

PRESIDENT'S ADVISORY COUNCIL

23 August 2005

Present:	Said Irandoust (<i>Chair</i>) Kalchana Nettayawichit Chongrak Polprasert Teresita del Rosario Hoang Le Tien	Ng Eng Wan Vilas Wuwongse <i>Secretaries:</i> Karma Rana Izel Ann M Dante
By invitation:	Dennes Bergado Peter Haddawy Nusrat Sharmin Huq Worsak Kanok-Nukulchai	Chainarong Na Lamphun Matthew Laszewski Stephen Ogunlana Jonathan Shaw
Apologies:	Nazrul Islam	N Ramachandran

PROCEDURAL MATTERS AND FOLLOW-UP ISSUES

PAC 05.08.09 Welcome

The President welcomed Professor Dennes Bergado, Faculty Representative, and Professor Peter Haddawy, Chair of the Working Group to Review Administrative and Budget Structure/Processes, to their first PAC meeting. The respective Chairs of the three Institute-level WGs will be regular invitees to PAC meetings until their reports are ready, which are expected by 30 September 2005.

PAC 05.08.10 Review of the Minutes of PAC Meeting of 9 August 2005

The minutes of the 9 August 2005 PAC meeting were confirmed.

PAC 05.08.11 Matters Arising from the Minutes

1. Appointment of Vice Presidents

The President thanked everyone for their participation in the open hearings for the Vice President (Education and External Relations) positions, as well as invited PAC reflections from the candidates' presentations. (*The shortlisted candidates present were requested to leave the room at this point.*)

There was common appreciation for the whole search process and thanked the President for introducing it. The transparent process developed a new culture, brought out good candidates, and encouraged the community to speak up. Active participation of staff and students, in addition to faculty, was noted. There was also a large turnout of remote viewers.

The ideal Vice Presidents should be open-minded to new ideas, without discrimination where or whom they are from; have impressive professional track record; men of principle; and of good character. They will serve as agents to create and communicate strategies, configure limited resources efficiently, and coordinate/lead required efforts. They should be able to handle ideas and people in a systematic way. The President made it clear

that he is neither including nor excluding a candidate on the basis of nationality. The VP(ER) should be flexible but pragmatic in responding to donors' needs and preferences, and in distributing donors' intentions widely at AIT. He/She will serve as AIT ambassador, thus should maintain AIT's image and not jeopardize donor relations. He/She should be competent, has a pleasant personality, savvy in media relations, has good communication (including written) skills and marketability.

The President will make a decision at the end of the week and will finalize the VP appointments within the month.

2. Appointment of School Deans and AIT Extension Director

(Candidates present were requested to leave the room at this point.) The matrix on the candidates for the School Dean and AIT Extension Director positions were made available to members. The number of applications and nominations are as follows:

Positions	No. of Applications	No. of Nominations	TOTAL NO. OF CANDIDATES
<i>Dean - Development</i>	2	5	7 <i>(all Internal)</i>
<i>Dean - Engineering</i>	2	5	7 <i>(all Internal)</i>
<i>Dean - Management</i>	0	5	5 <i>(Internal = 4; External = 1)</i>
<i>Director - AIT Extension</i>	5	6	11 <i>(Internal = 7; External = 4)</i>

The President thanked the PAC members for their feedback on the candidates. The term for the School Deans and AIT Extension Director will initially be for one year, with an additional 3-year period for the School Deans. The additional period for the AIT Extension Director is yet to be determined.

The Deans will establish the management and academic structures of their respective Schools. Students will have representations at School boards and committees. The ideal School Deans should be capable of mobilizing and motivating people, and have outstanding leadership and management abilities.

The decision on the shortlist for these positions will be made by the President. The short listed candidates will be announced to the AIT community on week 35. The open hearings will be scheduled in week 37 (12 - 16 September 2005).

3. School / Unit Visits on Institute's Financial Situation

The CFO is yet to receive the revised forecasts from Schools/units. Monthly follow-up meetings with Schools/units will continue.

Unit heads will be reminded to submit their revised forecasts to CFO.

4. AIT – TU – NSTDA Task Force

AIT hosted the first Task Force meeting. The NSTDA President has formed its Coordinating Committee and offered to host the second TF meeting.

The RTG Coordinator is coordinating with Task Force members for a suitable date.

