

PRESIDENT'S ADVISORY COUNCIL

17 November 2005

(week 46)

Present: Said Irandoust (*Chair*)
Peter Haddawy
Nusrat Sharmin Huq
Worsak Kanok-Nukulchai
Sivanappan Kumar
I M Pandey

Sudip K Rakshit
M Shrinivas Rao
Jonathan Shaw
Ng Eng Wan

Secretaries: Karma Rana
Renedith Calabdan

By invitation: Matthew Laszewski
Jean-Philippe Thouard

Apologies:

Dennes T Bergado
Chainarong Na Lamphun
Vilas Wuwongse
Stephen Ogunlana

PROCEDURAL MATTERS AND FOLLOW-UP ISSUES

PAC 05.11.19 Welcome

All members were welcomed to the PAC meeting particularly, Prof I.M. Pandey, Dean of the School of Management and Entrepreneurship who was attending his first PAC meeting. Professor Pandey is a Professor of Finance and served as Dean (1991-94), Acting Director (Jan.-Jun. 1994), Chairman of the Doctoral Programme (1988-90) and Chairman of Finance & Accounting Area (1982-83 & 1986-88) at the Indian Institute of Management, Ahmedabad. Professor Pandey was also a Visiting Professor at AIT for two years (1994-96) as a direct-hire faculty. Professor Pandey also serves as Member, Board of Director of the Industrial Finance Corporation of India and Cochin Shipyard Company.

Apologies were received.

PAC 05.11.20 Review of the Minutes of the PAC Meeting of 18 October 2005

The minutes of the 01 November 2005 PAC meeting were confirmed.

PAC 05.11.21 Matters Arising from the Minutes

The President noted the "Report on Actions Taken" which will form part of the regular agenda item of PAC, instead of "Matters Arising" to better ensure follow up actions. Items for follow-up will remain in the list until completed or unless agreed as resolved.

A summary on the "Report on Actions Taken" was tabled (please see Annex 1)

POLICY AND STRATEGY MATTERS

PAC 05.11.22 Executive Committee Meeting, 9 December 2005

The proposed agenda of the 9 December 2005 Executive Committee meeting were provided as paper 2.1. Under item 1.5, the Vice Presidents, Schools Deans, and Director AIT Extension will be formally introduced to the Executive Committee and also invited to present some of their ideas and strategies for future directions. The VPs have already prepared their strategies and the School Deans and Director AIT Extension were also requested to provide by 21 November 2005, a one-page brief outline of the same, which will be part of the Executive Committee meeting papers.

Under 2.4, the Chairs of the three Working Groups will be invited to make brief presentations on the respective WG outputs. The complete reports together with the Executive Summaries will be provided to members of the Executive Committee.

PAC 01.11.23 AIT Homepage (launch of the new AIT website)

A follow-up presentation of the new interim homepage, was made by Mr. Laszewski, on behalf of the WDTF, in preparation of its internal launching (i.e. to be accessible only to the AIT community) scheduled for 22 November 2005. The AIT community will be asked to send feedback in the next two weeks through the interim webpage development forum. The new AIT Homepage will be made available to the public in two weeks.

The target audience for the homepage is visitors, specifically prospective students and potential partners. Portals for the faculty, staff and students were created which are special websites for information useful for work and study at AIT, and can be used for internal communication. It is desired that the AIT community will be able to develop a culture of ownership and be active in providing feedback, updating information, and submitting news and events. A system is being developed by the WDTF to facilitate easy submission of news and events and eventually when the webmaster / journalist is on board, he/she will be responsible to receive, select and edit submissions from the community.

PAC 05.11.24 Working Group Reports: Action Plan

The PAC members were reminded by the President of the schedule for follow up action pertaining to the recommendations from the WGs (tabled as paper 2.2). The next Special PAC meeting on 7 December 2005 is being convened primarily to identify items to be brought to the 13 December 2005 Decision Meeting and during which areas needing further study will also be discussed. Concrete decisions made at the Decision Meeting will be converted into P&P, guidelines, regulations etc for implementation in January 2006. It was suggested that recommendations be presented to the faculty through the faculty forum before presentation to the Executive Committee.

