



# **Laporan Kegiatan**

**Memorandum of Understanding (MoU) antara Universitas Islam Negeri (UIN) Raden Fatah Palembang dan Thunderbird School of Global Management - Arizona State University**

**17 - 27 Juli 2022**



Perjalanan akademis ke  
Washington D.C dan New York



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## Laporan Kegiatan



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## ***Memorandum of Understanding (MoU) antara Universitas Islam Negeri (UIN) Raden Fatah Palembang dan Thunderbird School of Global Management-Arizona State University-17 sampai 27 Juli 2022***

### **A. PENDAHULUAN**

#### **1. Umum**

Dalam mewujudkan visi dan misi yang berstandar Internasional, berwawasan kebangsaan dan berkarakter Islami, Pusat Layanan Internasional (PLI)-Universitas Islam Negeri (UIN) Raden Fatah Palembang melakukan kolaborasi, yaitu penandatanganan kerjasama Internasional dengan Thunderbird School of Global Management – Arizona State University, yang berlokasi di kampus Washington, D.C, United States of America. Hal ini dilakukan untuk pengembangan sumber daya manusia dan peningkatan kapasitas kepemimpinan serta skill manajemen yang berkualitas Internasional.

#### **2. Maksud dan Tujuan**

Kegiatan ini bertujuan untuk membangun kerjasama dalam bidang akademis dan non akademis antara UIN Raden Fatah Palembang dan Thunderbird School of Global Management – Arizona State University. Salah satunya yaitu dengan melakukan penandatanganan MoU dalam bidang manajemen dan kepemimpinan yang mampu menghasilkan ide-ide berkualitas guna menunjang visi dan misi UIN Raden Fatah Palembang yang berstandar Internasional.

#### **3. Ruang Lingkup**

Kegiatan ini berfokus pada penandatanganan *Memorandum of Understanding (MoU)* antara UIN Raden Fatah Palembang dan Thunderbird School of Global Management-Arizona State University dalam menjadikan UIN sebagai salah satu Universitas yang berstandar Internasional (*World Class University*) pada tahun 2039. Proses untuk mencapai UIN berstandar internasional tersebut dilakukan sedini mungkin, agar semua target dapat tercapai.



#### 4. Dasar

IKU Rektor UIN Raden Fatah Palembang dan Program Kerja Pusat Layanan Internasional tahun 2022.

#### B. KEGIATAN YANG DILAKSANAKAN

Kegiatan Penandatanganan MoU akan dilaksanakan dari tanggal 20 July 2022 dan bertempat di kampus Arizona State University yang berlokasi di Washington D.C dan dibuka oleh Rektor UIN Raden Fatah Palembang (Prof. Dr.Nyayu Khodijah, S.Ag., M.Si) yang di damping langsung oleh Kepala Pusat Layanan Internasional ibu Susi Herti Afriani, S.S .,M.Hum., Ph.D dan seluruh Tim yang terlampir dalam surat/daftar nama Delegasi UIN Raden Fatah Palembang. Dalam Sambutannya Dekan Thunderbird School of Global Manajement (Dr. Shajeev) menyampaikan ucapan terima kasih karena UIN Raden Fatah Palembang telah datang ke kampus Thunderbird-Arizona State University, dan berharap MoU ini dapat dilanjutkan dengan implementasi konkrit pada tahun 2022 dan tahun-tahun yang akan datang. Dalam lokasi penandatanganan MoU, hadir langsung Prof Landry Signe, yang bertindak sebagai Direktur Eksekutif Thunderbird School of Global Managemen. Beliau didampingi oleh Sylvia Amanza, program Manager kegiatan ini, dan datang langsung dari Kampus Utama, Arizona State University yang berlokasi di Phoenix. Semua rangkaian acara dijelaskan secara rinci pada bagian C, dan dilampirkan secara detail pada bagian lampiran dalam laporan ini.

<b>HARI/TANGGAL/ WAKTU</b>	<b>WAKTU (INDONESIA DAN AMERIKA)</b>	<b>KEGIATAN</b>
<b>17 Juli 2022</b>	09.30 – 10.45	Palembang – Jakarta By. Garuda Indonesia
	17.55 – 22.55	Jakarta – Dubai By. Emirates
<b>18 Juli 2022</b>	02. 25 – 08.45	Dubai – Washington By. Emirates
<b>19 Juli 2022</b>	08.00- 16.00	Meet and great with PCINU Washington DC dan President Sustained Dialogue Institute



<b>20 Juli 2022</b>	07.55 - 08.00	MoU SIGNING Thunderbird-UIN RadenFatah Palembang
	08.00 - 08.30	Preparation for training
	08.30 - 10.00	Global and Public Affairs in the air era
	10.00 - 10.15	Break
	10.15 - 12.00	Global and Public Affairs in the air era
	01.00 - 03.30	Global and Public Affairs in the air era
	03.30 - 04.00	Break
	04.00-05.30	Though leadership series:Global Education in the Digital Era
<b>21 Juli 2022</b>	07.55-09.30	Best practice quality assurance
	09.30-09.45	Break
	09.45-11.00	Best practice quality assurance
	11.00-01.00	Break
	01.00-02.15	Site visit: Washington area
	02.15-02.30	Site visit: Partner
	02.30-04.00	End of the day
<b>22 Juli 2022</b>	08.00 – 16.00	Meet and greet di Kedutaan Indonesia di Washington Meet and greet dengan Sekolah Indonesia di Washington
<b>23 Juli 2022</b>	08.00 – 12.00	Library tour
	01.00 – 04.00	Library tour
<b>24 Juli 2022</b>	08.00 – 16.00	Home preparation
<b>25 – 27 Juli 2022</b>	20.40 – 16.35 (+1hari/26 Juli)	Washington – Doha By. Qatar Airways
	18.35 – 07.40 (+1 hari/27 Juli)	Doha – Jakarta By. Qatar Airways
	11.00 – 12.00	Jakarta – Palembang By. Citi Link



### C. HASIL YANG DI CAPAI SERTA REKOMENDASI DARI THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT-ARIZONA STATE UNIVERSITY UNTUK UIN RADEN FATAH PALEMBANG

Agenda kegiatan delegasi UIN Raden Fatah Palembang berlangsung lancar dan sesuai dengan yang diharapkan. Secara umum, hasil yang dicapai dijabarkan sebagai berikut, terlihat dalam Table 1 di bawah ini. Rincian per kegiatan ada dalam lampiran. Tabel di bawah ini menunjukkan kegiatan secara keseluruhan selama perjalanan di Washington dan New York. Selain kegiatan utama yaitu MoU dengan thunderbird dan pelatihan, kegiatan di hari lain merupakan capaian besar bagi UIN Raden Fatah Palembang dalam bidang Pendidikan, penelitian dan pengabdian kepada masyarakat internasional.

NO	Kegiatan	Rencana Tindak Lanjut	Rencana Waktu	PIC
1	MoU Signing UIN Raden Fatah antara Thunderbird School of Global Management 20 July, 2022	<ol style="list-style-type: none"> <li>1. <i>International Webinar</i>terhusus tentang beasiswa Luar Negeri dari Thunderbird School of Global Management-Arizona State University. Beasiswa ini diberikan bagi mahasiswa/alumni UIN/dosen UIN yang minimal memiliki nilai IELTS 7.0</li> <li>2. <i>Lecturers and Students Exchange</i></li> <li>3. <i>Joint Research and Collaboration</i></li> </ol>	Agustus - November 2022	Rektor, WR I, WR II, WR III, Kepala PLI dan Ketua SPI
2	A Thought Leadership Webinar Series tanggal 20 July, 2022	Artikel dari narasi <i>speech / thought</i> Ibu Rektor	September 2022	Wakil Dekan I FISIP
3	Best Practice Quality Assurance tanggal 21 July, 2022	<ol style="list-style-type: none"> <li>1. Membentuk tim <i>task force</i> QS World University Rankings UIN Raden Fatah Palembang</li> <li>2. Tema Workshop Persiapan QS WUR adalah</li> <li>3. Asean and World University Ranking and Branding event management based on QS Parameters for UIN Raden Fatah Palembang</li> <li>4. Peserta workshop adalah Rektor, WR 1, 2, 3, Kabiرو AAKK, Dekan dan Wakil Dekan, Kaprodi, LPM Fakultas, Tim Taskforce Perneringkatan</li> </ol>	Oktober 2022 - 2023	Wakil Rektor 1, Ketua Lembaga penjaminan Mutu dan kepala Pusat Layanan Internasional
4	Kedutaan Besar Indonesia di Washington D.C. tanggal 22 July, 2022	<ol style="list-style-type: none"> <li>1. An International Promotion slot for UIN Raden Fatah Palembang dari Kedutaan</li> <li>2. Asistensi Matching Beasiswa doctoral di USA bagi SDM UIN Raden Fatah Paembang</li> </ol>	Agustus 2022	Kepala PLI dan Kepala Biro Akademik
5	Pertemuan dengan PCINU Washington D.C. tanggal 19 July, 2022	PKM Internasional bekerjasama dengan PCI NU Washington dan Sustained Dialogue Institute Institute	September - Desember 2022	Dekan Fakultas Adab dan Ketua Prodi Ekonomi Syariah



6	IMAAM Center Tanggal 22-23 July, 2022	1. Mengirimkan Dosen untuk Ceramah Per Minggu ( <i>Online</i> ) 2. Joint Research and Collaboration: menulis artikel	2023	Wakil Rektor 1 dan Wakil Rektor 2
7	World Bank tanggal 21 July, 2022	1. International Webinar 2. Fundraising internasional	2023	Ketua SPI
8	New York University tanggal 24 July, 2022	1. Joint Research and Collaboration 2. Kerjasama dalam Islamic Finance	2023	Ketua SPI dan Kepala PLI

Tabel 1 menunjukkan kegiatan utama selama perjalanan akademik di Washington D.C dan New York, United States of America. Deskripsi singkat di bawah ini menjelaskan dan keterangan serta gambar dapat ditemukan dalam lampiran.

### ***MoU Signing UIN Raden Fatah x Thunderbird School of Global Management 20 July, 2022***

Seperti yang dijelaskan diatas pada poin B, MoU berjalan lancar dan dilaksanakan pada pagi hari. Kegiatan yang digagas oleh Pusat Layanan Internasional (PLI) UIN Raden Fatah Palembang ini sudah terencana sejak setahun lalu dan merupakan proses panjang untuk mengembangkan jejaring lembaga ke level dunia. Dalam rangkaian kegiatan yang berlangsung efektif sekitar tujuh hari tersebut terdapat ragam rangkaian kegiatan yang sudah terjadwal secara ketat. Diawali dengan meet and greet dengan PCINU di USA-Washinhton DC, kemudian penandatanganan Memorandum of Understanding (MoU) dengan Thunderbird School of Global Management-Arizona State University. Tidak hanya agenda itu, kunjungan kerja ini akan dilanjutkan juga dengan pelatihan manajemen dan kepemimpinan, *thought leadership* program, *global and public affairs in the air era*, dan *benchmarking of quality assurance*.

### ***A Thought Leadership Webinar Series tanggal 20 July, 2022***

Dalam kegiatan *thought leadership*, ibu Rector, Prof. Dr. Nyayu Khodijah berbarengan dengan Chief Editor NatGeo menyampaikan presentasinya tentang Climate Change and University Contribution. Dalam presentasinya, Ibu Rector mengucapkan terima kasih kepada Civitas Akademika Thunderbird dan Arizona State University atas kesempatan bagi Ibu Rector menyampaikan suatu hal yang seharusnya menjadi Fokus bersama, karena selama beberapa dekade telah menjadi momok yang serius di berbagai belahan dunia, yaitu perubahan Iklim. Ibu Rector menyampaikan,



bahwa dunia tengah menghadapi krisis lingkungan yang sangat besar yang dihadapi bumi dan seluruh penduduknya. Jika kita tidak mengambil tindakan selanjutnya, bisa terjadi bencana yang sangat parah dan berujung pada kemusnahan masal. Prof Nyayu menyampaikan bahwa data dari berita global menunjukkan bahwa karena perubahan iklim ini, Banjir besar telah menewaskan banyak orang. Lebih lanjut Prof Nyayu menyampaikan bahwa dari Tahun 2021 lebih dari 200 orang Di India tewas karena bencana banjir, yang hampir terjadi setiap tahun di beberapa wilayahnya. Bencana ini juga terjadi di berbagai negara lainnya, bahkan negara yang terkenal kedisiplinannya seperti Jepang, di salah satu wilayahnya (Kumamoto) 49 Orang dinyatakan hilang dalam banjir besar. Presentasi bu Rektor diakhiri dengan tanya jawab.

#### ***Best Practice Quality Assurance, tanggal 21 July, 2022***

Sebagai pembuka diskusi, Ketua Lembaga Penjaminan Mutu UIN Raden Fatah Palembang menyampaikan tentang kondisi UIN Raden Fatah Palembang saat ini termasuk target kampus untuk menuju world class university. Setelah ketua LPM, Dr. Syahril Jamil menyampaikan sambutannya, Prof Landry Signe mengkonfirmasi beberapa hal dan dilanjutkan dengan tanya jawab.

#### ***Kedutaan Besar Indonesia di Washington D.C. tanggal 22 July, 2022***

Pada hari Jumat, delegasi UIN Raden Fatah Palembang diterima oleh Wakil Duta Besar Republik Indonesia dan kepala Atase Pendidikan dan kebudayaan Republik Indonesia di KBRI Washington, D.C. Dalam pertemuan, Wakil Duta besar menyambut baik dan menyampikan rasa senangnya atas MoU yang berlangsung antara UIN Raden Fatah Palembang dan Thunderbird School of Global Management-Arizona State University.

#### ***Pertemuan dengan PCINU Washington D.C. tanggal 19 July, 2022***

Setelah mendarat, pertemuan dengan Perwakilan PCINU ini terjadi di Sustained Dialogue Institute, The States of Hall. Washington, D.C. Dosen dalam hal ini seluruh delegasi UIN Raden Fatah ingin menyampaikan kekhasan UIN Raden Fatah Palembang diantara Universitas Islam lainnya di Indonesia. Kegiatan ini juga diharapkan dapat memberikan penguatan pemahaman terhadap kebudayaan khususnya tentang tradisi lokal (kearifan lokal) Indonesia.

Tidak hanya menyampaikan tentang kekhasan Islam melayu melalui kurikulum, delegasi juga berdialog tentang pluralism di Indonesia. Bagaimana sebenarnya universitas telah membuka dialog-dialog dengan keberagaman etnis, suku, ras dan agama di Indonesia. Presiden dialogue



institute dengan senang mendengarkan dan memberikan beberapa pertanyaan kepada delegasi. Suasana berlangsung hangat dan diakhiri dan memberikan cinderamata dan foto bersama.

#### ***IMAAM center Tanggal 22-23 July, 2022***

Pada hari jumat dan Sabtu, kami melanjutkan pengabdian masyarakat Internasional di Masjid IMAAM Center. Diawali dengan diskusi pada para pengurus terkait kegiatan IMAAM center, dan pagi hari Sabtu, Wakil Rektor 1 UIN Raden Fatah Palembang menyampaikan kajian embun pagi. Kegiatan ini akan ditindaklanjuti dengan mengirim dosen-dosen untuk mengisi kajian embun pagi secara berkesinambungan.

#### ***World Bank tanggal 21 July, 2022***

Pertemuan di world bank ini merupakan rangkaian site visit dan pertemuan yang dirancang oleh tim Thunderbird School of Global management-Arizona State University. Bahan presentasi World bank dan foto terlampir. Delegasi berdiskusi tentang kondisi perekonomian dunia saat ini dan juga implikasinya terhadap dunia Pendidikan di Indonesia.

#### ***New York University tanggal 24 July, 2022***

Setiba di New York, tim Delegasi melakukan peninjauan kerjasama dengan berbincang dengan Prof Paul Smoke dan diikuti dengan site visit ke perpustakaan dan kampus New York. Prof Paul Smoke merupakan Professor yang memiliki ketertarikan dalam bidang Keuangan Islam. Selain berdiskusi online, pihak delegasi didampingi oleh Bapak Ronggo, mengelilingi kampus New York tersebut dan berbincang akademik terkait kolaborasi yang dapat dicapai tahun depan.

### **D. SIMPULAN DAN SARAN**

Kegiatan penandatanganan MoU antara UIN Raden Fatah Palembang dengan Thunderbird School of Global Management ini berhasil dan sukses dengan beberapa rencana tindak lanjut. Pusat Layanan Internasional menyatakan bahwa kegiatan ini menjadi ajang pembuka kerjasama lain dengan lembaga pendidikan di Amerika Serikat. Harapan Pusat Layanan Internasional setelah ini akan banyak kerjasama baru dan program konkrit yang bisa ditindaklanjuti oleh unit di UIN Raden Fatah Palembang. PLI membuka jalannya dan fakultas/pascasarjan/unit yang akan meneruskan.