5. Working Groups

The Chairs of the three Institute-level working groups were invited to discuss on how they can effectively carry out their tasks. The working method would include a review of reports of similar past exercises at AIT and experiences of other institutions, communication with the AIT community to provide information and invite inputs. It is important to review and identify weaknesses or issues of the past that may require further closer investigation.

The three WGs will set up online discussion boards/fora to receive inputs from the community, as well as to regularly update the community of their progress. The President will also share in confidence suggestions he received that are relevant to the WGs. The WG Chairs requested for full support and cooperation from units (e.g. finance, registry, etc) preferably with the President's instruction. The President is exploring with Sida to provide a professional to the WGs, and 1 MSEK for the exercises.

The WGs are expected to deliver their final reports with concrete recommendations by 30 September 2005. Any concern on the timeframe can be discussed at the next PAC meeting vis-à-vis WGs progress.

POLICY AND STRATEGY MATTERS

PAC 05.08.12 President's Meeting with Academic Senate

1. Academic Restructuring

The Executive Committee had suggested the appointment of a working group or task force which would comprise members of the faculty, Academic Advisory Panel and resident members of the Executive Committee to further consider the implementation aspects of the academic restructuring. However, the Academic Senate prefers that the working group consist of one faculty representative from each of the current four Schools (preferably those with comprehensive knowledge of the academic restructuring), two staff representatives, and two student representatives. The three School Deans, once appointed, will also be members of the Working Group. The Academic Advisory Panel and resident members of the Executive Committee together with an AIT alumni representative (external) would be invited to serve as external resource persons.

The President will formalize the formation of the WG on academic restructuring implementation and make appointments once representatives are identified.

2. Establishment of AIT Centers in the Region

The Long-term Strategies WG will consider the general policy to be adopted in having AIT satellite centers/branches in the region.

3. Student Representation in the Academic Senate

Student representatives (one masters and one doctoral) as regular invitees in the Academic Senate is acceptable and within the context of the AIT Bye-Laws.

PAC 05.08.13 AIT Homepage / AIT Newsletter

Dr Shaw made reference to the concept note on news and AIT website distributed to PAC members in the last meeting. It proposed the formation of a Web Development Task Force (WDTF) to carry out the re-design and re-development of the AIT website, including migration of materials, and intends to have a new functional site by 31 October 2005. It is also the best time to create a new AIT logo and institutional identity, which should be professionally commissioned. The proposed members include: Dr J Shaw, Mr M Laszewski, Mr JP Thouard, Mr K Rana, SCE and AIT Extension Webmasters, and faculty and student representatives. Dr Shaw, Mr Laszewski, and Mr Rana, upon consultation with Prof Haddawy, will draft the TF's terms of reference. The President will formalize the appointments soon after.

The Web Team (news, content, operation and maintenance), which will be full-time, will be led by a full-time information (news and content) specialist. The HRD has already been instructed to initiate the search process. The other full-time members include: a technical webmaster, a technician, and student assistants. Relations with the local newspapers should also be developed. Their professional journalists can then be invited to conduct workshops for the AIT community on developing press releases, writing news stories, and other relevant issues.

News (re-focused on education and research) production must be institutionalized. Faculty should take the responsibility in having their activities (research, projects, publication, profile, etc) publicized. The Deans should be required to regularly submit to the Web Team, maybe through the PAC, stories from their School. Other features would be educational experiences from students, pictures of community life, message from the President, strategies of the VPs, new visitors, etc. Press releases should regularly be provided to all stakeholders.

FINANCE AND AUDIT

PAC 05.08.14 Budget 2006

The CFO presented the draft schedule for the 2006 budget process. The 2006 budget will be submitted to the Executive Committee in its 9 December 2005 meeting. This year's process allows for a longer time and will emphasize on dialogues between the Budget Committee and units. The budget exercise will be done for the current four Schools, but will involve the new School Deans and Vice Presidents once they are appointed. The units will be instructed not to budget above the actual 2005 revenues. There was discussion whether to use the actual 2005 revenues, the average of the actual revenues from 2003 to 2005, the least of

the actual revenues from 2003 to 2005, or the actual 2005 expenditures. The request for an Institute-wide 10% minimization of costs for the remaining part of 2005 is an indication for 2006. There should be a common understanding of the financial challenges, and a consequence/incentive system will be introduced to encourage cost effectiveness. All units should identify ways to increase revenue (e.g. applying charges for sports facilities and services, utilizing on-campus hotel and training facilities, etc) and manage costs.

