

PRESIDENT'S ADVISORY COUNCIL

17 October 2007

(week 42)

(confirmed)

Present:	Said Irandoust (<i>Chair</i>) Izel Dante Peter Haddawy Sivanappan Kumar Sudip K Rakshit	Jonathan Shaw Khin Ni Ni Thein Vilas Wuwongse Md. Mustafa Saroar <i>Secretaries:</i> Karma Rana Renedith Calabdan
Apologies:	Dennes T Bergado Worsak Kanok-Nukulchai Indra M Pandey	Ram Shrestha Rathsayam Tiyarathtagam
Invited:	Nitin Afzulpurkar (on behalf of D/SET)	Patcharee Wangsakan

PAC 07.10.26 Welcome and Apologies

The President welcomed all present to the meeting and apologies were received.

PAC 07.10.27 Approval of the PAC Agenda and Review of the Minutes of the PAC Meeting of 03 October 2007.

The minutes of the 03 October 2007 PAC meeting were confirmed with the following corrections:

- PAC 07.10.02: Dr. Vilas Nitivattananon should be included in the composition of the Campus Environment and Development Commitment (CEDC).
- PAC 07.10.17: On Academic Calendar 2008
It was noted that the 2008 AIT Academic Calendar provides a maximum of 13 official holidays in compliance with the Thai Labor Law and based on the revised AIT policy on leave.

Follow-up on actions to be taken:

- AIT-RTG Cooperation Plan 2010-2014

The draft memorandum on the AIT-RTG cooperation Plan 2010-2014, which included annexes on the timeframe for submission of the cooperation plan No.9, the budgeting process and the draft TOR of the performance evaluation, was received by PAC. It was agreed to delete the information on the RTG support to AIT for personal income tax.

The involvement of the proposed external member will be further considered. VPER and the RTG Coordinator will further discuss the issue and provide their recommendation to the President.

ACTION: The memorandum will be finalized as soon as advise from VPER and the RTG Coordinator is received. (c/o Head of Administration)

ISSUES FROM PRESIDENT**PAC 07.10.28 Evaluation of Administration/Leaders**

In 2006, AIT embarked on a systematic evaluation of its leadership and administration towards bringing about continuous improvement in its performance. Modalities used last year were i] face to face meeting with constituencies; ii] individual reflective meetings between and the President and administrators, as well iii] joint group meetings (VPs, Deans, Director AITE and Heads). A self-evaluation report prepared by the administrators highlighting accomplishments, outline of goals, indicators and objectives for the following year, and areas of high performance and areas that require improvement were provided in advance of the meetings to the President and constituencies.

This year's evaluation will take place starting from mid-November 2007 and will conclude before the end of the 2007. The intension of the performance evaluation is to get feedback on which areas need improvement. The President deems it important that the self evaluation report of administrators for 2007 reflects among others, what has been done to address issues highlighted in last year's evaluation.

Other points highlighted:

- 1] Include feedback mechanism through email which will be handled with confidentiality by a person assigned by the President, as one of the modalities in 2007 performance evaluation.
- 2] Evaluation of performance will be based on activities and outcomes.
- 3] As the main intention of the evaluation is towards improvement of weak areas, the terminology being used which is "evaluation" may need rethinking. Suggested term: "learning".

ACTION: Send out to the AIT community the following:

- 1] time table
- 2] results of 2006 evaluation
- 3] guidelines on issues to be reported on by the administrators.

The guidelines will be sent to PAC members prior to dissemination to the AIT community. (c/o Head of Administration)

PAC 07.10.29 Professor M. Tabucanon's Engagement with AIT

Professor Mario T. Tabucanon, who is currently on unpaid leave of absence, requests AIT to entitle him to continue officially serving the Institute for a period up to his retirement, without remuneration and without necessarily having to physically return and work on campus on a regular basis, and for the Institute to accept his contributions in this manner to satisfy the conditions of his sabbatical leave. Prof. Tabucanon's current contract as Professor is until 31 December 2010. The President informed the meeting that this proposal will be presented at the 05 November 2007 meeting of the Executive Committee for approval.