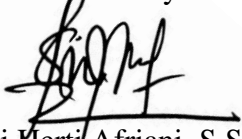


Memanfaatkan kunjungan tersebut, delegasi UIN Raden Fatah juga akan mengoptimalkan komunikasi dengan komunitas Indonesia di Amerika Serikat, seperti PCINU, IMAAM center dan Sustained Dialogue serta lembaga lain. Komunitas ini juga akan dijadikan mitra internasional, yang bisa menjembatani UIN Raden Fatah Palembang untuk terhubung dengan berbagai jaringan internasional lainnya.

Dengan mengikut sertakan tim dari UIN, yaitu Wakil Rektor I dan II, Dekan Fakultas Adab dan Humaniora, Kepala PLI, Ketua LPM, Ketua SPI, WD 1 FISIP, Kabirol AAKK, dan Kaprodi Ekonomi Syariah, Pusat Layanan Internasional merekomendasikan bahwa kerjasama ini dapat tersosialisasikan dengan baik di Lingkungan UIN Raden Fatah Palembang dan dapat ditindaklanjuti sesuai rencana. Visi UIN Raden Fatah Palembang untuk dapat menjadi Universitas berstandar Internasional akan terus dikawal melalui berbagai program kerjasama internasional dalam bidang Pendidikan, penelitian dan pengabdian kepada masyarakat internasional.

Hormat saya,

Kepala Pusat Layanan Internasional



Susi Herti Afriani, S.S., M. Hum., Ph.D

#### **E. DOKUMENTASI DAN LAMPIRAN KEGIATAN**



## **TERM OF REFERENCE**

### **Kegiatan *Memorandum of Understanding* (MoU) antara Universitas Islam Negeri (UIN) Raden Fatah Palembang dan Thunderbird School of Global Management-Arizona State University-2022**

#### **I. PENDAHULUAN**

UIN Raden Fatah Palembang merupakan salah satu Universitas Negeri di Kota Palembang, Sebagai salah satu Universitas Negeri, UIN Palembang memiliki visi berstandar Internasional, berwawasan kebangsaan dan berkarakter Islami. Untuk mewujudkan visi berstandar Internasional tersebut, maka Pusat Layanan Internasional telah membangun hubungan dan komunikasi dengan Universitas berstandar di seluruh dunia. Pusat Layanan Internasional ingin mengembangkan bentuk kerjasama yang dapat memberikan dampak dan kontribusi positif bagi kedua Universitas dan negara. Salah satu Universitas tersebut adalah Arizona State University yang berlokasi di Phoenix, United States of America. Dalam proses komunikasi, Pusat Layanan Internasional berupaya mencari informasi bagaimana meningkatkan kapasitas kepemimpinan dan skill manajemen universitas tingkat internasional. Thunderbird school of Management, sebagai bagian dari Arizona State University, dalam hal ini mampu menyediakan pelatihan yang diperlukan oleh UIN Raden Fatah Palembang. Mereka juga tertarik untuk melakukan kerjasama yang berkelanjutan.

Melalui hubungan komunikasi yang telah dibangun sejak tahun 2021 ini, PLI UIN Raden Fatah Palembang ingin merealisasikan kerjasama Perguruan tinggi. Hal ini dimulai dengan melakukan rencana Memorandum of Understanding di Thunderbird School of Global Manajemen yang berlokasi di Kampus Washington. MoU yang rencananya akan diadakan dari tanggal 30-31 Maret 2022 ini akan diikuti dengan kegiatan utama lainnya sebagai bentuk implementasi. Kegiatan MoU ini akan dilanjutkan dengan *benchmarking* internasional untuk manajemen mutu universitas, *public lectures* tentang Pendidikan Islam melayu yang akan disampaikan oleh Rektor UIN Raden Fatah Palembang, dan dilanjutkan dengan pelatihan manajemen dan kepemimpinan.



## **II. TUJUAN KEGIATAN**

Kunjungan ke kampus Thunderbird di Washington Dc ini bertujuan untuk:

1. Mengikuti Pelatihan tentang manajemen dan kepemimpinan di Amerika (training of management and leaderships).
2. Diskusi dan berbagi pengalaman tentang Manajemen Mutu Universitas di Amerika (Benchmarking of quality assurance).
3. Memperkenalkan Pendidikan khususnya kekhasan UIN Raden Fatah Palembang ke kancah internasional dalam bentuk presentasi dan kuliah tamu.
4. Kunjungan dan praktek langsung untuk melihat penjaminan mutu untuk kelas-kelas berstandar internasional di Thunderbird School of Global Management.

## **III. OUTPUT KEGIATAN**

Secara detail dan terperinci, hasil kegiatan Program Kerjasama kedua Universitas ini adalah Pelatihan manajemen dan kepemimpinan yang diikuti oleh kunjungan dengan berbagai agenda kegiatan sebagai berikut:

1. MOU antara Thunderbird and UIN Raden Fatah untuk program Kerjasama akademis maupun non-akademis.
2. Program Pelatihan Manajemen dan kepemimpinan bagi Pimpinan di Lingkungan UIN Raden Fatah Palembang Custom Leadership Program for UIN Raden Fatah.
3. Diskusi Manajemen mutu Universitas, dimana kedua Universitas dapat berbagi dan berdiskusi tentang bisnis Fakultas internasional dan Universitas Islam Negeri sebagai bagian dari PTKIN dapat berkolaborasi/berkontribusi untuk menyelesaikan isu/masalah global saat ini.
4. Kunjungan untuk melihat langsung praktek kualitas penjaminan mutu, dimana UIN Raden Fatah Palembang dapat belajar sebuah pendekatan yang terbaik dari Thunderbird School of Global Management yang telah menjalankan program kelas dunia selama Revolusi Industri keempat.

## **IV. WAKTU DAN TEMPAT**



Program Thunderbird – UIN Raden Fatah Global Partnership rencananya akan bertempat di kampus Arizona State University yang berlokasi di Washington (alamat lengkap terdapat dalam surat undangan terlampir).

## **V. PESERTA**

Peserta yang akan mewakili UIN Raden Fatah berjumlah sebelas orang. Nama-nama peserta adalah sebagai berikut.

1. **Khodijah**, Title: Mrs, Institution: UIN Raden Fatah Palembang, passport # X1264005, Date of birth: 25 Agustus 1970, nationality: Indonesia
2. **Muhammad Adil**, Title: Mr, Institution: UIN Raden Fatah Palembang, passport # B8220646; Date of birth: 4 Juni 1973; nationality: Indonesia
3. **Abdul Hadi**, Title: Mr, Institution: UIN Raden Fatah Palembang, passport # X1264006, Date of birth: 25 May 1972, nationality: Indonesia
4. **Abdul Rasyid Gandon**, Title: Mr, Institution: UIN Raden Fatah Palembang, passport # T873069, Date of birth: 08 November 1963, nationality: Indonesia
5. **Jumari Iswadi**, Title: Mr, Institution: UIN Raden Fatah Palembang, NIK # 1871132505650006, Date of birth: 25 Mei 1965, nationality: Indonesia
6. **Endang Rochmiatun**, Title: Mrs, Institution: UIN Raden Fatah Palembang, passport # C1779674, Date of birth: 27 Juli 1971, nationality: Indonesia
7. **Deky Anwar**, Title: Mr, Institution: UIN Raden Fatah Palembang, passport # B9592404, Date of birth: 15 Juli 1982, nationality: Indonesia
8. **Syahril Jamil**, Title: Mr, Institution: UIN Raden Fatah Palembang, passport # A6597215, Date of birth: 17 September 1977, nationality: Indonesia
9. **Susi Herti Afriani**, Title: Mrs, Institution: UIN Raden Fatah Palembang, passport # A6008316, Date of birth: 21 April 1982, nationality: Indonesian
10. **Maftukhatusolikhah Ubed Amir**, Title: Mrs, Institution: UIN Raden Fatah Palembang, passport # C5186807, Date of birth: 28 Sept 1975, nationality: Indonesia
11. **Yenrizal Tarmizi Lubis**, Title: Mr, Institution: UIN Raden Fatah Palembang passport # B1153346, Date of birth: 23 Januari 1974, nationality: Indonesia

## **VI. STRUKTUR KEPANITIAAN**

Adapun tim persiapan untuk Mou antar dua Universitas ini adalah sebagai berikut:



Ketua	: Drs. H. Jumari Iswadi, M.M
Penasehat	: 1. Prof. Dr. Nyayu Khodijah, S.Ag., M.Si 2. Dr. Muhammad Adil, MA 3. Dr. Abdul Hadi, M.Ag 4. Dr. Hj. Hamidah, M.Ag
Sekretaris	: Dr. H. Abd. Rasyid, M.Ag
Bendahara	: M. Salahudin Hasani, S.E.
Tim Manajemen	: 1. Deky Anwar, S.E., M.Si, Ph.D 2. Dr. Syahril Jamil, M.Ag 3. Mutmainah Juniawati M.E 4. Musli Darosan, S.Ag., Msi 5. Puji Edy Purnomo, S.Sos.I., M.Hum 6. Rian Kartika Sari, S.Sos., M.Si 7. Rudi Aryanto, S.Si., M.Si.
Tim Bahasa Inggris	: 1. Susi Herti Afriani, S.S., M.Hum. 2. Deta Desvitasari., M.Pd 3. Winny Agustia Riznanda 4. Manalullaili, S.Pd., M.Ed 5. Eka Sartika, M.Pd 6. Amalia Hasanah, S.S., M.Pd 7. Rizqy Dwi Amrina, M.Pd 8. Dr. Dewi Warna, M.Pd. 9. Dr. Annisa Astrid M.Pd
Tim Izin Luar Negeri	: 1. Vaurina, S.Sos 2. Indra Yuhanto, S.E., M.Si 3. Fuadi Azmi, S.E., M.M 4. Helen Arindawati, S. Pd 5. Almirah Meida Risfina, S.Pd

## **VII. RENCANA ANGGARAN**

Adapun rencana perkiraan anggaran dalam rupiah adalah sebagai berikut.

**Dates: 27 Maret - 2 April 2022**



No	Uraian	Volume		Harga Satuan (Rp.)	Jumlah
1	Tiket Palembang - Jakarta PP	11	org	Rp2,500,000	Rp27,500,000
2	Tiket Jakarta - Washington PP	11	org	Rp12,000,000	Rp132,000,000
3	Uang Harian	55	(11org x 5 hari)	Rp8,000,000	Rp440,000,000
4	Fee Training	11	org	Rp73,819,636	Rp812,015,996
5	Fee Visa	11	org	Rp5,000,000	Rp55,000,000
Total					Rp1,466,515,996

### VIII. PENUTUP

Demikianlah Term of reference ini kami tulis. Semoga kegiatan Kerjasama Internasional ini dapat meningkatkan kualitas dan pengalaman manajemen mutu Universitas, memberikan dampak pada akreditasi dan rekognisi Internasional dan membawa nama UIN Raden Fatah Palembang di dunia Pendidikan Internasional.

Hormat saya,

Ketua Pusat Layanan Internasional UIN Raden Fatah Palembang

Susi Herti Afriani, S.S., M. Hum.



# KEMENTERIAN SEKRETARIAT NEGARA REPUBLIK INDONESIA

Jalan Veteran No. 17-18, Jakarta 10110, Telepon (021) 3845627, 3442327

Situs: [www.setneg.go.id](http://www.setneg.go.id)

Nomor : B- **56** /KSN/S/LN.00/07/2022

**22** Juli 2022

Sifat : Sangat Segera

Hal : Kebijakan Pelaksanaan Perjalanan Dinas Luar  
Negeri (PDLN) Dalam Upaya Pencegahan  
Penularan *Corona Virus Disease* (COVID-19)

Yth. 1. Para Sesmenko/Sesjen/Sesmen/Sestama,  
Kementerian/Lembaga  
2. Jaksa Agung Muda Bidang Pembinaan,  
Kejaksaan Agung  
3. Asrenum dan Aspers Panglima TNI  
4. Asrena dan AsSDM Kapolri  
5. Deputi Bidang Administrasi Sekretariat Kabinet  
di tempat

Berkenaan dengan kembali meningkatnya laporan penyebaran kasus COVID-19 varian baru di Indonesia dan sebagai upaya pencegahan penularan yang lebih luas di dalam negeri, dengan hormat kami sampaikan kiranya seluruh rencana kegiatan PDLN yang akan dilaksanakan oleh pejabat/pegawai di lingkungan instansi Saudara dapat ditangguhkan. Adapun kegiatan yang dikecualikan yaitu PDLN yang bersifat sangat esensial yang pelaksanaannya merupakan arahan Presiden dan tugas belajar.

Sehubungan dengan hal tersebut, mohon kiranya Saudara dapat menerapkan dan mengawasi pelaksanaan kebijakan ini di lingkungan instansi masing-masing. Kementerian Sekretariat Negara akan mengevaluasi secara berkala kebijakan ini sesuai dengan perkembangan penanganan kasus COVID-19 di Indonesia.

Atas perhatian dan kerja sama yang baik, kami ucapkan terima kasih.



Sekretaris Kementerian Sekretariat Negara,

Setya Utama

Tembusan:

1. Menteri Sekretaris Negara
2. Dirjen Protokol dan Konsuler, Kemenlu
3. Dirjen Imigrasi, Kemenkumham





# KEMENTERIAN AGAMA RI UNIVERSITAS ISLAM NEGERI (UIN) RADEN FATAH PALEMBANG

**AGENDA KEGIATAN MEMORANDUM OF UNDERSTANDING (MoU) antara UIN RADEN FATAH PALEMBANG-INDONESIA DENGAN THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT-ARIZONA STATE UNIVERSITY di WASHINGTON, USA**

**17 Juli – 27 Juli 2022**

**Written by office of International Affairs (OIA) UIN Raden Fatah Palembang Indonesia**

Knowledge, Quality & Integrity

HARI/ TANGGAL	WAKTU (INDONESIA DAN AMERIKA)	KEGIATAN	PIC
17 Juli 2022	09.30 – 10.45	Palembang – Jakarta By. Garuda Indonesia	1. Deky Anwar, S.E., M.Si, Ph.D
	17.55 – 22.55	Jakarta – Dubai By. Emirates	1. Susi Herti Afriani, S.S., M.Hum., Ph.D
18 Juli 2022	02. 25 – 08.45	Dubai – Washington By. Emirates	1. Deky Anwar, S.E., M.S., Ph.D 2. Susi Herti Afriani, S.S., M.Hum., Ph.D
19 Juli 2022	08.00- 12.00	“Meet and Greet with PPIA” Permias Washington DC	1. Dr. Endang Rochmiatun 2. Dr. Maftukhatusolikah Ubed Amir 3. Dr. Yenrizal
	13.00-16.00	Guest Lectures and International Community Engagement	
20 Juli 2022	07.55 - 08.00	MoU SIGNING Thunderbird-UIN RadenFatah Palembang	1. Susi Herti Afriani, S.S., M.Hum., Ph.D 2. Deky Anwar,S.E., M.Si, Ph.D 3. Dr. Yenrizal
	08.00 - 08.30	Preparation for training	1. Deky Anwar, S.E., M.Si, Ph.D 2. Susi Herti Afriani, S.S., M.Hum., Ph.D All Participants
	08.30 - 10.00	Global and Public Affairs in the air era	1. Dr. Yenrizal



	10.00 - 10.15	Break	All Participants
	10.15 - 12.00	Global and Public Affairs in the air era	1. Dr. Yenrizal
	01.00 - 03.30	Global and Public Affairs in the air era	1. Dr. Yenrizal
	03.30 - 04.00	Break	All Participants
	04.00-05.30	Though leadership series: Global Education in the Digital Era	1. Prof Dr. Nyayu Khodijah 2. Dr. Yenrizal 3. Deky Anwar, S.E., M.Si, Ph.D 4. Susi Herti Afriani, S.S.,
<b>21 Juli 2022</b>	07.55-09.30	Best practice quality assurance	1. Dr. Syahril Jamil, M.Ag
	09.30-09.45	Break	All participants
	09.45-11.00	Best practice quality assurance	1. Dr. Syahril Jamil, M.Ag
	11.00-01.00	Break	All participants
	01.00-02.15	Site visit: Washington area	1. Deky Anwar, S.E., M.Si, Ph.D 2. Susi Herti Afriani, S.S., M.Hum., Ph.D 3. Dr. Maftukhatusolikah Ubed Amir 4. Thunderbird and Team (Yulli Purwono)
	02.15-02.30	Site visit: Partner	
	02.30-04.00	End of the day	
<b>22 Juli 2022</b>	08.00 – 12.00	Meet and greet di Kedutaan Indonesia di Washington	1. Deky Anwar, S.E., M.Si, Ph.D 2. Susi Herti Afriani, S.S., M.Hum., Ph.D
	13.00 – 17.00	Kunjungan, silaturahmi dengan pengurus IMAAM Center di Washington Dc	1. Dr. Muhammad Adil, MA 2. Dr. Abdul Hadi, M Ag
<b>23 Juli 2022</b>	08.00 – 12.00	Washington to New York University	1. Deky Anwar, S.E., M.Si, Ph.D 2. Susi Herti Afriani, S.S., M.Hum., Ph.D
	01.00 – 04.00	Meet and greet with New York University	1. Deky Anwar, S.E., M.Si, Ph.D 2. Susi Herti Afriani, S.S., M.Hum., Ph.D