The Working Group Chairs will present at the 7 December 2005 Special PAC meeting, issues/recommendations, emanating from the WG reports to be forwarded to the first Decision Meeting scheduled for 13 December 2005.

PAC 05.11.25 Working Group on Academic Restructuring

The composition of the Working Group, which has been decided upon by the Academic Senate and the Executive Committee, is now complete. The first meeting, is scheduled on 22 November 2005 to be chaired by the President chairing. Prof. Montri Chulavatnatol (AAP), Prof. Youngyuth Yuthavong (Executive Committee) and Mr. Chainarong Na Lamphun (AITAA) will serve as resource persons. Outcomes of the WG will also be

discussed at PAC nevertheless direct inputs from VPs to the WG in the process is encouraged.

The School Deans and Director AIT Extension were requested to meet and discuss the establishment and structure of the School Boards, governance structure, Associate/Vice Dean concept, information channels, how to involve faculty, staff and students, and develop a harmonized structure. The outcomes will be discussed in one of the PAC meetings and subsequently implemented by January 2006. A more explicit ownership pattern for AIT is being considered following the President's discussion with prominent alumni and representatives of governments ensuing from which the idea that those investing in AIT in the future will be the new owners of AIT. The President stressed the clear call on developing a strategic business plan on which inputs from schools were specifically requested. The main elements of the strategic business plan agreed to cover a 5 –year time frame would be the following:

- Emphasis on the uniqueness and core strengths of AIT.
- Identified strengths in terms of knowledge areas. The President requested each School to identify 1 or 2 strategic knowledge area/s taking stock of the trends in the region, and of the strategic plans and policy agenda of various governments, with the goal of becoming the leading institute in these specific areas. Staying actively abreast with the strategic agenda/policies or “Road Maps” of various governments in the context of Asian region is a must if AIT has to remain relevant.
- Methods to employ in order to achieve strategic goals. The “how to” for each set goal should be clearly drawn.
- Integrate efforts towards enhancing alumni partnerships and industry networking especially with multinational companies and concentration on niche areas.
- Strategies and methods of diversifying revenue sources to areas other than tuition and fees, such as training, research, projects and consultancy.
- Strategies in strengthening FoS structure in order to achieve the required critical mass/importance so as to best respond to the needs of both the private and the public sector.
- Develop unique features in both Masters and Doctoral degree programs which includes internship in industries and organizations.

The President pointed out that it is crucial to develop a strategy document with which everyone at AIT would feel ownership for. The challenges currently faced by AIT are not uncommon and that the Institute still remains a very viable regional institution enjoying the support of a large number of donor countries. He also reported that one of the prominent AIT alumni connected with World Bank (WB) offered to dispatch 2 WB experts trained in strategic planning to help package the business plan of AIT. Therefore the schools are expected to come up with the high quality content 5-year business plan which will be packaged by WB experts. The target month of selling this strategy document is February 2006.

On the naming of schools, the President requested the Schools to come up with their final recommendation in consultation with the faculty to also take into account names of similar schools in the region and the emerging trends, and stressed that the content and quality issues are much more important.

<p>The following were assigned and requested to obtain a copy of the strategic documents of various governments: Prof. Worsak K. N. for Thailand and Jean-Philippe for Europe and the U.S.</p>
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PAC 05.11.26 P&P on Power, Authority and Delegation

The PAC reviewed the revised P&P on Power, Authority and Delegation. It was agreed that in item 5, reference to the autonomous school, the School Board, Associate Deans, as well as the Administrative Unit Heads should be made.

The President opined that the School Board will not only be an advisory- rather a decision-making body of the school and shall be chaired not by the School Dean but probably by an outsider, who is an expert, willing and committed to contribute to the Institute. The Board will be comprised of a representation from the faculty, staff, students, and external members, which could initially meet once or twice per semester. Issues of strategic importance to the School or policy-related such as budget and strategies for 2006, direction of the school, identification of knowledge areas, quality of content, business plan, budget, etc. will be tackled by the School Board. Some concerns were expressed on the possible setbacks of having a decision-making School Board such as likely duplication of effort, low faculty turn out in meetings due to primary academic obligations, and delays in implementation.