The PAC members are favorable to the proposition and are appreciative of the continued support and linkages provided by Prof Tabucanon to the Institute. Members opined that the new set-up will provide opportunity of hiring a new faculty at a lesser cost to AIT. Dr. Nitin Afzupurkar, Associate Dean/SET, also conveyed the full support of the Industrial Engineering and Mangement (IEM) FoS faculty members on the proposal and their acknowledgment of Prof Tabucanon's contributions.

PAC 07.10.30 Progress Report on AIT Charter

There were 28 written responses (out of 34) received from the trustees, endorsing the text of the AIT Charter. On 11 October 2007, an AIT delegation led by the Chairman of the

Board, Dr. Tej Bunnag which included the two Vice Chairpersons of the Board, the ADB Country Director for Thailand, together with the AIT President paid a visit to Mr. Virasakdi Futrakul, Permanent Secretary, Ministry of Foreign Affairs, Thailand. The Ministry is fully supportive and will soon be making a formal communication to AIT'S current partner countries and international entities as well as founding member countries currently not in the Board, to explain the process and timeframe to be followed. Subsequently MOFA Thailand will host a meeting, at which the Charter is expected to be formally adopted.

Efforts to follow-up on the Charter issue was made by the President with H.E. Mr. Koji Omi, Founder and chairman of the Science and Technology in Society (STS) Forum, and former Minister of Finance of Japan; Dr. Taizo Yakushiji, Executive Member, Council for Science and Technology Policy (CSTP), Cabinet Office; and Mr Fumiaki Takahashi, Executive Director, Japan Science and Technology Agency (JST). They have expressed strong words of support and gave assurances in promoting AIT within the Government of Japan.

ACTION: The President requested VPER to closely liaise with MOFA Thailand on the timeframe and process to be followed in the adoption of the new AIT Charter..

PAC 07.10.31 Service Agreement with Sodexho on Food Management Services at AIT Cafeteria

The draft services agreement between AIT and Sodexho on food management at the AIT cafeteria which incorporates conclusions made at the Institute Decision Meeting on 19 September 2007, was reviewed by PAC members. The first draft has gone through the first round of review by the SU President and representatives, Head/Student Office together with some members of the AIT community.

PAC ***agreed*** to propose incorporation of the following points into the agreement with Sodexho: (c/o : H/IO)

- 1] Include as a preamble in "Schedule 4 - KPI", compliance with the Thai Health Standard for Food Operation.
- 2] Place the item on "Hygiene of Kitchen" under KPI for "Food".
- 3] There should not be more than 2 incidents/month to be tolerated on KPIs for "Food" which includes hygiene of kitchen.
- 4] In the price list: item 9 (1 chappati/rotty) should cost Baht 5.
- 5] Provide special consideration for halal and vegetarian food customers in terms of food menu to be prepared on the daily basis.
- 6] Suggested pricing of coffee: *hot coffee should range from Baht 15-20
*ice coffee should range from Baht 15-30
H/IO also affirmed that more coffee machines will be installed on campus.
- 7] Face-lift of the cafeteria: set up new chairs and tables at the cafeteria; (considering that the objectives of outsourcing the cafeteria were to have visible improvement not only in food services/quality but equally important in terms of infrastructure).
- 8] Upgrading of rest rooms within and attached to the cafeteria.
- 9] Page 19, item i] "importing natural person": to be clarified with Sodexho; Seek advice of the legal adviser on this issue.

The services agreement is planned to be signed by the end of October 2007. Sodexho needs 8-10 weeks for complete take over of the operation. This will include necessary renovation which will take place during the period of 28 December 2007 - 02 January 2008. It was noted that AIT still has the right to manage the open area located at the entrance of the cafeteria. H/IO reported that the official notification both in English and Thai versions were given to and well received by the current vendors. The Infrastructure Office will convene a meeting with the affected vendors and staff which will be attended by the President. The purpose of the meeting is to

explain possible opportunities for them in the new set-up.