<b>24 Juli 2022</b>	08.00 – 16.00	Home Preparation	1. Deky Anwar, S.E., M.Si., Ph.D 2. Susi Herti Afriani, S.S., M.Hum., Ph.D
<b>25 Juli 2022</b>	11.20 – 07.50	New York – Dubai By. Emirates	1. Deky Anwar, S.E., M.Si., Ph.D 2. Susi Herti Afriani, S.S., M.Hum., Ph.D
<b>26 Juli 2022</b>	10.45 – 22.10	Dubai – Jakarta By. Emirates	1. Deky Anwar, S.E., M.Si., Ph.D 2. Susi Herti Afriani, S.S., M.Hum., Ph.D
<b>27 Juli 2022</b>	11.00	Jakarta – Palembang By. Garuda	1. Deky Anwar, S.E., M.Si., Ph.D 2. Susi Herti Afriani, S.S., M.Hum., Ph.D

Palembang, 8 Juni 2022



Prof. Dr. Khodijah, S.Ag., M.Si





# KEMENTERIAN AGAMA RI

## UNIVERSITAS ISLAM NEGERI (UIN)

### RADEN FATAH PALEMBANG

#### DELEGASI UIN RADEN FATAH PALEMBANG PADA SILATURAHMI DAN KUNJUNGAN KERJA UNIVERSITAS ISLAM NEGERI RADEN FATAH PALEMBANG di KBRI WASHINGTON DC

22 JULI 2022

No	Nama	No passport	Jabatan
1	Prof. Dr. Nyayu Khodijah, S.Ag., M.Si	X1264005	Rektor Universitas Islam Negeri Raden Fatah Palembang
2	Dr. Muhammad Adil, M.A	X1338796	Wakil Rektor 1 UIN Raden Fatah Palembang-Bidang akademik
3	Dr. Abdul Hadi, M.Ag	X1264006	Wakil Rektor II UIN Raden Fatah Palembang-Bidang Manajemen dan keuangan
4	Drs. Jumari, M.M	C9033578	Kepala Biro AAKK UIN Raden Fatah Palembang
5	Dr. Endang Rochmiatun	C1779674	Dekan Fakultas Adab dan Humaniora-UIN Raden Fatah Palembang
6	Deky Anwar, Ph.D	B9592404	Kepala Satuan Pemeriksa Internal-UIN Raden Fatah Palembang
7	Dr. Syahril Jamil	C8528966	Ketua Lembaga Penjaminan Mutu-UIN Raden Fatah Palembang
8	Susi Herti Afriani, Ph.D	C8528939	Kepala Pusat Layanan Internasional-UIN Raden Fatah Palembang
9	Dr. Maftukhatusolikhah Ubed Amir	C5186807	Ketua Prodi Ekonomi Syariah (S1)
10	Dr. Yenrizal Tarmizi Lubis	C8529030	Wakil Dekan 1 Bidang Akademik-Fakultas Ilmu Sosial dan Politik-UIN Raden Fatah Palembang

Kepala  
Pusat Layanan Internasional





# KEMENTERIAN AGAMA RI UNIVERSITAS ISLAM NEGERI (UIN) RADEN FATAH PALEMBANG

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Knowledge, Quality & Integrity

Kampus A : Jl. Prof. K.H. Zainal Abidin Pikry No. 1 Km. 3,5 Palembang 30126  
Telp. (0711) 334668 Fax. (0711) 336209  
Kampus B : Jl. Pangeran Ratu (Jakabaring) Kecamatan Seberang Ulu 1  
Kota Palembang - Sumatera Selatan  
website : [www.radenfatah.ac.id](http://www.radenfatah.ac.id)





May 13<sup>th</sup>, 2022

**Re: Letter of Invitation for Universitas Islam Negeri Raden Fatah Palembang**

To whom it may concern,

Thunderbird School of Management will be welcoming the rector of Universitas Islam Negeri Raden Fatah (UIN Raden Fatah) and staff to its campus in Washington, DC, attending the Thunderbird – UIN Raden Fatah Global Partnership Program.

Thunderbird – UIN Raden Fatah Global Partnership Program is a custom leadership program followed by a company visit designed for UIN Raden Fatah senior leaders and executives delivered at Thunderbird's global hub – Washington, DC campus, with the following activities:

1. MOU Signing between Thunderbird and UIN Raden Fatah for academic and non-academic partnership programs
2. Custom Leadership Program for UIN Raden Fatah to get a deeper dive into the current business trends with the Thunderbird faculty through case study analysis as well as learning best practices from the global institutions in the regions.
3. Thought Leadership Program, where both executives can share how international business schools and Islamic universities can collaborate to solve current global issues.
4. Company visits for quality assurance best practice, where UIN Raden Fatah can learn the best approach from the Thunderbird School of Global Management running world-class programs during the Fourth Industrial Revolution.

Below is the list of names we invite for the program:

1. **Khodijah**, Title: Mrs, Institution: UIN Raden Fatah Palembang, passport # X1264005, Date of birth: August 25, 1970, nationality: Indonesia
2. **Muhammad Adil**, Title: Mr, Institution: UIN Raden Fatah Palembang, passport # B8220646; Date of birth: June 4, 1973; nationality: Indonesia
3. **Abdul Hadi**, Title: Mr, Institution: UIN Raden Fatah Palembang, passport # X1264006, Date of birth: May 25, 1972, nationality: Indonesia
4. **Jumari Iswadi**, Title: Mr, Institution: UIN Raden Fatah Palembang, NIK # 1871132505650006, Date of birth: May 25, 1965, nationality: Indonesia
5. **Endang Rochmiatun**, Title: Mrs, Institution: UIN Raden Fatah Palembang, passport # C1779674, Date of birth: July 27, 1971, nationality: Indonesia
6. **Deky Anwar**, Title: Mr, Institution: UIN Raden Fatah Palembang, passport # B9592404, Date of birth: July 15, 1982, nationality: Indonesia

7. **Syahril Jamil**, Title: Mr, Institution: UIN Raden Fatah Palembang, passport # A6597215, Date of birth: September 17, 1977, nationality: Indonesia
8. **Susi Herti Afriani**, Title: Mrs, Institution: UIN Raden Fatah Palembang, passport # C8528939, Date of birth: April 21, 1982, nationality: Indonesian
9. **Maftukhatusolikhah Ubed Amir**, Title: Mrs, Institution: UIN Raden Fatah Palembang, passport # C5186807, Date of birth: September 28, 1975, nationality: Indonesia
10. **Yenrizal Tarmizi Lubis**, Title: Mr, Institution: UIN Raden Fatah Palembang, passport # B1153346, Date of birth: January 23, 1974, nationality: Indonesia

The program will be conducted on July 19-24, 2022, at Thunderbird's global hub – Washington, DC campus, where UIN Raden Fatah will be sponsoring all expenses including flight, accommodation, visa and incidentals.

For reference, the Thunderbird Global Headquarters is located at: 402 North 1<sup>st</sup> St., Phoenix, Arizona 85004

Your kind assistance is greatly appreciated. Should you require additional information, please feel free to contact **Yully Purwono**, Client Relationship Director at [yully.purwono@thunderbird.asu.edu](mailto:yully.purwono@thunderbird.asu.edu), Tel: +1 602 600 5671 and myself, at [sanjeev.khagram@thunderbird.asu.edu](mailto:sanjeev.khagram@thunderbird.asu.edu) and Tel. +1 206 697 0084.

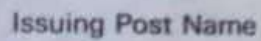
Yours sincerely,



Dr. Sanjeev Khagram  
Director General and Dean  
Foundation Professor of Global Leadership  
Thunderbird School of Global Management  
Arizona State University Enterprise



UNITED STATES  
OF AMERICA



JAKARTA

Surname

ANWAR

Given Name

DEKY

Passport Number

B9592404

## Entries

M

### Annotation

Control Number

20221250170017

Visa Type /Class

R - B1/B2

Sex

Birth Date

Nationality

M

15 JUL 1982

IDSA

Issue Date

09MAY2022

Expiration Date

04MAY2027

0111

R4141129

[illegible]

B9592404<4IDN8207159M2705044B3JAK0IKYA632129



UNITED STATES  
OF AMERICA



JAKARTA

Surname

AMIR

Given Name

Given Name  
MAFTUKHATUSOLIKHAH UBED  
Sex

Passport Number

C5186807

## Entries

M

### Annotation

Control Number

Control Number  
20221664810001

Visa Type /Class

**R** B1/B2

Nationality

IDSA

Birth Date

28SEP1975

Expiration Date

14JUN2027

0100

R5512951

VNUSAAMIR<<MAFTUKHATUSOLIKHAH<UBED<<<<<<<<<<  
C5186807<3IDN7509281F2706144B3JAKOISR D373145









1001

R2890292

VNUSAAHMAD<RIVAI<<KHODIJAH<<<<<<<<<<<<<<<<<<  
X1264005<5IDN7008256F2705170B3JAKOINB5573128















# VISA

# UNITED STATES OF AMERICA



JAKARTA

Surname

SAI

Given Name

JUMARI ISWADI UMAR

Passport Number

C9033578

### Entries

M

### Annotation

Control Number

20221803100012

Visa Type /Class

R B1/B2

Sex

M

Birth Date

25MAY1965

Nationality

IDSAs

Expiration Date

28JUN2027

1011

R5516754

\* \*

VNUSASAI<<JUMARI<ISWADI<UMAR<<<<<<<<<<<<<<<<  
C9033578<9IDN6505253M2706281B3JAKOIVMI230944



VISA

# UNITED STATES OF AMERICA



JAKARTA

Surname

SAI

Given Name

JUMARI ISWADI UMAR

Passport Number

C9033578

### Entries

M

### Annotation

Control Number

20221803100012

Visa Type /Class

R B1/B2

Sex

M

Birth Date

25MAY1965

Nationality

IDSAs

Expiration Date

28JUN2027

1011

R5516754

\* \*

VNUSASAI<<JUMARI<ISWADI<UMAR<<<<<<<<<<<<<<<<  
C9033578<9IDN6505253M2706281B3JAKOIVMI230944



# VISAS

VISA

UNITED STATES  
OF AMERICA



Control Number  
20221664810001

AMIR

Visa Type /Class  
R B1/B2

R

Sex

C5186807

F

### Entries

Issue Date

17 JUN 2022

Birth Date  
28SEP1975

Nationality

IDSA

Expiration Date  
14JUN2027

0100

R5512951

\*

VNUSAAMIR<<MAFTUKHATUSOLIKHAH<UBED<<<<<<<<<<  
C5186807<3IDN7509281F2706144B3JAKOISR D373145



# Certificate of Insurance

## Chubb Travel Insurance

PT Chubb General Insurance Indonesia (hereafter called the “Company”) hereby insures the Insured Person(s) named in this Certificate of Insurance, subject to the terms, conditions and exclusions contained in the Chubb Travel Insurance.

CHUBB

### Policy details

<b>Certificate Number</b>	CTIIDAA0013994
<b>Period of Insurance</b>	17 Jul 2022 - 28 Jul 2022
<b>Plan Type</b>	Single Trip - Individual - Supreme
<b>Additional Benefit Cover</b>	<ul style="list-style-type: none"><li>• -</li><li>• Section 28 - Communicable Disease Outbreak Benefit (as direct result of Covid-19)</li></ul>
<b>Destination</b>	United States - INTERNATIONAL (ZONE 1)
<b>Total Premium</b>	IDR 1,118,000.00

(Premium cost includes policy cost)

Name of Insured Person(s)	Date Of Birth	ID No./Passport No.
MRS ENDANG ROCHMIATUN	27 Jul 1971	C 1779674

For enquiries regarding Chubb Travel Insurance, please contact Chubb:

Customer Service Hotline: +62 1500 257

E-mail: [travel.id@chubb.com](mailto:travel.id@chubb.com)

24-Hour Chubb Assistance Hotline: +62 (21)57853296

### Beneficiary / Ahli Waris :

Beneficiary will be subject to the provisions of laws of the Republic of Indonesia

IN WITNESS WHEREOF the Company has caused this Certificate of Insurance to be executed and the coverage shall be effective throughout the Period of Insurance as stated in this Certificate of Insurance, provided that this Certificate of Insurance shall not be binding on the Company unless this Certificate of Insurance is signed by an authorised representative of the Company.

**Authorized signature**

Date of Issue: 11 Jul 2022

# SERTIFIKAT ASURANSI

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (selanjutnya disebut 'Perusahaan') dengan ini memberikan perlindungan asuransi kepada (Para) Tertanggung yang namanya tersebut dalam Sertifikat Asuransi, sesuai dengan syarat-syarat, kondisi-kondisi serta pengecualian sebagaimana ternyata dalam polis Chubb Travel Insurance.

### Detil polis

<b>Nomor Sertifikat</b>	CTIIDAA0013994
<b>Periode Perjalanan</b>	17 Jul 2022 - 28 Jul 2022
<b>Rencana Perjalanan Yang Dipilih</b>	Sekali perjalanan - Perorangan - Supreme
<b>Manfaat Tambahan</b>	<ul style="list-style-type: none"><li>-</li><li>• Pasal 28 – jaminan Wabah Penyakit Menular (sebagai akibat langsung dari Covid-19)</li></ul>
<b>Tujuan</b>	United States - INTERNATIONAL (ZONE 1)
<b>Premi Total</b>	IDR 1,118,000.00

(Biaya premi telah mencakup biaya polis)

Nama Tertanggung	Tanggal Lahir	No. KTP/ No. Paspor
MRS ENDANG ROCHMIATUN	27 Jul 1971	C 1779674

Untuk pertanyaan lebih lanjut mengenai Chubb Travel Insurance, silahkan menghubungi Chubb:

Customer Service Hotline: +62 1500 257

Email: [travel.id@chubb.com](mailto:travel.id@chubb.com)

Hotline Layanan Darurat 24-Jam: +62 (21)57853296

### Ahli Waris :

Ahli waris akan tunduk pada ketentuan hukum yang berlaku di Republik Indonesia

DEMIKIANLAH, Perusahaan telah menandatangani Polis ini yang berlaku selama Periode Pertanggungan sebagaimana ternyata dalam Sertifikat Asuransi namun dengan ketentuan bahwa Polis ini tidak akan mengikat bagi Perusahaan kecuali jika Sertifikat Asuransi telah ditandatangani oleh pejabat yang berwenang dari Perusahaan.

**Tanda tangan yang berwenang**

Tanggal terbit polis: 11 Jul 2022



## Schedule of Benefit – Chubb Travel Insurance (International)

Tabel Manfaat – Chubb Travel Insurance (Internasional)

Core Benefit (in IDR)	Manfaat Utama (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
<b>Personal Accident Cover</b>				
Section 1 – Accidental Death and Disablement	Pasal 1 – Kematian dan Cacat Akibat Kecelakaan			
Individual Limit:	Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	2,000,000,000	1,500,000,000	750,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	1,000,000,000	750,000,000	375,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	500,000,000	375,000,000	187,500,000
- Child: 14 days to 17 years (25%)	- Anak: usia 14 hari s/d 17 tahun (25%)	500,000,000	375,000,000	187,500,000
Section 2 – Child Education Fund	Pasal 2 – Dana Pendidikan Anak			
- For each Child (max 3 childs)	- Untuk setiap Anak (maks. 3 anak)	50,000,000	25,000,000	Not Covered / Tidak Dijamin
<b>Medical Cover</b>				
Section 3 – Medical Expenses	Pasal 3 – Biaya-Biaya Medis			
Individual Limit:	Limit Individu:	due to Accident and Sickness / akibat Kecelakaan dan Penyakit:		
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	2,000,000,000	850,000,000	300,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	1,000,000,000	425,000,000	150,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
Sub limit max. IDR 10,000,000 for Traditional Treatment	Sub limit maks. Rp 10.000.000 untuk Pengobatan Traditional	Included / Termasuk	Included / Termasuk	Included / Termasuk
Section 4 – Follow-up Medical Expenses in Indonesia	Pasal 4 - Biaya Medis Lanjutan di Indonesia			
Medical Expense	Biaya Medis			
Maximum Individual Limit	Limit Maksimum Individu	40,000,000	20,000,000	5,000,000
Daily Hospital Income	Santunan Rawat Inap Harian			
Limit / day	Limit / hari	1,000,000	500,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	10,000,000	5,000,000	Not Covered / Tidak Dijamin
Section 5 – Daily Hospital Income	Section 5 – Santunan Harian Rawat Inap Rumah Sakit			
a. Overseas Daily Hospital Income (ICU)	a. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin
b. Overseas Daily Hospital Income (Non-ICU)	b. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (Non-ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin

Travel Inconvenience				
Section 6 – Travel Cancellation	Pasal 6 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 7 – Travel Postponement	Pasal 7 – Penundaan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 8 – Travel Curtailment	Pasal 8 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 9 – Hijacking Inconvenience	Pasal 9 – Ketidaknyamanan Karena Pembajakan	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 10 – Travel Delay	Pasal 10 – Keterlambatan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 11 – Travel Re-Route	Pasal 11 - Pengalihan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 12 – Travel Misconnection	Pasal 12 – Miskoneksi Perjalanan	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	1,000,000
Section 13 – Baggage Delay	Pasal 13 – Keterlambatan Bagasi	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 14 – Loss or Damage of Personal Property, Baggage and Money	Pasal 14 – Kehilangan atau Kerusakan Barang Pribadi, Bagasi dan Uang			
sub limit for Money	sub limit untuk Uang	2,500,000	2,500,000	Not Covered/ Tidak Dijamin
per Article (including Laptop and Golf Equipments)	Setiap barang (termasuk Laptop and Peralatan Golf)	7,500,000	5,000,000	5,000,000
Maximum Individual Limit	Limit Maksimum Individu	35,000,000	20,000,000	10,000,000
Section 15 – Loss or Damage to Travel Documents	Pasal 15 – Kehilangan atau Kerusakan Dokumen-Dokumen Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 16 – Fraudulent Use of Lost Credit Card	Pasal 16 – Penipuan Penggunaan Kartu Kredit Hilang			
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 17 – Flight Overbooked	Pasal 17 – Penerbangan <i>Overbooked</i>	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Chubb Assistance				



Section 18 – Child Guard	Pasal 18 – Perlindungan Anak	40,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 19 – Compassionate Visit	Pasal 19 – Kunjungan Simpatik			
a. Overseas Compassionate Hospitalisation Visit	a. Kunjungan Simpatik Rawat Inap di Luar Negeri	40,000,000	20,000,000	10,000,000
b. Overseas Compassionate Death Visit	b. Kunjungan Simpatik Kematian di Luar Negeri	40,000,000	20,000,000	10,000,000
Section 20 – Emergency Medical Evacuation and Repatriation	Pasal 20 – Evakuasi Medis Darurat dan Repatriasi			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
Section 21 – Repatriation of Mortal Remains	Pasal 21 - Repatriasi Jenazah			
a. Non pre-existing conditions	a. Selain Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
b. Pre-existing conditions	b. Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Section 22 – Emergency Mobile Phone Charges	Pasal 22 – Biaya-Biaya Telepon Seluler Darurat			
Maximum Individual Limit	Limit Maksimum Individu	5,000,000	2,500,000	1,000,000
Special Benefit				
Section 23 – Home Guard	Pasal 23 – Perlindungan Rumah	60,000,000	30,000,000	Not Covered/ Tidak Dijamin
Section 24 – Personal Liability	Pasal 24 – Tanggung Jawab Hukum Pribadi	2,500,000,000	1,000,000,000	500,000,000
Section 25 – Car Rental Excess Charges	Pasal 25 – Biaya Risiko Sendiri Kendaraan Sewa	15,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 26 – Terrorism Extension	Pasal 26 – Perluasan Terorisme	Included / Termasuk	Included / Termasuk	Included / Termasuk
Chubb Assistance Benefits (hotline 24 hours)	Manfaat-Manfaat Chubb Assistance (hotline 24 jam)	Included / Termasuk	Included / Termasuk	Included / Termasuk
Automatic Policy Extension (Up to thirty (30) days as a result of the Insured Person being Confined in Hospital)	Perpanjangan Otomatis Polis (Sampai dengan tiga puluh (30) hari sebagai akibat dari Tertanggung sedang Dirawat Inap di Rumah Sakit)	Included / Termasuk	Included / Termasuk	Included / Termasuk

Overseas Journey - Optional Add-On Benefit (in IDR)	Pilihan Manfaat Tambahan (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
*Section 27 – Cruise Pack	Pasal 27 – Paket Kapal Pesiar			
Period of Insurance as stated in the Certificate of Insurance, maximum up to thirty-one (31) days from Effective Date	Periode Asuransi sesuai yang tercantum pada Sertifikat Asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal Efektif			
a) Cruise Re-Route	a) Perubahan Rute Kapal Pesiar	5,000,000	5,000,000	2,500,000
b) Excursion Tour Cancellation	b) Pembatalan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000
c) Excursion Tour Curtailment	c) Pengurangan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000

*\*This Benefit only applicable when it stated in Certificate of Insurance/ Manfaat ini hanya berlaku apabila tertera pada sertifikat polis*

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Section 28 – Communicable Disease Outbreak Benefit (as direct result of Covid-19)  Period of insurance as stated in the certificate of insurance, Maximum up to thirty-one (31) days from effective date	Pasal 28 – Jaminan Wabah Penyakit Menular (sebagai akibat langsung dari COVID-19)  Periode asuransi sesuai yang tercantum pada sertifikat asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal efektif.			
Item 1 – Medical Expenses Individual Limit:	Butir 1 – Biaya-Biaya Medis Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	1,500,000,000	700,000,000	300,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	750,000,000	350,000,000	150,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	375,000,000	175,000,000	75,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	1,500,000,000	700,000,000	300,000,000
Item 2 – Travel Cancellation	Butir 2 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 3 – Travel Curtailment	Butir 3 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 4 – Repatriation of Mortal Remains	Butir 4 - Repatriasi Jenazah			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Item 5 – Hospital Confinement Benefit	Butir 5 – Manfaat Rawat Inap di Rumah Sakit			
Maximum Individual Limit (Limit/day, maximum 10 days)	Limit Maksimum Individu (Limit/hari, maksimum 10 hari)	500,000	250,000	Not Covered / Tidak Dijamin
Item 6 - Compulsory Quarantine Cost	Butir 6 - Biaya Karantina Wajib			
Maximum Individual Limit (Limit/day, maximum 14 days)	Limit Maksimum Individu (Limit / hari, maksimum 14 hari)	1,000,000	500,000	200,000



# Certificate of Insurance

## Chubb Travel Insurance

PT Chubb General Insurance Indonesia (hereafter called the “Company”) hereby insures the Insured Person(s) named in this Certificate of Insurance, subject to the terms, conditions and exclusions contained in the Chubb Travel Insurance.

CHUBB

### Policy details

<b>Certificate Number</b>	CTIIDAA0014002
<b>Period of Insurance</b>	17 Jul 2022 - 28 Jul 2022
<b>Plan Type</b>	Single Trip - Individual - Supreme
<b>Additional Benefit Cover</b>	<ul style="list-style-type: none"><li>• -</li><li>• Section 28 - Communicable Disease Outbreak Benefit (as direct result of Covid-19)</li></ul>
<b>Destination</b>	United States - INTERNATIONAL (ZONE 1)
<b>Total Premium</b>	IDR 1,118,000.00

*(Premium cost includes policy cost)*

Name of Insured Person(s)	Date Of Birth	ID No./Passport No.
MR SYAHRIL JAMIL	17 Sep 1977	C 8528966

For enquiries regarding Chubb Travel Insurance, please contact Chubb:

Customer Service Hotline: +62 1500 257

E-mail: [travel.id@chubb.com](mailto:travel.id@chubb.com)

24-Hour Chubb Assistance Hotline: +62 (21)57853296

### Beneficiary / Ahli Waris :

Beneficiary will be subject to the provisions of laws of the Republic of Indonesia

IN WITNESS WHEREOF the Company has caused this Certificate of Insurance to be executed and the coverage shall be effective throughout the Period of Insurance as stated in this Certificate of Insurance, provided that this Certificate of Insurance shall not be binding on the Company unless this Certificate of Insurance is signed by an authorised representative of the Company.

**Authorized signature**

Date of Issue: 11 Jul 2022

# SERTIFIKAT ASURANSI

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (selanjutnya disebut 'Perusahaan') dengan ini memberikan perlindungan asuransi kepada (Para) Tertanggung yang namanya tersebut dalam Sertifikat Asuransi, sesuai dengan syarat-syarat, kondisi-kondisi serta pengecualian sebagaimana ternyata dalam polis Chubb Travel Insurance.

### Detil polis

<b>Nomor Sertifikat</b>	CTIIDAA0014002
<b>Periode Perjalanan</b>	17 Jul 2022 - 28 Jul 2022
<b>Rencana Perjalanan Yang Dipilih</b>	Sekali perjalanan - Perorangan - Supreme
<b>Manfaat Tambahan</b>	<ul style="list-style-type: none"><li>-</li><li>• Pasal 28 – jaminan Wabah Penyakit Menular (sebagai akibat langsung dari Covid-19)</li></ul>
<b>Tujuan</b>	United States - INTERNATIONAL (ZONE 1)
<b>Premi Total</b>	IDR 1,118,000.00

(Biaya premi telah mencakup biaya polis)

Nama Tertanggung	Tanggal Lahir	No. KTP/ No. Paspor
MR SYAHRIL JAMIL	17 Sep 1977	C 8528966

Untuk pertanyaan lebih lanjut mengenai Chubb Travel Insurance, silahkan menghubungi Chubb:

Customer Service Hotline: +62 1500 257

Email: [travel.id@chubb.com](mailto:travel.id@chubb.com)

Hotline Layanan Darurat 24-Jam: +62 (21)57853296

### Ahli Waris :

Ahli waris akan tunduk pada ketentuan hukum yang berlaku di Republik Indonesia

DEMIKIANLAH, Perusahaan telah menandatangani Polis ini yang berlaku selama Periode Pertanggungans sebagaimana ternyata dalam Sertifikat Asuransi namun dengan ketentuan bahwa Polis ini tidak akan mengikat bagi Perusahaan kecuali jika Sertifikat Asuransi telah ditandatangani oleh pejabat yang berwenang dari Perusahaan.

**Tanda tangan yang berwenang**

Tanggal terbit polis: 11 Jul 2022



## Schedule of Benefit – Chubb Travel Insurance (International)

Tabel Manfaat – Chubb Travel Insurance (Internasional)

Core Benefit (in IDR)	Manfaat Utama (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
<b>Personal Accident Cover</b>				
Section 1 – Accidental Death and Disablement	Pasal 1 – Kematian dan Cacat Akibat Kecelakaan			
Individual Limit:	Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	2,000,000,000	1,500,000,000	750,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	1,000,000,000	750,000,000	375,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	500,000,000	375,000,000	187,500,000
- Child: 14 days to 17 years (25%)	- Anak: usia 14 hari s/d 17 tahun (25%)	500,000,000	375,000,000	187,500,000
Section 2 – Child Education Fund	Pasal 2 – Dana Pendidikan Anak			
- For each Child (max 3 childs)	- Untuk setiap Anak (maks. 3 anak)	50,000,000	25,000,000	Not Covered / Tidak Dijamin
<b>Medical Cover</b>				
Section 3 – Medical Expenses	Pasal 3 – Biaya-Biaya Medis			
Individual Limit:	Limit Individu:	due to Accident and Sickness / akibat Kecelakaan dan Penyakit:		
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	2,000,000,000	850,000,000	300,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	1,000,000,000	425,000,000	150,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
Sub limit max. IDR 10,000,000 for Traditional Treatment	Sub limit maks. Rp 10.000.000 untuk Pengobatan Traditional	Included / Termasuk	Included / Termasuk	Included / Termasuk
Section 4 – Follow-up Medical Expenses in Indonesia	Pasal 4 - Biaya Medis Lanjutan di Indonesia			
Medical Expense	Biaya Medis			
Maximum Individual Limit	Limit Maksimum Individu	40,000,000	20,000,000	5,000,000
Daily Hospital Income	Santunan Rawat Inap Harian			
Limit / day	Limit / hari	1,000,000	500,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	10,000,000	5,000,000	Not Covered / Tidak Dijamin
Section 5 – Daily Hospital Income	Section 5 – Santunan Harian Rawat Inap Rumah Sakit			
a. Overseas Daily Hospital Income (ICU)	a. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin
b. Overseas Daily Hospital Income (Non-ICU)	b. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (Non-ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin

Travel Inconvenience				
Section 6 – Travel Cancellation	Pasal 6 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 7 – Travel Postponement	Pasal 7 – Penundaan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 8 – Travel Curtailment	Pasal 8 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 9 – Hijacking Inconvenience	Pasal 9 – Ketidaknyamanan Karena Pembajakan	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 10 – Travel Delay	Pasal 10 – Keterlambatan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 11 – Travel Re-Route	Pasal 11 - Pengalihan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 12 – Travel Misconnection	Pasal 12 – Miskoneksi Perjalanan	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	1,000,000
Section 13 – Baggage Delay	Pasal 13 – Keterlambatan Bagasi	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 14 – Loss or Damage of Personal Property, Baggage and Money	Pasal 14 – Kehilangan atau Kerusakan Barang Pribadi, Bagasi dan Uang			
sub limit for Money	sub limit untuk Uang	2,500,000	2,500,000	Not Covered/ Tidak Dijamin
per Article (including Laptop and Golf Equipments)	Setiap barang (termasuk Laptop and Peralatan Golf)	7,500,000	5,000,000	5,000,000
Maximum Individual Limit	Limit Maksimum Individu	35,000,000	20,000,000	10,000,000
Section 15 – Loss or Damage to Travel Documents	Pasal 15 – Kehilangan atau Kerusakan Dokumen-Dokumen Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 16 – Fraudulent Use of Lost Credit Card	Pasal 16 – Penipuan Penggunaan Kartu Kredit Hilang			
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 17 – Flight Overbooked	Pasal 17 – Penerbangan <i>Overbooked</i>	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Chubb Assistance				



Section 18 – Child Guard	Pasal 18 – Perlindungan Anak	40,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 19 – Compassionate Visit	Pasal 19 – Kunjungan Simpatik			
a. Overseas Compassionate Hospitalisation Visit	a. Kunjungan Simpatik Rawat Inap di Luar Negeri	40,000,000	20,000,000	10,000,000
b. Overseas Compassionate Death Visit	b. Kunjungan Simpatik Kematian di Luar Negeri	40,000,000	20,000,000	10,000,000
Section 20 – Emergency Medical Evacuation and Repatriation	Pasal 20 – Evakuasi Medis Darurat dan Repatriasi			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
Section 21 – Repatriation of Mortal Remains	Pasal 21 - Repatriasi Jenazah			
a. Non pre-existing conditions	a. Selain Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
b. Pre-existing conditions	b. Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Section 22 – Emergency Mobile Phone Charges	Pasal 22 – Biaya-Biaya Telepon Seluler Darurat			
Maximum Individual Limit	Limit Maksimum Individu	5,000,000	2,500,000	1,000,000
Special Benefit				
Section 23 – Home Guard	Pasal 23 – Perlindungan Rumah	60,000,000	30,000,000	Not Covered/ Tidak Dijamin
Section 24 – Personal Liability	Pasal 24 – Tanggung Jawab Hukum Pribadi	2,500,000,000	1,000,000,000	500,000,000
Section 25 – Car Rental Excess Charges	Pasal 25 – Biaya Risiko Sendiri Kendaraan Sewa	15,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 26 – Terrorism Extension	Pasal 26 – Perluasan Terorisme	Included / Termasuk	Included / Termasuk	Included / Termasuk
Chubb Assistance Benefits (hotline 24 hours)	Manfaat-Manfaat Chubb Assistance (hotline 24 jam)	Included / Termasuk	Included / Termasuk	Included / Termasuk
Automatic Policy Extension (Up to thirty (30) days as a result of the Insured Person being Confined in Hospital)	Perpanjangan Otomatis Polis (Sampai dengan tiga puluh (30) hari sebagai akibat dari Tertanggung sedang Dirawat Inap di Rumah Sakit)	Included / Termasuk	Included / Termasuk	Included / Termasuk

Overseas Journey - Optional Add-On Benefit (in IDR)	Pilihan Manfaat Tambahan (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
*Section 27 – Cruise Pack	Pasal 27 – Paket Kapal Pesiar			
Period of Insurance as stated in the Certificate of Insurance, maximum up to thirty-one (31) days from Effective Date	Periode Asuransi sesuai yang tercantum pada Sertifikat Asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal Efektif			
a) Cruise Re-Route	a) Perubahan Rute Kapal Pesiar	5,000,000	5,000,000	2,500,000
b) Excursion Tour Cancellation	b) Pembatalan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000
c) Excursion Tour Curtailment	c) Pengurangan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000

*\*This Benefit only applicable when it stated in Certificate of Insurance/ Manfaat ini hanya berlaku apabila tertera pada sertifikat polis*

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Section 28 – Communicable Disease Outbreak Benefit (as direct result of Covid-19)  Period of insurance as stated in the certificate of insurance, Maximum up to thirty-one (31) days from effective date	Pasal 28 – Jaminan Wabah Penyakit Menular (sebagai akibat langsung dari COVID-19)  Periode asuransi sesuai yang tercantum pada sertifikat asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal efektif.			
Item 1 – Medical Expenses Individual Limit:	Butir 1 – Biaya-Biaya Medis Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	1,500,000,000	700,000,000	300,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	750,000,000	350,000,000	150,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	375,000,000	175,000,000	75,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	1,500,000,000	700,000,000	300,000,000
Item 2 – Travel Cancellation	Butir 2 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 3 – Travel Curtailment	Butir 3 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 4 – Repatriation of Mortal Remains	Butir 4 - Repatriasi Jenazah			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Item 5 – Hospital Confinement Benefit	Butir 5 – Manfaat Rawat Inap di Rumah Sakit			
Maximum Individual Limit (Limit/day, maximum 10 days)	Limit Maksimum Individu (Limit/hari, maksimum 10 hari)	500,000	250,000	Not Covered / Tidak Dijamin
Item 6 - Compulsory Quarantine Cost	Butir 6 - Biaya Karantina Wajib			
Maximum Individual Limit (Limit/day, maximum 14 days)	Limit Maksimum Individu (Limit / hari, maksimum 14 hari)	1,000,000	500,000	200,000



# Certificate of Insurance

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (hereafter called the “Company”) hereby insures the Insured Person(s) named in this Certificate of Insurance, subject to the terms, conditions and exclusions contained in the Chubb Travel Insurance.

