International Advisory Panels of the Board. Further discussion on the creation of an Institute-level Advisory Board is provided under item *PAC 06.01.07, School Board*.

PAC 06.01.05 Visit of President and Vice Presidents to Fields of Study in 2006

The purposes of the visits by the President and Vice Presidents' to the fields of study are to meet with the faculty, staff and student representatives of the respective FoS and to learn more about the ongoing activities, plans for the future and discuss other issues that are of strategic importance.

PAC 06.01.06 Strategic Development Plan (2005-2010)

The envisaged AIT Strategic Development Plan (SDP) will have two levels: 1] School/Extension level and 2] an integrated institute SDP. The KPMG consultant will help in finance issues and in developing the investment plan. Preparations for the submission of the SDP by the respective schools and Extension are well on the way. The AOHs are also preparing SDPs for processes and services. Staff development plans and training also need to be carefully looked into.

- Roadmaps of various governments will be provided to schools/extension not later than week 03.

PAC 06.01.07 School Board

Following the academic restructuring of the earlier four Schools into three, the Schools will now operate under an autonomous structure based on the Responsibility Center Management (RCM) model. One of the conditions to support the autonomous School structure is that adequate accountability structures be put in place and an important mechanism in providing the necessary checks and balances will be through the formation of School Boards. As discussed earlier, the School Board will be a decision-making body of the School, chaired by an external expert who is willing and committed to contribute to the Institute. With the view of making most of the time spent by eminent members in School Board meetings, the optimal

composition of the Board will be further worked out whereby internal mechanisms to represent or take into account different perspective from faculty, staff, students and alumni may have to be made. The President shall serve as an ex-officio member of the schools and AIT extension Boards.

It is also proposed that instead of the current four International Advisory Panels appointed by the Board, there could instead be one Institute-level Advisory Board, comprising of selected external members from the Board of the Schools and AIT Extension. In support of the proposal, it is therefore important that the Schools and AIT Extension Boards also have sufficient representation of eminent members from the academe, corporate world, and prominent alumni. Meetings of the School and AIT Extension Boards are to be held once or twice a semester, and one of the meetings could be structured in way which would permit selected external members from the School and AIT Extension Boards, to stay for an additional day at AIT, during which the Institute-level Advisory Board could meet. the Institute-level Advisory Board would primarily be requested to provide advice to the Institute on strategic and policy level issues, including those concerning academic activities, developing linkages with the corporate world, strengthening partnership and developing synergies with alumni, and towards ensuring gender equality action and towards enforcing the gender-related goals in research and education activities at AIT and promotion of the role of AIT in advancing gender equality in the region.

The School Deans and Director, AIT Extension were requested to meet and develop a revised draft TOR for the School and AIT Extensions Boards for review at PAC. The Schools and AIT Extension should also start considering possible individuals who could be invited.

PAC 06.01.08 Decision Meeting

The second decision meeting will be convened soon to tackle the recommendations of WG 2 and 3 and other important issues. Concrete actions on the recommendations of WG 1 which were presented at the first Decision Meeting held on 13 December 2005 need to be taken. As agreed the following Task Forces (TF) will be formed to be chaired by the following :

- **TF I - Task Force to Rationalize Payroll Costs.** (VP for Education)
- **TF II - Task Force to Rationalize Sponsored Projects.** (VP for Research)
- **TF III - Task Force to Promote AIT-Industry Partnership.** (VP for External Relations)
- **TF IV - Task Force to Review the Semester System to Maximize Resources.** (Dr. Sundar Venkatesh in collaboration with the VP for Education)
- **TF V - Task Force to Improve Financial Management and Accountability.** (Prof. I.M. Pandey in collaboration with Maris Samaram, BOT member with the support of Mr. Larry Ribbeklint, Sida-funded external consultant, KPMG.

The President requested the respective Chairs to workout the TOR, time frame and optimal composition of the various Task Forces.