Identified driving parameters, clear budget instructions, and a simple budget template including previous years' figures will be made available to the units. The Cost/Revenue WG will establish a figure for allocated costs. Cost cutting requirements will be tougher for central and School administration.

School Deans and Unit Heads have been requested to present their action plans for which will also contribute greatly in alleviating the current situation.

PAC 05.08.15 Budget Committee

A Budget Committee will be appointed to assist the President and VPs to define the 2006 and 5-year financial targets and strategies, as well as recommend a new budget and financial approach. The identified members are: Prof C Visvanathan, Prof Gopal B Thapa, Dr Raimo O Malinen, Dr Vatcharaporn Esichaikul, Dr Chotchai Charoenngam, Dr Roy Kouwenberg, and Dr Shrinivas Rao. Advice may also be sought from Mr Maris Samaram, Chairman of the Audit Committee, and HE Mr Wijewardena, Sri Lankan Ambassador to Thailand, both AIT Trustees.

Financial commitments of agreements (MOUs, MOAs, etc) and research contracts/ grants that the Institute has entered into, as well as employment renewals for 2006, should be made available to the Budget Committee. Infrastructure planning needs to be done to match targets on student intake, research projects, etc.

OPERATION

PAC 05.08.16 Appointment and Renewal/Reappointment Cases

After the School academic and management structures are in place, the approving authority for short-term faculty appointments will be delegated to the School Deans, say through a School Board. The Deans will review these cases against their needs, financial capability, current structure (faculty and student headcounts), and quality assurance.

The following cases were endorsed:

Faculty Appointments

1. *Dr Adisorn Tuantranont, Adjunct Lecturer, 4 months from 8 August 2005, SAT-Mic, School Fund.*
2. *Dr Apinunt Thanachayanont, Adjunct Assistant Professor, 4 months from 8 August 2005, SAT-Mic, School Fund.*

3. *Dr Suwat Athichanagorn, Adjunct Assistant Professor, 4 months from 8 August 2005, SCE-GGE-GEPG, School Fund.*
4. *Prof Urs Bumbacher, Adjunct Professor, 11 days from 11 August 2005, SOM-IEMBA VN, Fund 30.*
5. *Dr Clemens Bechter, Adjunct Associate Professor, 3 months from 19 August 2005, SOM-EMBA & IEMBA VN, School Fund and Fund 30.*
6. *Dr Arne Deussen, Adjunct Assistant Professor, 10 days from 19 August 2005, SOM-IEMBA VN, Fund 30.*
7. *Mr Ragnar Thor Grundtvig Soegaard, Adjunct Associate Professor, 2 weeks from 9 October 2005, SOM-IEMBA VN, Fund 30.*
8. *Mr Allan Charles Thorburn, Adjunct Lecturer, 2 weeks from 23 October 2005, SOM-IEMBA VN, Fund 30.*
9. *Dr Jega V Jegetheesan, Visiting Senior Lecturer, 6 months from 1 July 2006, SERD-EEM, No cost to AIT.*

Appointments made.

PAC 05.08.17 Student Accommodation

ARCA sought assistance from SU in making initial contact with students having outstanding rental fees for over six months, as well as inform the student body of the Institute's credit policy. A formal communication directly to the students will also be sent by the SAO in mid-September 2005. There is urgent need to look into an integrated student/financial information system. Relevant units should be able to see a student's financial status and facilitate processes (collection of fees, denying services, withholding documents, etc).

PAC 05.08.18 STMS Service Performance

Upon the recommendation of the Task Force evaluating STMS services, the service management of STMS for AITCC, SAO and FSHO will be terminated with effect from 31 August 2005. The cleaning service contract with STMS will be reviewed for a one-year renewal.

The AITCC will be internally managed until a feasible concept can be documented and eventually implemented. The AITCC staff have been restructured into two shifts. Its personnel and management structures will be reviewed further.

OTHER MATTERS

Next Meeting

The next meeting is scheduled for *Friday, 16 September 2005*, 1330 hours, in Room 210, Administration Building. Issues (with background information) should reach the secretariat no later than noon of Wednesday, 14 September 2005.