### Policy details

<b>Certificate Number</b>	CTIIDAA0013995
<b>Period of Insurance</b>	17 Jul 2022 - 28 Jul 2022
<b>Plan Type</b>	Single Trip - Individual - Supreme
<b>Additional Benefit Cover</b>	<ul style="list-style-type: none"><li>• -</li><li>• Section 28 - Communicable Disease Outbreak Benefit (as direct result of Covid-19)</li></ul>
<b>Destination</b>	United States - INTERNATIONAL (ZONE 1)
<b>Total Premium</b>	IDR 1,118,000.00

(Premium cost includes policy cost)

Name of Insured Person(s)	Date Of Birth	ID No./Passport No.
MR ABDUL HADI SULAIMAN	25 May 1972	X 1264006

For enquiries regarding Chubb Travel Insurance, please contact Chubb:

Customer Service Hotline: +62 1500 257

E-mail: [travel.id@chubb.com](mailto:travel.id@chubb.com)

24-Hour Chubb Assistance Hotline: +62 (21)57853296

### Beneficiary / Ahli Waris :

Beneficiary will be subject to the provisions of laws of the Republic of Indonesia

IN WITNESS WHEREOF the Company has caused this Certificate of Insurance to be executed and the coverage shall be effective throughout the Period of Insurance as stated in this Certificate of Insurance, provided that this Certificate of Insurance shall not be binding on the Company unless this Certificate of Insurance is signed by an authorised representative of the Company.

**Authorized signature**

Date of Issue: 11 Jul 2022

# SERTIFIKAT ASURANSI

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (selanjutnya disebut 'Perusahaan') dengan ini memberikan perlindungan asuransi kepada (Para) Tertanggung yang namanya tersebut dalam Sertifikat Asuransi, sesuai dengan syarat-syarat, kondisi-kondisi serta pengecualian sebagaimana ternyata dalam polis Chubb Travel Insurance.

### Detil polis

<b>Nomor Sertifikat</b>	CTIIDAA0013995
<b>Periode Perjalanan</b>	17 Jul 2022 - 28 Jul 2022
<b>Rencana Perjalanan Yang Dipilih</b>	Sekali perjalanan - Perorangan - Supreme
<b>Manfaat Tambahan</b>	<ul style="list-style-type: none"><li>-</li><li>• Pasal 28 – jaminan Wabah Penyakit Menular (sebagai akibat langsung dari Covid-19)</li></ul>
<b>Tujuan</b>	United States - INTERNATIONAL (ZONE 1)
<b>Premi Total</b>	IDR 1,118,000.00

(Biaya premi telah mencakup biaya polis)

Nama Tertanggung	Tanggal Lahir	No. KTP/ No. Paspor
MR ABDUL HADI SULAIMAN	25 May 1972	X 1264006

Untuk pertanyaan lebih lanjut mengenai Chubb Travel Insurance, silahkan menghubungi Chubb:

Customer Service Hotline: +62 1500 257

Email: [travel.id@chubb.com](mailto:travel.id@chubb.com)

Hotline Layanan Darurat 24-Jam: +62 (21)57853296

### Ahli Waris :

Ahli waris akan tunduk pada ketentuan hukum yang berlaku di Republik Indonesia

DEMIKIANLAH, Perusahaan telah menandatangani Polis ini yang berlaku selama Periode Pertanggungan sebagaimana ternyata dalam Sertifikat Asuransi namun dengan ketentuan bahwa Polis ini tidak akan mengikat bagi Perusahaan kecuali jika Sertifikat Asuransi telah ditandatangani oleh pejabat yang berwenang dari Perusahaan.

**Tanda tangan yang berwenang**

Tanggal terbit polis: 11 Jul 2022



## Schedule of Benefit – Chubb Travel Insurance (International)

Tabel Manfaat – Chubb Travel Insurance (Internasional)

Core Benefit (in IDR)	Manfaat Utama (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
<b>Personal Accident Cover</b>				
<b>Section 1 – Accidental Death and Disablement</b>	<b>Pasal 1 – Kematian dan Cacat Akibat Kecelakaan</b>			
<b>Individual Limit:</b>	<b>Limit Individu:</b>			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	2,000,000,000	1,500,000,000	750,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	1,000,000,000	750,000,000	375,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	500,000,000	375,000,000	187,500,000
- Child: 14 days to 17 years (25%)	- Anak: usia 14 hari s/d 17 tahun (25%)	500,000,000	375,000,000	187,500,000
<b>Section 2 – Child Education Fund</b>	<b>Pasal 2 – Dana Pendidikan Anak</b>			
- For each Child (max 3 childs)	- Untuk setiap Anak (maks. 3 anak)	50,000,000	25,000,000	Not Covered / Tidak Dijamin
<b>Medical Cover</b>				
<b>Section 3 – Medical Expenses</b>	<b>Pasal 3 – Biaya-Biaya Medis</b>			
<b>Individual Limit:</b>	<b>Limit Individu:</b>	due to Accident and Sickness / akibat Kecelakaan dan Penyakit:		
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	2,000,000,000	850,000,000	300,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	1,000,000,000	425,000,000	150,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
Sub limit max. IDR 10,000,000 for Traditional Treatment	Sub limit maks. Rp 10.000.000 untuk Pengobatan Traditional	Included / Termasuk	Included / Termasuk	Included / Termasuk
<b>Section 4 – Follow-up Medical Expenses in Indonesia</b>	<b>Pasal 4 - Biaya Medis Lanjutan di Indonesia</b>			
Medical Expense	Biaya Medis			
Maximum Individual Limit	Limit Maksimum Individu	40,000,000	20,000,000	5,000,000
Daily Hospital Income	Santunan Rawat Inap Harian			
Limit / day	Limit / hari	1,000,000	500,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	10,000,000	5,000,000	Not Covered / Tidak Dijamin
<b>Section 5 – Daily Hospital Income</b>	<b>Section 5 – Santunan Harian Rawat Inap Rumah Sakit</b>			
a. Overseas Daily Hospital Income (ICU)	a. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin
b. Overseas Daily Hospital Income (Non-ICU)	b. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (Non-ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin

Travel Inconvenience				
Section 6 – Travel Cancellation	Pasal 6 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 7 – Travel Postponement	Pasal 7 – Penundaan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 8 – Travel Curtailment	Pasal 8 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 9 – Hijacking Inconvenience	Pasal 9 – Ketidaknyamanan Karena Pembajakan	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 10 – Travel Delay	Pasal 10 – Keterlambatan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 11 – Travel Re-Route	Pasal 11 - Pengalihan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 12 – Travel Misconnection	Pasal 12 – Miskoneksi Perjalanan	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	1,000,000
Section 13 – Baggage Delay	Pasal 13 – Keterlambatan Bagasi	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 14 – Loss or Damage of Personal Property, Baggage and Money	Pasal 14 – Kehilangan atau Kerusakan Barang Pribadi, Bagasi dan Uang			Not Covered/ Tidak Dijamin
sub limit for Money	sub limit untuk Uang	2,500,000	2,500,000	
per Article (including Laptop and Golf Equipments)	Setiap barang (termasuk Laptop and Peralatan Golf)	7,500,000	5,000,000	5,000,000
Maximum Individual Limit	Limit Maksimum Individu	35,000,000	20,000,000	10,000,000
Section 15 – Loss or Damage to Travel Documents	Pasal 15 – Kehilangan atau Kerusakan Dokumen-Dokumen Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 16 – Fraudulent Use of Lost Credit Card	Pasal 16 – Penipuan Penggunaan Kartu Kredit Hilang			
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 17 – Flight Overbooked	Pasal 17 – Penerbangan <i>Overbooked</i>	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Chubb Assistance				



Section 18 – Child Guard	Pasal 18 – Perlindungan Anak	40,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 19 – Compassionate Visit	Pasal 19 – Kunjungan Simpatik			
a. Overseas Compassionate Hospitalisation Visit	a. Kunjungan Simpatik Rawat Inap di Luar Negeri	40,000,000	20,000,000	10,000,000
b. Overseas Compassionate Death Visit	b. Kunjungan Simpatik Kematian di Luar Negeri	40,000,000	20,000,000	10,000,000
Section 20 – Emergency Medical Evacuation and Repatriation	Pasal 20 – Evakuasi Medis Darurat dan Repatriasi			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
Section 21 – Repatriation of Mortal Remains	Pasal 21 - Repatriasi Jenazah			
a. Non pre-existing conditions	a. Selain Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
b. Pre-existing conditions	b. Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Section 22 – Emergency Mobile Phone Charges	Pasal 22 – Biaya-Biaya Telepon Seluler Darurat			
Maximum Individual Limit	Limit Maksimum Individu	5,000,000	2,500,000	1,000,000
Special Benefit				
Section 23 – Home Guard	Pasal 23 – Perlindungan Rumah	60,000,000	30,000,000	Not Covered/ Tidak Dijamin
Section 24 – Personal Liability	Pasal 24 – Tanggung Jawab Hukum Pribadi	2,500,000,000	1,000,000,000	500,000,000
Section 25 – Car Rental Excess Charges	Pasal 25 – Biaya Risiko Sendiri Kendaraan Sewa	15,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 26 – Terrorism Extension	Pasal 26 – Perluasan Terorisme	Included / Termasuk	Included / Termasuk	Included / Termasuk
Chubb Assistance Benefits (hotline 24 hours)	Manfaat-Manfaat Chubb Assistance (hotline 24 jam)	Included / Termasuk	Included / Termasuk	Included / Termasuk
Automatic Policy Extension (Up to thirty (30) days as a result of the Insured Person being Confined in Hospital)	Perpanjangan Otomatis Polis (Sampai dengan tiga puluh (30) hari sebagai akibat dari Tertanggung sedang Dirawat Inap di Rumah Sakit)	Included / Termasuk	Included / Termasuk	Included / Termasuk

Overseas Journey - Optional Add-On Benefit (in IDR)	Pilihan Manfaat Tambahan (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
*Section 27 – Cruise Pack	Pasal 27 – Paket Kapal Pesiar			
Period of Insurance as stated in the Certificate of Insurance, maximum up to thirty-one (31) days from Effective Date	Periode Asuransi sesuai yang tercantum pada Sertifikat Asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal Efektif			
a) Cruise Re-Route	a) Perubahan Rute Kapal Pesiar	5,000,000	5,000,000	2,500,000
b) Excursion Tour Cancellation	b) Pembatalan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000
c) Excursion Tour Curtailment	c) Pengurangan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000

*\*This Benefit only applicable when it stated in Certificate of Insurance/ Manfaat ini hanya berlaku apabila tertera pada sertifikat polis*

PT Chubb General Insurance Indonesia  
(PT Chubb General Insurance Indonesia  
terdaftar dan diawasi oleh Otoritas Jasa Keuangan)  
Chubb Square, 6th Floor  
Jl. MH Thamrin No. 10  
Jakarta 10230, Indonesia

O +62-21 2949 8500  
F +62-21 2949 8511  
W [www.chubb.com/id](http://www.chubb.com/id)

Section 28 – Communicable Disease Outbreak Benefit (as direct result of Covid-19)  Period of insurance as stated in the certificate of insurance, Maximum up to thirty-one (31) days from effective date	Pasal 28 – Jaminan Wabah Penyakit Menular (sebagai akibat langsung dari COVID-19)  Periode asuransi sesuai yang tercantum pada sertifikat asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal efektif.			
Item 1 – Medical Expenses Individual Limit:	Butir 1 – Biaya-Biaya Medis Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	1,500,000,000	700,000,000	300,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	750,000,000	350,000,000	150,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	375,000,000	175,000,000	75,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	1,500,000,000	700,000,000	300,000,000
Item 2 – Travel Cancellation	Butir 2 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 3 – Travel Curtailment	Butir 3 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 4 – Repatriation of Mortal Remains	Butir 4 - Repatriasi Jenazah			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Item 5 – Hospital Confinement Benefit	Butir 5 – Manfaat Rawat Inap di Rumah Sakit			
Maximum Individual Limit (Limit/day, maximum 10 days)	Limit Maksimum Individu (Limit/hari, maksimum 10 hari)	500,000	250,000	Not Covered / Tidak Dijamin
Item 6 - Compulsory Quarantine Cost	Butir 6 - Biaya Karantina Wajib			
Maximum Individual Limit (Limit/day, maximum 14 days)	Limit Maksimum Individu (Limit / hari, maksimum 14 hari)	1,000,000	500,000	200,000



# Certificate of Insurance

## Chubb Travel Insurance

PT Chubb General Insurance Indonesia (hereafter called the “Company”) hereby insures the Insured Person(s) named in this Certificate of Insurance, subject to the terms, conditions and exclusions contained in the Chubb Travel Insurance.

CHUBB

### Policy details

<b>Certificate Number</b>	CTIIDAA0013998
<b>Period of Insurance</b>	17 Jul 2022 - 28 Jul 2022
<b>Plan Type</b>	Single Trip - Individual - Supreme
<b>Additional Benefit Cover</b>	<ul style="list-style-type: none"><li>• -</li><li>• Section 28 - Communicable Disease Outbreak Benefit (as direct result of Covid-19)</li></ul>
<b>Destination</b>	United States - INTERNATIONAL (ZONE 1)
<b>Total Premium</b>	IDR 1,118,000.00

(Premium cost includes policy cost)

Name of Insured Person(s)	Date Of Birth	ID No./Passport No.
MRS SUSI HERTI AFRIANI	21 Apr 1982	C 8528939

For enquiries regarding Chubb Travel Insurance, please contact Chubb:

Customer Service Hotline: +62 1500 257

E-mail: [travel.id@chubb.com](mailto:travel.id@chubb.com)

24-Hour Chubb Assistance Hotline: +62 (21)57853296

### Beneficiary / Ahli Waris :

Beneficiary will be subject to the provisions of laws of the Republic of Indonesia

IN WITNESS WHEREOF the Company has caused this Certificate of Insurance to be executed and the coverage shall be effective throughout the Period of Insurance as stated in this Certificate of Insurance, provided that this Certificate of Insurance shall not be binding on the Company unless this Certificate of Insurance is signed by an authorised representative of the Company.

**Authorized signature**

Date of Issue: 11 Jul 2022

# SERTIFIKAT ASURANSI

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (selanjutnya disebut 'Perusahaan') dengan ini memberikan perlindungan asuransi kepada (Para) Tertanggung yang namanya tersebut dalam Sertifikat Asuransi, sesuai dengan syarat-syarat, kondisi-kondisi serta pengecualian sebagaimana ternyata dalam polis Chubb Travel Insurance.

### Detil polis

<b>Nomor Sertifikat</b>	CTIIDAA0013998
<b>Periode Perjalanan</b>	17 Jul 2022 - 28 Jul 2022
<b>Rencana Perjalanan Yang Dipilih</b>	Sekali perjalanan - Perorangan - Supreme
<b>Manfaat Tambahan</b>	<ul style="list-style-type: none"><li>-</li><li>• Pasal 28 – jaminan Wabah Penyakit Menular (sebagai akibat langsung dari Covid-19)</li></ul>
<b>Tujuan</b>	United States - INTERNATIONAL (ZONE 1)
<b>Premi Total</b>	IDR 1,118,000.00

(Biaya premi telah mencakup biaya polis)

Nama Tertanggung	Tanggal Lahir	No. KTP/ No. Paspor
MRS SUSI HERTI AFRIANI	21 Apr 1982	C 8528939

Untuk pertanyaan lebih lanjut mengenai Chubb Travel Insurance, silahkan menghubungi Chubb:

Customer Service Hotline: +62 1500 257

Email: [travel.id@chubb.com](mailto:travel.id@chubb.com)

Hotline Layanan Darurat 24-Jam: +62 (21)57853296

### Ahli Waris :

Ahli waris akan tunduk pada ketentuan hukum yang berlaku di Republik Indonesia

DEMIKIANLAH, Perusahaan telah menandatangani Polis ini yang berlaku selama Periode Pertanggungans sebagaimana ternyata dalam Sertifikat Asuransi namun dengan ketentuan bahwa Polis ini tidak akan mengikat bagi Perusahaan kecuali jika Sertifikat Asuransi telah ditandatangani oleh pejabat yang berwenang dari Perusahaan.