ACTION: PAC recommended that the final version of the service agreement with Sodexo be reviewed by the legal adviser.

PAC 07.10.32 Cooperation Between AIT and UNESCO IHE In Urban Water

The President reported that VPDR, D/SERD together with Prof Visvanathana and Dr. Babel are working on this matter. It was suggested that involvement of other water related units be encouraged.

PAC 07.10.33 Proposal for the Establishment of an AIT-UN Office at AIT

The President informed PAC members that a brainstorming meeting with the relevant faculty and staff will be organized to provide opportunity to Prof. Ajit Annahatre, proponent of the concept, to present the rationale of the proposed establishment of the AIT-UN office which was earlier presented to PAC.

PAC 07.10.34 Proposed Agenda for the 05 November 2007 Executive Committee Meeting

The President reported that the next Executive Committee (EC) meeting will be held on 05 November 2007. Updated EC agenda were received by PAC members. The President requested all concerned (VPs, Deans and AITE Director) to submit their reports in time for sending out of EC papers which is due for Friday, 19 October 2007.

PAC 07.10.35 AIT Centers in the Region and other Strategic Initiatives

AIT needs to start preparing in positioning AIT not only for the coming few years but from a longer 20- to 25-year perspective. Change is inevitable and in order to succeed in the changing environment, multiple strategic initiatives need to be launched based on the changing needs of the region, globalization of education / research and competition for attracting talented students and research funding.

With the shift to more bilateral funding, AIT will need to actively enhance its presence in the region through establishment of centers and branches, and at the same time strengthen its partnership with alumni especially in the public sector, in better positioning AIT in the national development plans and agenda, as a development arm or tool for partner countries.

Economically developed countries are reducing aid as the countries in Asia cross the GDP threshold. Into the future it is likely that they will entirely leave, shifting their development focus to countries such as Africa and other parts of the world, or significantly reduce their level of support to the region which AIT currently serves. Developmental aid into the future will be increasingly provided by emerging economic powers of Asia such as: China, India, and the Middle-east etc. Therefore, the strategy for AIT would be to network with national universities and institutions along with other Asian partners. Into the long term future, AIT must continue to strengthen and capitalize on its uniqueness, and its capacity and agility to link together a wide range of international partners, collaborating together in research, teaching and development activities.

In line with the above perspective, PAC discussed the following proposals:

1] Establishment of AIT Centers in the Region – A Concept Paper

The paper provides the background, the rationale and the criteria for AIT to open branches in the region. The President invited feedback from PAC members on the concept paper.

2] Engagement of AIT in Undergraduate Education

Dr. Nitin Afzupurkar, Associate Dean/SET, is helping in working out the concept paper which aims to prepare and better position AIT for the next 20-25 years by becoming a network university.

3] Business Plan for an AIT University in Vietnam

VPER presented the background and the process in coming up with the draft business plan for the establishment of an AIT University in Vietnam. The document was prepared by a team led by Dr. Fredric Swierczek, the current AITCV Director, reviewed by a TF and endorsed by AITCV Council of Advisors. AITCV seeks to obtain approval of AIT, the Executive Committee, and the Board of Trustees in order to be able to approach potential investors and partners. The two conditions that need to be met first as per the guidelines provided by the Executive Committee are i] absence of financial risk for AIT and ii] no loan if possible or loan that will be tied up with the government scholarship (e.g. proposed AIT Center in Pakistan case – 10% of HEC scholarship will go to payment of loan).

The President opined that AITCV should concentrate in approaching main investors from the private, semi-public sectors and the government of Vietnam.

PAC *recommended* that the executive summary of the business plan for the proposed AIT University in Vietnam, together with the two other proposed concepts be presented to the Executive Committee meeting on 5 November 2007. It is important to ensure harmony of the three documents, as the President will inform members of the EC that AIT is working towards this direction.

ACTION: Only the executive summary will be provided to the Executive Committee while the detailed business plan for AIT University in Vietnam should be sent to the schools and units for review and comments.