The Schools will have to identify issues and areas which should be addressed by the School Board as well as the processes for which the approving authority should be at the School Dean level.

PAC 05.11.27 Issues for the First Decision Meeting

The first Decision Meeting will be held on 13 December 2005. A recommended decision will be in a one-page format outlining the following: subject, rationale, recommended decisions, person putting forward the proposal who could provide further clarifications and receive feedback. The VPs, School Deans, Director AIT Extension and other PAC members are also invited to propose items they feel should be brought to the Decision Meeting. However, the issues must be of strategic importance or policy related which have an impact or bearing on the Institute as a whole. The decisions made at the 13 December Decision Meeting will be implemented in January 2006.

PAC 05.11.28 Issues from the Coordinator, Administrative Unit Heads (AUH)

With reference to discussions at the AUH meeting, Mr. Eng Wan, the current AUH Coordinator, put forward the request that AUHs be afforded some flexibility on issues related to titles of the second tier management staff particularly of the Finance and Infrastructure offices where some staff may need to retain manager title. The President reiterated that the main concern is that there should be no confusion on the use of the title of Director which had been decided to be maintained only for the case of AIT Extension and other academic centers of the Institute. Titles ought to be based on the function of the staff.

To better facilitate issues coming from different administrative offices, the PAC requested the AUH Coordinator to provide a one-page report on issues emanating from AUH meetings. This will also keep the PAC informed of the quality, content, and development related issues being worked on by the AUHs.

The Coordinator of the Administrative Unit Heads will regularly prepare a one-page report outlining the issues arising from AUH meetings to be brought to PAC. The TOR of the

Coordinator, Administrative Office Head will be formalized in writing. Institute Secretary to provide.

FINANCE AND AUDIT

PAC 05.11.29 Overhead Scheme for Outreach Activities

The School Deans together with CFO were requested by the President to formulate a good model on overhead and allocated cost. The CFO will collect the data on proposed budget for 2006 and prepare the document in a format that would be easily understood by the Executive Committee of the Board. Schools projecting deficits for 2006 need to present actions and plans to offset it before approval of the proposed budget.

A paper on the revenue flow/sharing based on RCM was tabled. The PAC deliberated the proposed model on overhead which could be used in conjunction with the implementation of RCM, presented by Prof. Worsak with the main highlight of including a 2.4 % mark up for faculty cost/time recovery on top of the main overhead. PAC also discussed the scheme in view of the results emanating from the meeting of the Task Force formed to deliberate the issue which has made an initial recommendation of 25% gross overhead. The PAC endorsed in principle the proposed formula by Prof. Worsak, on which specific parameters will be further deliberated. To determine whether the proposed formula would significantly increase cost to be charged on clients, the President requested CFO and Prof Worsak to apply the formula on actual projects of different nature and types and provide resulting calculations to PAC.

A suitable scheme on how to allocate the incentive for the faculty member who are involved in the projects will also be further deliberated.

OPERATION

PAC 05.11.30 Appointment and Renewal / Re-appointment Cases

(The PAC was chaired by VP (Ed) from this point onwards.)

The following cases were endorsed:

Senate-Endorsed cases::

1. Dr Raimo O. Malinen, Associate Professor, 9 months, PPT/SSD, seconded by the Government of Finland.
2. Prof Athapol Noomhorm, Professor, 4 years, SSD-FEBT, Fund 10.
3. Dr Matthew N. Dailley, Assistant Professor, first appointment, 2 years, SET-CSIM, Fund 10.

Staff Appointments:

1. Ms Rajani Amatya Rajbhandari, Project Associate, 1 year & 1 month, SSD-UEM, Fixed-Term.
2. Ms Pawinee Iamtrakul, Project Researcher, 3 months, SET-TRE, Fixed-term.