**Tanda tangan yang berwenang**

Tanggal terbit polis: 11 Jul 2022

## Schedule of Benefit – Chubb Travel Insurance (International)

Tabel Manfaat – Chubb Travel Insurance (Internasional)

Core Benefit (in IDR)	Manfaat Utama (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
<b>Personal Accident Cover</b>				
Section 1 – Accidental Death and Disablement	Pasal 1 – Kematian dan Cacat Akibat Kecelakaan			
Individual Limit:	Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	2,000,000,000	1,500,000,000	750,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	1,000,000,000	750,000,000	375,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	500,000,000	375,000,000	187,500,000
- Child: 14 days to 17 years (25%)	- Anak: usia 14 hari s/d 17 tahun (25%)	500,000,000	375,000,000	187,500,000
Section 2 – Child Education Fund	Pasal 2 – Dana Pendidikan Anak			
- For each Child (max 3 childs)	- Untuk setiap Anak (maks. 3 anak)	50,000,000	25,000,000	Not Covered / Tidak Dijamin
<b>Medical Cover</b>				
Section 3 – Medical Expenses	Pasal 3 – Biaya-Biaya Medis			
Individual Limit:	Limit Individu:	due to Accident and Sickness / akibat Kecelakaan dan Penyakit:		
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	2,000,000,000	850,000,000	300,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	1,000,000,000	425,000,000	150,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
Sub limit max. IDR 10,000,000 for Traditional Treatment	Sub limit maks. Rp 10.000.000 untuk Pengobatan Traditional	Included / Termasuk	Included / Termasuk	Included / Termasuk
Section 4 – Follow-up Medical Expenses in Indonesia	Pasal 4 - Biaya Medis Lanjutan di Indonesia			
Medical Expense	Biaya Medis			
Maximum Individual Limit	Limit Maksimum Individu	40,000,000	20,000,000	5,000,000
Daily Hospital Income	Santunan Rawat Inap Harian			
Limit / day	Limit / hari	1,000,000	500,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	10,000,000	5,000,000	Not Covered / Tidak Dijamin
Section 5 – Daily Hospital Income	Section 5 – Santunan Harian Rawat Inap Rumah Sakit			
a. Overseas Daily Hospital Income (ICU)	a. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin
b. Overseas Daily Hospital Income (Non-ICU)	b. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (Non-ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin



Travel Inconvenience				
Section 6 – Travel Cancellation	Pasal 6 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 7 – Travel Postponement	Pasal 7 – Penundaan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 8 – Travel Curtailment	Pasal 8 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 9 – Hijacking Inconvenience	Pasal 9 – Ketidaknyamanan Karena Pembajakan	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 10 – Travel Delay	Pasal 10 – Keterlambatan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 11 – Travel Re-Route	Pasal 11 - Pengalihan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 12 – Travel Misconnection	Pasal 12 – Miskoneksi Perjalanan	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	1,000,000
Section 13 – Baggage Delay	Pasal 13 – Keterlambatan Bagasi	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 14 – Loss or Damage of Personal Property, Baggage and Money	Pasal 14 – Kehilangan atau Kerusakan Barang Pribadi, Bagasi dan Uang			Not Covered/ Tidak Dijamin
sub limit for Money	sub limit untuk Uang	2,500,000	2,500,000	
per Article (including Laptop and Golf Equipments)	Setiap barang (termasuk Laptop and Peralatan Golf)	7,500,000	5,000,000	5,000,000
Maximum Individual Limit	Limit Maksimum Individu	35,000,000	20,000,000	10,000,000
Section 15 – Loss or Damage to Travel Documents	Pasal 15 – Kehilangan atau Kerusakan Dokumen-Dokumen Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 16 – Fraudulent Use of Lost Credit Card	Pasal 16 – Penipuan Penggunaan Kartu Kredit Hilang			
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 17 – Flight Overbooked	Pasal 17 – Penerbangan <i>Overbooked</i>	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Chubb Assistance				

Section 18 – Child Guard	Pasal 18 – Perlindungan Anak	40,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 19 – Compassionate Visit	Pasal 19 – Kunjungan Simpatik			
a. Overseas Compassionate Hospitalisation Visit	a. Kunjungan Simpatik Rawat Inap di Luar Negeri	40,000,000	20,000,000	10,000,000
b. Overseas Compassionate Death Visit	b. Kunjungan Simpatik Kematian di Luar Negeri	40,000,000	20,000,000	10,000,000
Section 20 – Emergency Medical Evacuation and Repatriation	Pasal 20 – Evakuasi Medis Darurat dan Repatriasi			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
Section 21 – Repatriation of Mortal Remains	Pasal 21 - Repatriasi Jenazah			
a. Non pre-existing conditions	a. Selain Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
b. Pre-existing conditions	b. Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Section 22 – Emergency Mobile Phone Charges	Pasal 22 – Biaya-Biaya Telepon Seluler Darurat			
Maximum Individual Limit	Limit Maksimum Individu	5,000,000	2,500,000	1,000,000
Special Benefit				
Section 23 – Home Guard	Pasal 23 – Perlindungan Rumah	60,000,000	30,000,000	Not Covered/ Tidak Dijamin
Section 24 – Personal Liability	Pasal 24 – Tanggung Jawab Hukum Pribadi	2,500,000,000	1,000,000,000	500,000,000
Section 25 – Car Rental Excess Charges	Pasal 25 – Biaya Risiko Sendiri Kendaraan Sewa	15,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 26 – Terrorism Extension	Pasal 26 – Perluasan Terorisme	Included / Termasuk	Included / Termasuk	Included / Termasuk
Chubb Assistance Benefits (hotline 24 hours)	Manfaat-Manfaat Chubb Assistance (hotline 24 jam)	Included / Termasuk	Included / Termasuk	Included / Termasuk
Automatic Policy Extension (Up to thirty (30) days as a result of the Insured Person being Confined in Hospital)	Perpanjangan Otomatis Polis (Sampai dengan tiga puluh (30) hari sebagai akibat dari Tertanggung sedang Dirawat Inap di Rumah Sakit)	Included / Termasuk	Included / Termasuk	Included / Termasuk

Overseas Journey - Optional Add-On Benefit (in IDR)	Pilihan Manfaat Tambahan (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
*Section 27 – Cruise Pack	Pasal 27 – Paket Kapal Pesiar			
Period of Insurance as stated in the Certificate of Insurance, maximum up to thirty-one (31) days from Effective Date	Periode Asuransi sesuai yang tercantum pada Sertifikat Asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal Efektif			
a) Cruise Re-Route	a) Perubahan Rute Kapal Pesiar	5,000,000	5,000,000	2,500,000
b) Excursion Tour Cancellation	b) Pembatalan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000
c) Excursion Tour Curtailment	c) Pengurangan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000

*\*This Benefit only applicable when it stated in Certificate of Insurance/ Manfaat ini hanya berlaku apabila tertera pada sertifikat polis*

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Section 28 – Communicable Disease Outbreak Benefit (as direct result of Covid-19)  Period of insurance as stated in the certificate of insurance, Maximum up to thirty-one (31) days from effective date	Pasal 28 – Jaminan Wabah Penyakit Menular (sebagai akibat langsung dari COVID-19)  Periode asuransi sesuai yang tercantum pada sertifikat asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal efektif.			
Item 1 – Medical Expenses Individual Limit:	Butir 1 – Biaya-Biaya Medis Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	1,500,000,000	700,000,000	300,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	750,000,000	350,000,000	150,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	375,000,000	175,000,000	75,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	1,500,000,000	700,000,000	300,000,000
Item 2 – Travel Cancellation	Butir 2 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 3 – Travel Curtailment	Butir 3 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 4 – Repatriation of Mortal Remains	Butir 4 - Repatriasi Jenazah			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Item 5 – Hospital Confinement Benefit	Butir 5 – Manfaat Rawat Inap di Rumah Sakit			
Maximum Individual Limit (Limit/day, maximum 10 days)	Limit Maksimum Individu (Limit/hari, maksimum 10 hari)	500,000	250,000	Not Covered / Tidak Dijamin
Item 6 - Compulsory Quarantine Cost	Butir 6 - Biaya Karantina Wajib			
Maximum Individual Limit (Limit/day, maximum 14 days)	Limit Maksimum Individu (Limit / hari, maksimum 14 hari)	1,000,000	500,000	200,000



# Certificate of Insurance

## Chubb Travel Insurance

PT Chubb General Insurance Indonesia (hereafter called the “Company”) hereby insures the Insured Person(s) named in this Certificate of Insurance, subject to the terms, conditions and exclusions contained in the Chubb Travel Insurance.

CHUBB

### Policy details

<b>Certificate Number</b>	CTIIDAA0014001
<b>Period of Insurance</b>	17 Jul 2022 - 28 Jul 2022
<b>Plan Type</b>	Single Trip - Individual - Supreme
<b>Additional Benefit Cover</b>	<ul style="list-style-type: none"><li>• -</li><li>• Section 28 - Communicable Disease Outbreak Benefit (as direct result of Covid-19)</li></ul>
<b>Destination</b>	United States - INTERNATIONAL (ZONE 1)
<b>Total Premium</b>	IDR 1,118,000.00

(Premium cost includes policy cost)

Name of Insured Person(s)	Date Of Birth	ID No./Passport No.
MR DEKY ANWAR	15 Jul 1982	B 9592404

For enquiries regarding Chubb Travel Insurance, please contact Chubb:

Customer Service Hotline: +62 1500 257

E-mail: [travel.id@chubb.com](mailto:travel.id@chubb.com)

24-Hour Chubb Assistance Hotline: +62 (21)57853296

### Beneficiary / Ahli Waris :

Beneficiary will be subject to the provisions of laws of the Republic of Indonesia

IN WITNESS WHEREOF the Company has caused this Certificate of Insurance to be executed and the coverage shall be effective throughout the Period of Insurance as stated in this Certificate of Insurance, provided that this Certificate of Insurance shall not be binding on the Company unless this Certificate of Insurance is signed by an authorised representative of the Company.

**Authorized signature**

Date of Issue: 11 Jul 2022

# SERTIFIKAT ASURANSI

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (selanjutnya disebut 'Perusahaan') dengan ini memberikan perlindungan asuransi kepada (Para) Tertanggung yang namanya tersebut dalam Sertifikat Asuransi, sesuai dengan syarat-syarat, kondisi-kondisi serta pengecualian sebagaimana ternyata dalam polis Chubb Travel Insurance.

### Detil polis

<b>Nomor Sertifikat</b>	CTIIDAA0014001
<b>Periode Perjalanan</b>	17 Jul 2022 - 28 Jul 2022
<b>Rencana Perjalanan Yang Dipilih</b>	Sekali perjalanan - Perorangan - Supreme
<b>Manfaat Tambahan</b>	<ul style="list-style-type: none"><li>-</li><li>• Pasal 28 – jaminan Wabah Penyakit Menular (sebagai akibat langsung dari Covid-19)</li></ul>
<b>Tujuan</b>	United States - INTERNATIONAL (ZONE 1)
<b>Premi Total</b>	IDR 1,118,000.00

(Biaya premi telah mencakup biaya polis)

Nama Tertanggung	Tanggal Lahir	No. KTP/ No. Paspor
MR DEKY ANWAR	15 Jul 1982	B 9592404

Untuk pertanyaan lebih lanjut mengenai Chubb Travel Insurance, silahkan menghubungi Chubb:

Customer Service Hotline: +62 1500 257

Email: [travel.id@chubb.com](mailto:travel.id@chubb.com)

Hotline Layanan Darurat 24-Jam: +62 (21)57853296

### Ahli Waris :

Ahli waris akan tunduk pada ketentuan hukum yang berlaku di Republik Indonesia

DEMIKIANLAH, Perusahaan telah menandatangani Polis ini yang berlaku selama Periode Pertanggungans sebagaimana ternyata dalam Sertifikat Asuransi namun dengan ketentuan bahwa Polis ini tidak akan mengikat bagi Perusahaan kecuali jika Sertifikat Asuransi telah ditandatangani oleh pejabat yang berwenang dari Perusahaan.

**Tanda tangan yang berwenang**

Tanggal terbit polis: 11 Jul 2022

## Schedule of Benefit – Chubb Travel Insurance (International)

Tabel Manfaat – Chubb Travel Insurance (Internasional)

Core Benefit (in IDR)	Manfaat Utama (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
<b>Personal Accident Cover</b>				
Section 1 – Accidental Death and Disablement	Pasal 1 – Kematian dan Cacat Akibat Kecelakaan			
Individual Limit:	Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	2,000,000,000	1,500,000,000	750,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	1,000,000,000	750,000,000	375,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	500,000,000	375,000,000	187,500,000
- Child: 14 days to 17 years (25%)	- Anak: usia 14 hari s/d 17 tahun (25%)	500,000,000	375,000,000	187,500,000
Section 2 – Child Education Fund	Pasal 2 – Dana Pendidikan Anak			
- For each Child (max 3 childs)	- Untuk setiap Anak (maks. 3 anak)	50,000,000	25,000,000	Not Covered / Tidak Dijamin
<b>Medical Cover</b>				
Section 3 – Medical Expenses	Pasal 3 – Biaya-Biaya Medis			
Individual Limit:	Limit Individu:	due to Accident and Sickness / akibat Kecelakaan dan Penyakit:		
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	2,000,000,000	850,000,000	300,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	1,000,000,000	425,000,000	150,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
Sub limit max. IDR 10,000,000 for Traditional Treatment	Sub limit maks. Rp 10.000.000 untuk Pengobatan Traditional	Included / Termasuk	Included / Termasuk	Included / Termasuk
Section 4 – Follow-up Medical Expenses in Indonesia	Pasal 4 - Biaya Medis Lanjutan di Indonesia			
Medical Expense	Biaya Medis			
Maximum Individual Limit	Limit Maksimum Individu	40,000,000	20,000,000	5,000,000
Daily Hospital Income	Santunan Rawat Inap Harian			
Limit / day	Limit / hari	1,000,000	500,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	10,000,000	5,000,000	Not Covered / Tidak Dijamin
Section 5 – Daily Hospital Income	Section 5 – Santunan Harian Rawat Inap Rumah Sakit			
a. Overseas Daily Hospital Income (ICU)	a. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin
b. Overseas Daily Hospital Income (Non-ICU)	b. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (Non-ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin



Travel Inconvenience				
Section 6 – Travel Cancellation	Pasal 6 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 7 – Travel Postponement	Pasal 7 – Penundaan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 8 – Travel Curtailment	Pasal 8 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 9 – Hijacking Inconvenience	Pasal 9 – Ketidaknyamanan Karena Pembajakan	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 10 – Travel Delay	Pasal 10 – Keterlambatan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 11 – Travel Re-Route	Pasal 11 - Pengalihan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 12 – Travel Misconnection	Pasal 12 – Miskoneksi Perjalanan	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	1,000,000
Section 13 – Baggage Delay	Pasal 13 – Keterlambatan Bagasi	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 14 – Loss or Damage of Personal Property, Baggage and Money	Pasal 14 – Kehilangan atau Kerusakan Barang Pribadi, Bagasi dan Uang			Not Covered/ Tidak Dijamin
sub limit for Money	sub limit untuk Uang	2,500,000	2,500,000	
per Article (including Laptop and Golf Equipments)	Setiap barang (termasuk Laptop and Peralatan Golf)	7,500,000	5,000,000	5,000,000
Maximum Individual Limit	Limit Maksimum Individu	35,000,000	20,000,000	10,000,000
Section 15 – Loss or Damage to Travel Documents	Pasal 15 – Kehilangan atau Kerusakan Dokumen-Dokumen Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 16 – Fraudulent Use of Lost Credit Card	Pasal 16 – Penipuan Penggunaan Kartu Kredit Hilang			
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 17 – Flight Overbooked	Pasal 17 – Penerbangan <i>Overbooked</i>	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Chubb Assistance				

Section 18 – Child Guard	Pasal 18 – Perlindungan Anak	40,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 19 – Compassionate Visit	Pasal 19 – Kunjungan Simpatik			
a. Overseas Compassionate Hospitalisation Visit	a. Kunjungan Simpatik Rawat Inap di Luar Negeri	40,000,000	20,000,000	10,000,000
b. Overseas Compassionate Death Visit	b. Kunjungan Simpatik Kematian di Luar Negeri	40,000,000	20,000,000	10,000,000
Section 20 – Emergency Medical Evacuation and Repatriation	Pasal 20 – Evakuasi Medis Darurat dan Repatriasi			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
Section 21 – Repatriation of Mortal Remains	Pasal 21 - Repatriasi Jenazah			
a. Non pre-existing conditions	a. Selain Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
b. Pre-existing conditions	b. Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Section 22 – Emergency Mobile Phone Charges	Pasal 22 – Biaya-Biaya Telepon Seluler Darurat			
Maximum Individual Limit	Limit Maksimum Individu	5,000,000	2,500,000	1,000,000
Special Benefit				
Section 23 – Home Guard	Pasal 23 – Perlindungan Rumah	60,000,000	30,000,000	Not Covered/ Tidak Dijamin
Section 24 – Personal Liability	Pasal 24 – Tanggung Jawab Hukum Pribadi	2,500,000,000	1,000,000,000	500,000,000
Section 25 – Car Rental Excess Charges	Pasal 25 – Biaya Risiko Sendiri Kendaraan Sewa	15,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 26 – Terrorism Extension	Pasal 26 – Perluasan Terorisme	Included / Termasuk	Included / Termasuk	Included / Termasuk
Chubb Assistance Benefits (hotline 24 hours)	Manfaat-Manfaat Chubb Assistance (hotline 24 jam)	Included / Termasuk	Included / Termasuk	Included / Termasuk
Automatic Policy Extension (Up to thirty (30) days as a result of the Insured Person being Confined in Hospital)	Perpanjangan Otomatis Polis (Sampai dengan tiga puluh (30) hari sebagai akibat dari Tertanggung sedang Dirawat Inap di Rumah Sakit)	Included / Termasuk	Included / Termasuk	Included / Termasuk

Overseas Journey - Optional Add-On Benefit (in IDR)	Pilihan Manfaat Tambahan (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
*Section 27 – Cruise Pack	Pasal 27 – Paket Kapal Pesiar			
Period of Insurance as stated in the Certificate of Insurance, maximum up to thirty-one (31) days from Effective Date	Periode Asuransi sesuai yang tercantum pada Sertifikat Asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal Efektif			
a) Cruise Re-Route	a) Perubahan Rute Kapal Pesiar	5,000,000	5,000,000	2,500,000
b) Excursion Tour Cancellation	b) Pembatalan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000
c) Excursion Tour Curtailment	c) Pengurangan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000

*\*This Benefit only applicable when it stated in Certificate of Insurance/ Manfaat ini hanya berlaku apabila tertera pada sertifikat polis*

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Section 28 – Communicable Disease Outbreak Benefit (as direct result of Covid-19)  Period of insurance as stated in the certificate of insurance, Maximum up to thirty-one (31) days from effective date	Pasal 28 – Jaminan Wabah Penyakit Menular (sebagai akibat langsung dari COVID-19)  Periode asuransi sesuai yang tercantum pada sertifikat asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal efektif.			
Item 1 – Medical Expenses Individual Limit:	Butir 1 – Biaya-Biaya Medis Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	1,500,000,000	700,000,000	300,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	750,000,000	350,000,000	150,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	375,000,000	175,000,000	75,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	1,500,000,000	700,000,000	300,000,000
Item 2 – Travel Cancellation	Butir 2 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 3 – Travel Curtailment	Butir 3 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 4 – Repatriation of Mortal Remains	Butir 4 - Repatriasi Jenazah			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Item 5 – Hospital Confinement Benefit	Butir 5 – Manfaat Rawat Inap di Rumah Sakit			
Maximum Individual Limit (Limit/day, maximum 10 days)	Limit Maksimum Individu (Limit/hari, maksimum 10 hari)	500,000	250,000	Not Covered / Tidak Dijamin
Item 6 - Compulsory Quarantine Cost	Butir 6 - Biaya Karantina Wajib			
Maximum Individual Limit (Limit/day, maximum 14 days)	Limit Maksimum Individu (Limit / hari, maksimum 14 hari)	1,000,000	500,000	200,000



# Certificate of Insurance

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (hereafter called the “Company”) hereby insures the Insured Person(s) named in this Certificate of Insurance, subject to the terms, conditions and exclusions contained in the Chubb Travel Insurance.