PAC 06.01.09 Issues from the Coordinator, Administrative Office Heads

The Head, Finance Office, as Coordinator of AOHs was reminded to provide the PAC with a one-page report on issues coming from the different administrative offices every PAC meeting. This will serve as a regular feedback on activities of the administrative

PAC 06.01.10 AIT Tuition Pricing Strategy Options

The document on *AIT Tuition Pricing Strategy* presented by the VP (Education) was well received by PAC members. Please see as appended (*refer to Annex 5*)

- VP (Education) and D/SET were requested to do some simulations and discuss the results with the President.

FINANCE AND AUDIT

PAC 06.01.11 FY 2006 Budget

The Head, Finance Office presented the approved FY 2006 Budget. (Annex 6). There will be a follow-up check of results after 6 months which will serve as an indicator whether projections used in making the budget are attainable or may need to be adjusted. A deeper analysis on the major changes in the budget between 2004 and 2005 is needed.

PAC 06.01.12 November 2005 Financial Results

The HEAD, FINANCE OFFICE presented the financial results as of November 2005 (Annex 7) and will provide the update on the figures of December 2005.

OPERATION

PAC 06.01.13 President's Open Office

The President informed the meeting that to date, there have been six open office meetings. The schedules for 2006 starting from 17 January 2006 have been calendarised. The Open Office meetings have provided very useful feedback and the inputs also serves as a useful check and balance mechanism and in ensuring that all aspects are considered in the decision making process. In as far as feasible actions have been taken to address the various issues through the concerned offices and feedback has also been provided to the concerned individuals. The President recommended that the VPs schedule similar open office hours preferably on the same day with that of the President

The President also informed PAC that individual lunch meetings have been scheduled with faculty members for 2006.

PAC 06.01.14 Appointment and Renewal/Reappointment Cases

1. Proposed re-introduction of the Affiliated Faculty Status

PAC received requests from the SERD and SET to grant appropriate faculty status to some staff who are eligible to teach courses, in recognition of their contribution. It was pointed out that these staff members teach courses on top of their primary functions and for which work they receive no additional compensation. After a lengthy deliberation PAC resolved to re-introduce the "Affiliated Faculty" status which could be given to eligible staff of AIT based on competency and need. However this recommendation will be forwarded to the Academic Senate for feedback. Likewise this issue will be referred to the Institute-level TF on faculty appointments, renewal and promotion, for input on the appropriate mechanism, criteria and conditions that will be required. Implementation of this resolution will call for revision in the P&P.

2. Appointments of seconded faculty members beyond the age of 60 are contingent upon the funding support provided by the seconding governments and based on the identified needs of the schools. Initiation or offer of appointments under this status should come from the Institute and not only upon the request/offer of the individual or seconding

agency. The PAC could approve such cases and will provide the list of names to the Executive Committee and the Board for information.

3. Adjunct faculty appointments will now be coursed through the President who will decide whether a particular case needs to go to PAC, otherwise the President could directly sign.
4. For appointments and renewal cases endorsed by PAC, please refer to Annex 8 (attached).

OTHER MATTERS

PAC 06.01.15 Partnership Agreements

1. Victoria University of Wellington
2. Nanyang Technological University

PAC endorsed in principle the abovementioned MoUs with the suggestion to review the appropriateness of the write-up. The PAC agreed with the recommended changes provided by the Legal Adviser designating AIT as the legal entity indicated in the MoU and D/SOM as the authorized signatory.

PAC 06.01.16 Advance Registration Period for Continuing Students

PAC endorsed the request from the Student Office to revert to the old system of registration which is during the first two weeks of the semester. (Please see Annex 6). PAC members commented that the requested change is actually what is currently being practiced.

PAC 06.01.17 Next Meeting

The next PAC meeting is scheduled for Tuesday, *10 February 2006*, at 08:30 hours, in the Board Room, Administration Building.