Other Discussion points highlighted:

- 1] A more detailed information on the financial aspects be made available to faculty.
- 2] It was opined that if AIT intends to bring in strategic partners/institutions, the same should be invited to be involved at the planning stage.
- 3] The degree to be conferred should be from AIT or AIT could explore joint bachelor degree programs with reputed institutions and partners.

ACTION: The President requested VPER and Dr. Nitin A. to discuss and ensure that the three documents are complimentary and in harmony.

ISSUES FOR DECISION**PAC 07.10.36 P&P on Field of Study / Area of Study Coordinator**

The P&P on Field of Study (FoS)/ Area of Study (AoS) Coordinator was reviewed by PAC. Subject to incorporation of agreed changes, the PAC *endorsed* the abovementioned P&P with the following recommendations:

- 1] Increase in the special supplementary allowance for FoS / AoS coordinators to Baht 15K/month.
- 2] Revision of article IV, on “Selection and Appointment” to incorporate the

change in the process of filling-up the FoS/AoS Coordinator position. The coordinator shall not be elected, rather potential candidates should either be nominated or should submit their expression of interest to the School Dean. The Dean recommends the suitable candidate for consideration and appointment of the President.

- 3] Strengthening of the role of the FoS/ AoS Coordinators in the areas of:
 - personnel responsibility/function
 - e.g. to provide substantial input on performance evaluation; setting up of active feedback mechanism to FoS faculty on areas needing improvement; initiate discussions on needed support to achieve objectives;
 - quality control
 - take responsibility in ensuring the quality of FoS curriculum/curriculum development, course offerings, faculty teaching etc;
 - pedagogical development
- 4] The revised policy will be effective from 01 January 2008.

The President stressed the need to highlight in the revised policy the strong leadership role expected of the FoS/AoS Coordinators, a dimension which is not currently evident.

ACTION: Additional comments from PAC members could be sent to Head of Administration following which the final version will be sent to the Academic Senate for information.

PAC 07.10.37

AIT Postdoctoral Fellows – Call for Applications

PAC reviewed the draft announcement on the call for applications for the AIT Postdoctoral Fellows (PF) and made the following recommendations:

- 1] The appointment period for a postdoctoral fellow will be for a minimum of six (6) months and will cover a monthly stipend of Baht 50K-60K (from 30K) which could also include research expense. The research grant should not be mentioned in the announcement. Budget expense on PF stipend will be borne by the central administration.
- 2] Qualified applicants who already obtained external funding (i.e. covering research and personal cost) will be given priority. All nationals are eligible to apply. PFs should be free to decide whether to avail of the on-campus accommodation or reside outside AIT during their engagement with AIT.
- 3] The announcement should include a brief background on the thematic research areas and the some research initiatives with AIT'S dynamic partner countries. The PF's area of research work should be in line with AIT's strategic development plan. It should be explicitly indicated that PFs are required to publish research articles on their work at AIT, as part of the main outcomes of the postdoctoral fellowship program.
- 4] The institute committee in charge of the review and selection of PF applications will be the Faculty Evaluation Panel (FEP). VP-Research will be invited to attend FEP meetings specifically convened to review PF applications.
- 5] Official agreement of the School/FoS (through the Dean or FoS Coordinator) to host the incoming PF should be sought before an appointment is offered to the selected applicant. The PF will be anchored to a particular thematic research area as part of the team and shall report to the thematic group leader. A faculty member with the relevant area of expertise shall serve as the PF's mentor and shall be appointed by the School Dean.

- 6] The announcement of the call for applications should be out by December 2007 and the program to commence in January 2008.

It was proposed to support one or two PFs per thematic area per year.

ACTION:

- 1] Verify whether postdoctoral fellows' stipend will be tax-free.
- 2] Check with other universities the requirements for entry and outcomes expected from postdoctoral fellows.
- 3] Budget for PF should be included in the 2008 budget preparation.