### Policy details

<b>Certificate Number</b>	CTIIDAA0014003
<b>Period of Insurance</b>	17 Jul 2022 - 28 Jul 2022
<b>Plan Type</b>	Single Trip - Individual - Supreme
<b>Additional Benefit Cover</b>	<ul style="list-style-type: none"><li>• -</li><li>• Section 28 - Communicable Disease Outbreak Benefit (as direct result of Covid-19)</li></ul>
<b>Destination</b>	United States - INTERNATIONAL (ZONE 1)
<b>Total Premium</b>	IDR 1,118,000.00

(Premium cost includes policy cost)

Name of Insured Person(s)	Date Of Birth	ID No./Passport No.
MR JUMARI ISWADI UMAR SAI	25 May 1965	C 9033578

For enquiries regarding Chubb Travel Insurance, please contact Chubb:

Customer Service Hotline: +62 1500 257

E-mail: [travel.id@chubb.com](mailto:travel.id@chubb.com)

24-Hour Chubb Assistance Hotline: +62 (21)57853296

### Beneficiary / Ahli Waris :

Beneficiary will be subject to the provisions of laws of the Republic of Indonesia

IN WITNESS WHEREOF the Company has caused this Certificate of Insurance to be executed and the coverage shall be effective throughout the Period of Insurance as stated in this Certificate of Insurance, provided that this Certificate of Insurance shall not be binding on the Company unless this Certificate of Insurance is signed by an authorised representative of the Company.

**Authorized signature**

Date of Issue: 11 Jul 2022

# SERTIFIKAT ASURANSI

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (selanjutnya disebut 'Perusahaan') dengan ini memberikan perlindungan asuransi kepada (Para) Tertanggung yang namanya tersebut dalam Sertifikat Asuransi, sesuai dengan syarat-syarat, kondisi-kondisi serta pengecualian sebagaimana ternyata dalam polis Chubb Travel Insurance.

### Detil polis

<b>Nomor Sertifikat</b>	CTIIDAA0014003
<b>Periode Perjalanan</b>	17 Jul 2022 - 28 Jul 2022
<b>Rencana Perjalanan Yang Dipilih</b>	Sekali perjalanan - Perorangan - Supreme
<b>Manfaat Tambahan</b>	<ul style="list-style-type: none"><li>-</li><li>• Pasal 28 – jaminan Wabah Penyakit Menular (sebagai akibat langsung dari Covid-19)</li></ul>
<b>Tujuan</b>	United States - INTERNATIONAL (ZONE 1)
<b>Premi Total</b>	IDR 1,118,000.00

(Biaya premi telah mencakup biaya polis)

Nama Tertanggung	Tanggal Lahir	No. KTP/ No. Paspor
MR JUMARI ISWADI UMAR SAI	25 May 1965	C 9033578

Untuk pertanyaan lebih lanjut mengenai Chubb Travel Insurance, silahkan menghubungi Chubb:

Customer Service Hotline: +62 1500 257

Email: [travel.id@chubb.com](mailto:travel.id@chubb.com)

Hotline Layanan Darurat 24-Jam: +62 (21)57853296

### Ahli Waris :

Ahli waris akan tunduk pada ketentuan hukum yang berlaku di Republik Indonesia

DEMIKIANLAH, Perusahaan telah menandatangani Polis ini yang berlaku selama Periode Pertanggungan sebagaimana ternyata dalam Sertifikat Asuransi namun dengan ketentuan bahwa Polis ini tidak akan mengikat bagi Perusahaan kecuali jika Sertifikat Asuransi telah ditandatangani oleh pejabat yang berwenang dari Perusahaan.

**Tanda tangan yang berwenang**

Tanggal terbit polis: 11 Jul 2022

## Schedule of Benefit – Chubb Travel Insurance (International)

Tabel Manfaat – Chubb Travel Insurance (Internasional)

Core Benefit (in IDR)	Manfaat Utama (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
<b>Personal Accident Cover</b>				
Section 1 – Accidental Death and Disablement	Pasal 1 – Kematian dan Cacat Akibat Kecelakaan			
Individual Limit:	Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	2,000,000,000	1,500,000,000	750,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	1,000,000,000	750,000,000	375,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	500,000,000	375,000,000	187,500,000
- Child: 14 days to 17 years (25%)	- Anak: usia 14 hari s/d 17 tahun (25%)	500,000,000	375,000,000	187,500,000
Section 2 – Child Education Fund	Pasal 2 – Dana Pendidikan Anak			
- For each Child (max 3 childs)	- Untuk setiap Anak (maks. 3 anak)	50,000,000	25,000,000	Not Covered / Tidak Dijamin
<b>Medical Cover</b>				
Section 3 – Medical Expenses	Pasal 3 – Biaya-Biaya Medis			
Individual Limit:	Limit Individu:	due to Accident and Sickness / akibat Kecelakaan dan Penyakit:		
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	2,000,000,000	850,000,000	300,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	1,000,000,000	425,000,000	150,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
Sub limit max. IDR 10,000,000 for Traditional Treatment	Sub limit maks. Rp 10.000.000 untuk Pengobatan Traditional	Included / Termasuk	Included / Termasuk	Included / Termasuk
Section 4 – Follow-up Medical Expenses in Indonesia	Pasal 4 - Biaya Medis Lanjutan di Indonesia			
Medical Expense	Biaya Medis			
Maximum Individual Limit	Limit Maksimum Individu	40,000,000	20,000,000	5,000,000
Daily Hospital Income	Santunan Rawat Inap Harian			
Limit / day	Limit / hari	1,000,000	500,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	10,000,000	5,000,000	Not Covered / Tidak Dijamin
Section 5 – Daily Hospital Income	Section 5 – Santunan Harian Rawat Inap Rumah Sakit			
a. Overseas Daily Hospital Income (ICU)	a. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin
b. Overseas Daily Hospital Income (Non-ICU)	b. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (Non-ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin



Travel Inconvenience				
Section 6 – Travel Cancellation	Pasal 6 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 7 – Travel Postponement	Pasal 7 – Penundaan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 8 – Travel Curtailment	Pasal 8 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 9 – Hijacking Inconvenience	Pasal 9 – Ketidaknyamanan Karena Pembajakan	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 10 – Travel Delay	Pasal 10 – Keterlambatan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 11 – Travel Re-Route	Pasal 11 - Pengalihan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 12 – Travel Misconnection	Pasal 12 – Miskoneksi Perjalanan	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	1,000,000
Section 13 – Baggage Delay	Pasal 13 – Keterlambatan Bagasi	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 14 – Loss or Damage of Personal Property, Baggage and Money	Pasal 14 – Kehilangan atau Kerusakan Barang Pribadi, Bagasi dan Uang			Not Covered/ Tidak Dijamin
sub limit for Money	sub limit untuk Uang	2,500,000	2,500,000	
per Article (including Laptop and Golf Equipments)	Setiap barang (termasuk Laptop and Peralatan Golf)	7,500,000	5,000,000	5,000,000
Maximum Individual Limit	Limit Maksimum Individu	35,000,000	20,000,000	10,000,000
Section 15 – Loss or Damage to Travel Documents	Pasal 15 – Kehilangan atau Kerusakan Dokumen-Dokumen Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 16 – Fraudulent Use of Lost Credit Card	Pasal 16 – Penipuan Penggunaan Kartu Kredit Hilang			
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 17 – Flight Overbooked	Pasal 17 – Penerbangan <i>Overbooked</i>	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Chubb Assistance				

Section 18 – Child Guard	Pasal 18 – Perlindungan Anak	40,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 19 – Compassionate Visit	Pasal 19 – Kunjungan Simpatik			
a. Overseas Compassionate Hospitalisation Visit	a. Kunjungan Simpatik Rawat Inap di Luar Negeri	40,000,000	20,000,000	10,000,000
b. Overseas Compassionate Death Visit	b. Kunjungan Simpatik Kematian di Luar Negeri	40,000,000	20,000,000	10,000,000
Section 20 – Emergency Medical Evacuation and Repatriation	Pasal 20 – Evakuasi Medis Darurat dan Repatriasi			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
Section 21 – Repatriation of Mortal Remains	Pasal 21 - Repatriasi Jenazah			
a. Non pre-existing conditions	a. Selain Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
b. Pre-existing conditions	b. Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Section 22 – Emergency Mobile Phone Charges	Pasal 22 – Biaya-Biaya Telepon Seluler Darurat			
Maximum Individual Limit	Limit Maksimum Individu	5,000,000	2,500,000	1,000,000
Special Benefit				
Section 23 – Home Guard	Pasal 23 – Perlindungan Rumah	60,000,000	30,000,000	Not Covered/ Tidak Dijamin
Section 24 – Personal Liability	Pasal 24 – Tanggung Jawab Hukum Pribadi	2,500,000,000	1,000,000,000	500,000,000
Section 25 – Car Rental Excess Charges	Pasal 25 – Biaya Risiko Sendiri Kendaraan Sewa	15,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 26 – Terrorism Extension	Pasal 26 – Perluasan Terorisme	Included / Termasuk	Included / Termasuk	Included / Termasuk
Chubb Assistance Benefits (hotline 24 hours)	Manfaat-Manfaat Chubb Assistance (hotline 24 jam)	Included / Termasuk	Included / Termasuk	Included / Termasuk
Automatic Policy Extension (Up to thirty (30) days as a result of the Insured Person being Confined in Hospital)	Perpanjangan Otomatis Polis (Sampai dengan tiga puluh (30) hari sebagai akibat dari Tertanggung sedang Dirawat Inap di Rumah Sakit)	Included / Termasuk	Included / Termasuk	Included / Termasuk

Overseas Journey - Optional Add-On Benefit (in IDR)	Pilihan Manfaat Tambahan (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
*Section 27 – Cruise Pack	Pasal 27 – Paket Kapal Pesiar			
Period of Insurance as stated in the Certificate of Insurance, maximum up to thirty-one (31) days from Effective Date	Periode Asuransi sesuai yang tercantum pada Sertifikat Asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal Efektif			
a) Cruise Re-Route	a) Perubahan Rute Kapal Pesiar	5,000,000	5,000,000	2,500,000
b) Excursion Tour Cancellation	b) Pembatalan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000
c) Excursion Tour Curtailment	c) Pengurangan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000

*\*This Benefit only applicable when it stated in Certificate of Insurance/ Manfaat ini hanya berlaku apabila tertera pada sertifikat polis*

PT Chubb General Insurance Indonesia  
 (PT Chubb General Insurance Indonesia  
 terdaftar dan diawasi oleh Otoritas Jasa Keuangan)  
 Chubb Square, 6th Floor  
 Jl. MH Thamrin No. 10  
 Jakarta 10230, Indonesia

O +62-21 2949 8500  
 F +62-21 2949 8511  
 W [www.chubb.com/id](http://www.chubb.com/id)

Section 28 – Communicable Disease Outbreak Benefit (as direct result of Covid-19)  Period of insurance as stated in the certificate of insurance, Maximum up to thirty-one (31) days from effective date	Pasal 28 – Jaminan Wabah Penyakit Menular (sebagai akibat langsung dari COVID-19)  Periode asuransi sesuai yang tercantum pada sertifikat asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal efektif.			
Item 1 – Medical Expenses Individual Limit:	Butir 1 – Biaya-Biaya Medis Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	1,500,000,000	700,000,000	300,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	750,000,000	350,000,000	150,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	375,000,000	175,000,000	75,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	1,500,000,000	700,000,000	300,000,000
Item 2 – Travel Cancellation	Butir 2 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 3 – Travel Curtailment	Butir 3 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 4 – Repatriation of Mortal Remains	Butir 4 - Repatriasi Jenazah			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Item 5 – Hospital Confinement Benefit	Butir 5 – Manfaat Rawat Inap di Rumah Sakit			
Maximum Individual Limit (Limit/day, maximum 10 days)	Limit Maksimum Individu (Limit/hari, maksimum 10 hari)	500,000	250,000	Not Covered / Tidak Dijamin
Item 6 - Compulsory Quarantine Cost	Butir 6 - Biaya Karantina Wajib			
Maximum Individual Limit (Limit/day, maximum 14 days)	Limit Maksimum Individu (Limit / hari, maksimum 14 hari)	1,000,000	500,000	200,000



# Certificate of Insurance

## Chubb Travel Insurance

PT Chubb General Insurance Indonesia (hereafter called the “Company”) hereby insures the Insured Person(s) named in this Certificate of Insurance, subject to the terms, conditions and exclusions contained in the Chubb Travel Insurance.

CHUBB

### Policy details

<b>Certificate Number</b>	CTIIDAA0013993
<b>Period of Insurance</b>	17 Jul 2022 - 28 Jul 2022
<b>Plan Type</b>	Single Trip - Individual - Supreme
<b>Additional Benefit Cover</b>	<ul style="list-style-type: none"><li>• -</li><li>• Section 28 - Communicable Disease Outbreak Benefit (as direct result of Covid-19)</li></ul>
<b>Destination</b>	United States - INTERNATIONAL (ZONE 1)
<b>Total Premium</b>	IDR 1,118,000.00

(Premium cost includes policy cost)

Name of Insured Person(s)	Date Of Birth	ID No./Passport No.
MRS MAFTUKHATUSOLIKHAH UBED AMIR	28 Sep 1975	C 5186807

For enquiries regarding Chubb Travel Insurance, please contact Chubb:

Customer Service Hotline: +62 1500 257

E-mail: [travel.id@chubb.com](mailto:travel.id@chubb.com)

24-Hour Chubb Assistance Hotline: +62 (21)57853296

### Beneficiary / Ahli Waris :

Beneficiary will be subject to the provisions of laws of the Republic of Indonesia

IN WITNESS WHEREOF the Company has caused this Certificate of Insurance to be executed and the coverage shall be effective throughout the Period of Insurance as stated in this Certificate of Insurance, provided that this Certificate of Insurance shall not be binding on the Company unless this Certificate of Insurance is signed by an authorised representative of the Company.

**Authorized signature**

Date of Issue: 11 Jul 2022

# SERTIFIKAT ASURANSI

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (selanjutnya disebut 'Perusahaan') dengan ini memberikan perlindungan asuransi kepada (Para) Tertanggung yang namanya tersebut dalam Sertifikat Asuransi, sesuai dengan syarat-syarat, kondisi-kondisi serta pengecualian sebagaimana ternyata dalam polis Chubb Travel Insurance.