3. Mr Bimalendu Mohanty, Project Associate, 1 year & 2 months, SERD–UEM, Fixed-term.

Staff Renewals/Reappointments:

4. Dr. Teresita del Rosario, Visiting Associate Professor & ADB-AIT Networking, 2 months, ADB-AIT Networking Grant.
5. Ms Jaramporn Hanpol, Project Associate, 1 year, SOM, Fixed-term.
6. Mrs A.M.A.K. Abeygunawardana, Research Associate, 2 months, SSD-Energy, Fixed-term.
7. Ms Chitimon Skolpap, System Analyst, 1 year, ITServ, Fixed-Term.
8. Ms Nguyen Thi Kim Hoa, System Analyst, 1 year, ITServ, Fixed-Term.
9. Mr Faruk Ahmed, System Network Administrator, 1 year, ITServ, Fixed-Term.
10. Mr Anthony Edwin P Guirnela, System Analyst, 1 year, ITServ, Fixed-Term.
11. Mr Viraphan Samadi, System & Network Administrator, 2 years, ITServ, Fixed-Term.
12. Mr Anupam Das, Senior Program Associate, 1 year, SOM, Fund 10.
13. Ms Wilaiporn Cherngchawano, Senior Program Officer, 1 year, SOM, Fixed-Term.
14. Ms Sandhya S Pradhan, Manager, International Relations, SOM, 1 year, Fund 10.
15. Ms Marrofe L Rubio, Program Associate, 1 year, SOM, Fund 10.
16. Mr Thanadon Phuttharut, System Administrator, 1 year, SOM, Fund 10.
17. Ms Julaika Bente Hossain, Project Researcher, 6 months, SSD,GDS, Fixed-Term.
18. Mr. Vinod Singh, Laboratory Supervisor, 1 year, SET-GTE, Fixed-Term
19. Ms. Vinita Nangia Saluja, Computer Teacher, AIT Community School, Fund 21.

PAC 05.1131 Agreements with BUW and (KW) GmbH

The project agreements with Bauhaus Universität Weimar (BUW) and Knoten Weimar (KW) presented by D/SST, scheduled to be signed on 6 December 2005, were endorsed in principle by PAC and will be reviewed by the SCPO and the legal adviser. It was suggested that a general MoU be drawn if there is no existing partnership agreement under which more specific implementation agreements could be based. The Dean of SST was requested to further discuss with the principal investigator the details of the project agreements.

PAC 05.11.32 UNEP.ROAP – AIT Letter of Agreement

As the project on assessment of water vulnerability in Asia under the letter of agreement intends to engage WEM faculty, PAC requested the Deans of SET and SSD to discuss

together arrangements at the school level before the President signs. Likewise, the SCPO will be requested to process the LoA for endorsement by the legal adviser. It was noted that the money is planned to be disbursed through AIT before year 2005 ends.

PAC 05.11.33 Other Matters

Outsourcing of AIT Services

The VP (Ed) reported that an outside expert will help to review and provide feedback on the AITCC services as the idea of outsourcing some of the AITCC services is being considered. The Head of Infrastructure will provide the necessary information. The President pointed out the need for external experts to conduct feasibility study/survey and explore possibilities before outsourcing of a number of AIT services will be decided upon. The VP (Ed) was requested to conduct discussions with TU and NSTDA on possible collaborations related to this matter.

Golf Course at AIT

The President reported that the proposal to re-establish and rebuild the golf course at AIT will be presented to the Executive Committee of the Board at its 9 December 2005 meeting, following feedback received from the AIT alumni body. Resources that could be generated from the golf course could be used to maintain the Queen Sirikit Arboretum as expected support for the arboretum from MONRE has not materialized. MOFA will be consulted on the implications of this new development.

Debate Festival

Towards developing a culture of debate across the Institute which will be beneficial primarily to AIT students, many of whom will become policy makers and leaders in their own fields, the idea of institutionalizing debate festival to be initiated by the SU is being considered. This would also serve as a good platform to encourage active exchange of ideas on research, education, culture, philosophy or even for the purpose of having fun among faculty, staff and students.

PAC 05.11.33 Next Meeting

A special PAC meeting, is scheduled for Wednesday, *07 December 2005*, at 13:30 hours, in the Board Room, Administration Building. The meeting is convened primarily to discuss recommendations from the 3 working groups which could be brought to the 13 December 2005 Decision Meeting.