PAC 07.10.38

Faculty Position at AIT for Distinguished Retired Faculty and Personalities

PAC *recommended* that the schools through the Dean submit an official feedback with regards to the proposed concept on providing a platform to distinguished retired faculty and experts to contribute to the Institute. The intension of the initiative is to accommodate non-AITian experts, for which the Professor Emeritus or the visiting faculty schemes do not cover.

Dr. Nitin A. reported that D/SET circulated the document to SET faculty. Comments received from most of the faculty members were among others, the need to provide criteria, clear responsibilities, selection process etc. SET faculty opined that a better title for the initiative be explored.

ACTION: The President requested the school deans to obtain feedback from faculty and to request faculty members who have issues to raise to also provide their recommendation/feasible solution on matters they put forward. Deadline for submission should be set.

PAC 07.10.39

Registration of Service Marks

PAC *recommended* that a full list of categories of service marks which are commonly registered be sent to schools, AIT Extension and units in order to assist in identifying areas which AIT needs to register.

It was *agreed* that the current logo should be verified with PSSU to ensure correctness.

ACTION: Obtain from the Legal Adviser the full list of areas for registration for circulation to schools, AITE and other units.

New Internet Domain for AIT

On a related matter, the President also reported that AIT is currently working on a plan to register for new internet domain, namely "ait.asia".

PAC *recommended* to explore possibility of obtaining the domain: "ait.edu.asia".

PAC 07.10.40

MoU and MoA Templates

PAC *endorsed in principle* the MoU and MoA draft templates. It was *agreed* to check whether the format takes into account recent partnership agreements. The meeting was also informed that the Head, ERCO presented these templates to IEC meeting recently, on which minor comments were received.

ISSUES FOR DISCUSSION**Finance and Audit****PAC 07.10.41 Report on 2007 Nine (9) Months Financial Results**

PAC received the 2007 nine-month financial results of Funds 10 and 21 with comparative figures recorded during that same period in 2006. Detailed figures are provided as Annex 1. The following points were highlighted

Fund 10 The nine-month financial result in terms of Net surplus for the Institute shows encouraging performance with an improvement of roughly 80 million Baht compared to last year (from 95 million Baht to 176 million Baht). The improved performance can be largely attributed to cost savings this year as the overall expenditure dropped by 23% (from 420 million Baht to 325 million Baht) offsetting the 8% lower total revenues earned by the schools. The total operating revenues reduced by roughly 40M Baht. The non operating item net balance has increased from 3.6M to 26.6M this year due to transfer of foreign investment balances from other funds into Fund 10.

Fund 21 The net surplus in fund 21 has increased by 18M this year due to a 17% increase in total revenue (from 189M Baht to 222M Baht). The total revenue increased by roughly 33M Baht due to increases in net tuition fees, support operation and other contributions revenue. The net tuition fees from AITCV has increased by 15.5M Baht. The support operations revenue has increased due to the transfer of academic centers and labs from fund 30 to fund 21. The total expenditure for fund 21 has increased by 10% (roughly 14M) primarily due to the additional expenses of academic centers and labs carried over to Fund 21 from Fund 30 and higher expenditure incurred by AITCV in order to generate higher level of revenue for 2007.

It was noted that 6 faculty positions will be established in SET in 2008. This investment on faculty, of which 2 posts are new and the other 4 posts are replacements for resigned/retired faculty. The intention of the investment is to provide optimum service to the students in order to maintain the momentum of increased student intake recently demonstrated by SET. It was opined that providing the quality service to the students will ensure attractiveness of the institute as a whole, which will subsequently provide long-term sustainability to AIT. It was clarified that student intake will continually be monitored.

It was *agreed* that the financial results for fund 30 for the same period be included in the report to the Executive Committee meeting. The President also encourages the School Deans and Administrative Office Heads to discuss this kind of financial information with staff members of the schools/units and be pro-active in following the figures rather than be reactive after receiving the 9 months results.

Other Matters**PAC 07.10.42 Next Meeting**

The next meeting will be held on 14 November 2007.