### Detil polis

<b>Nomor Sertifikat</b>	CTIIDAA0013993
<b>Periode Perjalanan</b>	17 Jul 2022 - 28 Jul 2022
<b>Rencana Perjalanan Yang Dipilih</b>	Sekali perjalanan - Perorangan - Supreme
<b>Manfaat Tambahan</b>	<ul style="list-style-type: none"><li>-</li><li>• Pasal 28 – jaminan Wabah Penyakit Menular (sebagai akibat langsung dari Covid-19)</li></ul>
<b>Tujuan</b>	United States - INTERNATIONAL (ZONE 1)
<b>Premi Total</b>	IDR 1,118,000.00

(Biaya premi telah mencakup biaya polis)

Nama Tertanggung	Tanggal Lahir	No. KTP/ No. Paspor
MRS MAFTUKHATUSOLIKHAH UBED AMIR	28 Sep 1975	C 5186807

Untuk pertanyaan lebih lanjut mengenai Chubb Travel Insurance, silahkan menghubungi Chubb:

Customer Service Hotline: +62 1500 257

Email: [travel.id@chubb.com](mailto:travel.id@chubb.com)

Hotline Layanan Darurat 24-Jam: +62 (21)57853296

### Ahli Waris :

Ahli waris akan tunduk pada ketentuan hukum yang berlaku di Republik Indonesia

DEMIKIANLAH, Perusahaan telah menandatangani Polis ini yang berlaku selama Periode Pertanggungan sebagaimana ternyata dalam Sertifikat Asuransi namun dengan ketentuan bahwa Polis ini tidak akan mengikat bagi Perusahaan kecuali jika Sertifikat Asuransi telah ditandatangani oleh pejabat yang berwenang dari Perusahaan.

**Tanda tangan yang berwenang**

Tanggal terbit polis: 11 Jul 2022

## Schedule of Benefit – Chubb Travel Insurance (International)

Tabel Manfaat – Chubb Travel Insurance (Internasional)

Core Benefit (in IDR)	Manfaat Utama (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
<b>Personal Accident Cover</b>				
Section 1 – Accidental Death and Disablement	Pasal 1 – Kematian dan Cacat Akibat Kecelakaan			
Individual Limit:	Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	2,000,000,000	1,500,000,000	750,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	1,000,000,000	750,000,000	375,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	500,000,000	375,000,000	187,500,000
- Child: 14 days to 17 years (25%)	- Anak: usia 14 hari s/d 17 tahun (25%)	500,000,000	375,000,000	187,500,000
Section 2 – Child Education Fund	Pasal 2 – Dana Pendidikan Anak			
- For each Child (max 3 childs)	- Untuk setiap Anak (maks. 3 anak)	50,000,000	25,000,000	Not Covered / Tidak Dijamin
<b>Medical Cover</b>				
Section 3 – Medical Expenses	Pasal 3 – Biaya-Biaya Medis			
Individual Limit:	Limit Individu:	due to Accident and Sickness / akibat Kecelakaan dan Penyakit:		
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	2,000,000,000	850,000,000	300,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	1,000,000,000	425,000,000	150,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
Sub limit max. IDR 10,000,000 for Traditional Treatment	Sub limit maks. Rp 10.000.000 untuk Pengobatan Traditional	Included / Termasuk	Included / Termasuk	Included / Termasuk
Section 4 – Follow-up Medical Expenses in Indonesia	Pasal 4 - Biaya Medis Lanjutan di Indonesia			
Medical Expense	Biaya Medis			
Maximum Individual Limit	Limit Maksimum Individu	40,000,000	20,000,000	5,000,000
Daily Hospital Income	Santunan Rawat Inap Harian			
Limit / day	Limit / hari	1,000,000	500,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	10,000,000	5,000,000	Not Covered / Tidak Dijamin
Section 5 – Daily Hospital Income	Section 5 – Santunan Harian Rawat Inap Rumah Sakit			
a. Overseas Daily Hospital Income (ICU)	a. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin
b. Overseas Daily Hospital Income (Non-ICU)	b. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (Non-ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin



Travel Inconvenience				
Section 6 – Travel Cancellation	Pasal 6 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 7 – Travel Postponement	Pasal 7 – Penundaan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 8 – Travel Curtailment	Pasal 8 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 9 – Hijacking Inconvenience	Pasal 9 – Ketidaknyamanan Karena Pembajakan	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 10 – Travel Delay	Pasal 10 – Keterlambatan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 11 – Travel Re-Route	Pasal 11 - Pengalihan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 12 – Travel Misconnection	Pasal 12 – Miskoneksi Perjalanan	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	1,000,000
Section 13 – Baggage Delay	Pasal 13 – Keterlambatan Bagasi	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 14 – Loss or Damage of Personal Property, Baggage and Money	Pasal 14 – Kehilangan atau Kerusakan Barang Pribadi, Bagasi dan Uang			Not Covered/ Tidak Dijamin
sub limit for Money	sub limit untuk Uang	2,500,000	2,500,000	
per Article (including Laptop and Golf Equipments)	Setiap barang (termasuk Laptop and Peralatan Golf)	7,500,000	5,000,000	5,000,000
Maximum Individual Limit	Limit Maksimum Individu	35,000,000	20,000,000	10,000,000
Section 15 – Loss or Damage to Travel Documents	Pasal 15 – Kehilangan atau Kerusakan Dokumen-Dokumen Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 16 – Fraudulent Use of Lost Credit Card	Pasal 16 – Penipuan Penggunaan Kartu Kredit Hilang			
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 17 – Flight Overbooked	Pasal 17 – Penerbangan <i>Overbooked</i>	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Chubb Assistance				

Section 18 – Child Guard	Pasal 18 – Perlindungan Anak	40,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 19 – Compassionate Visit	Pasal 19 – Kunjungan Simpatik			
a. Overseas Compassionate Hospitalisation Visit	a. Kunjungan Simpatik Rawat Inap di Luar Negeri	40,000,000	20,000,000	10,000,000
b. Overseas Compassionate Death Visit	b. Kunjungan Simpatik Kematian di Luar Negeri	40,000,000	20,000,000	10,000,000
Section 20 – Emergency Medical Evacuation and Repatriation	Pasal 20 – Evakuasi Medis Darurat dan Repatriasi			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
Section 21 – Repatriation of Mortal Remains	Pasal 21 - Repatriasi Jenazah			
a. Non pre-existing conditions	a. Selain Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
b. Pre-existing conditions	b. Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Section 22 – Emergency Mobile Phone Charges	Pasal 22 – Biaya-Biaya Telepon Seluler Darurat			
Maximum Individual Limit	Limit Maksimum Individu	5,000,000	2,500,000	1,000,000
Special Benefit				
Section 23 – Home Guard	Pasal 23 – Perlindungan Rumah	60,000,000	30,000,000	Not Covered/ Tidak Dijamin
Section 24 – Personal Liability	Pasal 24 – Tanggung Jawab Hukum Pribadi	2,500,000,000	1,000,000,000	500,000,000
Section 25 – Car Rental Excess Charges	Pasal 25 – Biaya Risiko Sendiri Kendaraan Sewa	15,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 26 – Terrorism Extension	Pasal 26 – Perluasan Terorisme	Included / Termasuk	Included / Termasuk	Included / Termasuk
Chubb Assistance Benefits (hotline 24 hours)	Manfaat-Manfaat Chubb Assistance (hotline 24 jam)	Included / Termasuk	Included / Termasuk	Included / Termasuk
Automatic Policy Extension (Up to thirty (30) days as a result of the Insured Person being Confined in Hospital)	Perpanjangan Otomatis Polis (Sampai dengan tiga puluh (30) hari sebagai akibat dari Tertanggung sedang Dirawat Inap di Rumah Sakit)	Included / Termasuk	Included / Termasuk	Included / Termasuk

Overseas Journey - Optional Add-On Benefit (in IDR)	Pilihan Manfaat Tambahan (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
*Section 27 – Cruise Pack	Pasal 27 – Paket Kapal Pesiar			
Period of Insurance as stated in the Certificate of Insurance, maximum up to thirty-one (31) days from Effective Date	Periode Asuransi sesuai yang tercantum pada Sertifikat Asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal Efektif			
a) Cruise Re-Route	a) Perubahan Rute Kapal Pesiar	5,000,000	5,000,000	2,500,000
b) Excursion Tour Cancellation	b) Pembatalan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000
c) Excursion Tour Curtailment	c) Pengurangan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000

*\*This Benefit only applicable when it stated in Certificate of Insurance/ Manfaat ini hanya berlaku apabila tertera pada sertifikat polis*

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Section 28 – Communicable Disease Outbreak Benefit (as direct result of Covid-19)  Period of insurance as stated in the certificate of insurance, Maximum up to thirty-one (31) days from effective date	Pasal 28 – Jaminan Wabah Penyakit Menular (sebagai akibat langsung dari COVID-19)  Periode asuransi sesuai yang tercantum pada sertifikat asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal efektif.			
Item 1 – Medical Expenses Individual Limit:	Butir 1 – Biaya-Biaya Medis Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	1,500,000,000	700,000,000	300,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	750,000,000	350,000,000	150,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	375,000,000	175,000,000	75,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	1,500,000,000	700,000,000	300,000,000
Item 2 – Travel Cancellation	Butir 2 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 3 – Travel Curtailment	Butir 3 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 4 – Repatriation of Mortal Remains	Butir 4 - Repatriasi Jenazah			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Item 5 – Hospital Confinement Benefit	Butir 5 – Manfaat Rawat Inap di Rumah Sakit			
Maximum Individual Limit (Limit/day, maximum 10 days)	Limit Maksimum Individu (Limit/hari, maksimum 10 hari)	500,000	250,000	Not Covered / Tidak Dijamin
Item 6 - Compulsory Quarantine Cost	Butir 6 - Biaya Karantina Wajib			
Maximum Individual Limit (Limit/day, maximum 14 days)	Limit Maksimum Individu (Limit / hari, maksimum 14 hari)	1,000,000	500,000	200,000



# Certificate of Insurance

## Chubb Travel Insurance

PT Chubb General Insurance Indonesia (hereafter called the “Company”) hereby insures the Insured Person(s) named in this Certificate of Insurance, subject to the terms, conditions and exclusions contained in the Chubb Travel Insurance.

CHUBB

### Policy details

<b>Certificate Number</b>	CTIIDAA0014005
<b>Period of Insurance</b>	17 Jul 2022 - 28 Jul 2022
<b>Plan Type</b>	Single Trip - Individual - Supreme
<b>Additional Benefit Cover</b>	<ul style="list-style-type: none"><li>• -</li><li>• Section 28 - Communicable Disease Outbreak Benefit (as direct result of Covid-19)</li></ul>
<b>Destination</b>	United States - INTERNATIONAL (ZONE 1)
<b>Total Premium</b>	IDR 1,118,000.00

*(Premium cost includes policy cost)*

Name of Insured Person(s)	Date Of Birth	ID No./Passport No.
MR YENRIZAL TARMIZI LUBIS	23 Jan 1974	C 8529030

For enquiries regarding Chubb Travel Insurance, please contact Chubb:

Customer Service Hotline: +62 1500 257

E-mail: [travel.id@chubb.com](mailto:travel.id@chubb.com)

24-Hour Chubb Assistance Hotline: +62 (21)57853296

### Beneficiary / Ahli Waris :

Beneficiary will be subject to the provisions of laws of the Republic of Indonesia

IN WITNESS WHEREOF the Company has caused this Certificate of Insurance to be executed and the coverage shall be effective throughout the Period of Insurance as stated in this Certificate of Insurance, provided that this Certificate of Insurance shall not be binding on the Company unless this Certificate of Insurance is signed by an authorised representative of the Company.

**Authorized signature**

Date of Issue: 11 Jul 2022

# SERTIFIKAT ASURANSI

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (selanjutnya disebut 'Perusahaan') dengan ini memberikan perlindungan asuransi kepada (Para) Tertanggung yang namanya tersebut dalam Sertifikat Asuransi, sesuai dengan syarat-syarat, kondisi-kondisi serta pengecualian sebagaimana ternyata dalam polis Chubb Travel Insurance.

### Detil polis

<b>Nomor Sertifikat</b>	CTIIDAA0014005
<b>Periode Perjalanan</b>	17 Jul 2022 - 28 Jul 2022
<b>Rencana Perjalanan Yang Dipilih</b>	Sekali perjalanan - Perorangan - Supreme
<b>Manfaat Tambahan</b>	<ul style="list-style-type: none"><li>-</li><li>• Pasal 28 – jaminan Wabah Penyakit Menular (sebagai akibat langsung dari Covid-19)</li></ul>
<b>Tujuan</b>	United States - INTERNATIONAL (ZONE 1)
<b>Premi Total</b>	IDR 1,118,000.00

(Biaya premi telah mencakup biaya polis)

Nama Tertanggung	Tanggal Lahir	No. KTP/ No. Paspor
MR YENRIZAL TARMIZI LUBIS	23 Jan 1974	C 8529030

Untuk pertanyaan lebih lanjut mengenai Chubb Travel Insurance, silahkan menghubungi Chubb:

Customer Service Hotline: +62 1500 257

Email: [travel.id@chubb.com](mailto:travel.id@chubb.com)

Hotline Layanan Darurat 24-Jam: +62 (21)57853296

### Ahli Waris :

Ahli waris akan tunduk pada ketentuan hukum yang berlaku di Republik Indonesia

DEMIKIANLAH, Perusahaan telah menandatangani Polis ini yang berlaku selama Periode Pertanggungans sebagaimana ternyata dalam Sertifikat Asuransi namun dengan ketentuan bahwa Polis ini tidak akan mengikat bagi Perusahaan kecuali jika Sertifikat Asuransi telah ditandatangani oleh pejabat yang berwenang dari Perusahaan.

**Tanda tangan yang berwenang**

Tanggal terbit polis: 11 Jul 2022

## Schedule of Benefit – Chubb Travel Insurance (International)

Tabel Manfaat – Chubb Travel Insurance (Internasional)

Core Benefit (in IDR)	Manfaat Utama (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
<b>Personal Accident Cover</b>				
Section 1 – Accidental Death and Disablement	Pasal 1 – Kematian dan Cacat Akibat Kecelakaan			
Individual Limit:	Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	2,000,000,000	1,500,000,000	750,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	1,000,000,000	750,000,000	375,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	500,000,000	375,000,000	187,500,000
- Child: 14 days to 17 years (25%)	- Anak: usia 14 hari s/d 17 tahun (25%)	500,000,000	375,000,000	187,500,000
Section 2 – Child Education Fund	Pasal 2 – Dana Pendidikan Anak			
- For each Child (max 3 childs)	- Untuk setiap Anak (maks. 3 anak)	50,000,000	25,000,000	Not Covered / Tidak Dijamin
<b>Medical Cover</b>				
Section 3 – Medical Expenses	Pasal 3 – Biaya-Biaya Medis			
Individual Limit:	Limit Individu:	due to Accident and Sickness / akibat Kecelakaan dan Penyakit:		
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	2,000,000,000	850,000,000	300,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	1,000,000,000	425,000,000	150,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
Sub limit max. IDR 10,000,000 for Traditional Treatment	Sub limit maks. Rp 10.000.000 untuk Pengobatan Traditional	Included / Termasuk	Included / Termasuk	Included / Termasuk
Section 4 – Follow-up Medical Expenses in Indonesia	Pasal 4 - Biaya Medis Lanjutan di Indonesia			
Medical Expense	Biaya Medis			
Maximum Individual Limit	Limit Maksimum Individu	40,000,000	20,000,000	5,000,000
Daily Hospital Income	Santunan Rawat Inap Harian			
Limit / day	Limit / hari	1,000,000	500,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	10,000,000	5,000,000	Not Covered / Tidak Dijamin
Section 5 – Daily Hospital Income	Section 5 – Santunan Harian Rawat Inap Rumah Sakit			
a. Overseas Daily Hospital Income (ICU)	a. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin
b. Overseas Daily Hospital Income (Non-ICU)	b. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (Non-ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin

Travel Inconvenience				
Section 6 – Travel Cancellation	Pasal 6 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 7 – Travel Postponement	Pasal 7 – Penundaan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 8 – Travel Curtailment	Pasal 8 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 9 – Hijacking Inconvenience	Pasal 9 – Ketidaknyamanan Karena Pembajakan	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 10 – Travel Delay	Pasal 10 – Keterlambatan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 11 – Travel Re-Route	Pasal 11 - Pengalihan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 12 – Travel Misconnection	Pasal 12 – Miskoneksi Perjalanan	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	1,000,000
Section 13 – Baggage Delay	Pasal 13 – Keterlambatan Bagasi	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 14 – Loss or Damage of Personal Property, Baggage and Money	Pasal 14 – Kehilangan atau Kerusakan Barang Pribadi, Bagasi dan Uang			
sub limit for Money	sub limit untuk Uang	2,500,000	2,500,000	Not Covered/ Tidak Dijamin
per Article (including Laptop and Golf Equipments)	Setiap barang (termasuk Laptop and Peralatan Golf)	7,500,000	5,000,000	5,000,000
Maximum Individual Limit	Limit Maksimum Individu	35,000,000	20,000,000	10,000,000
Section 15 – Loss or Damage to Travel Documents	Pasal 15 – Kehilangan atau Kerusakan Dokumen-Dokumen Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 16 – Fraudulent Use of Lost Credit Card	Pasal 16 – Penipuan Penggunaan Kartu Kredit Hilang			
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 17 – Flight Overbooked	Pasal 17 – Penerbangan <i>Overbooked</i>	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Chubb Assistance				



Section 18 – Child Guard	Pasal 18 – Perlindungan Anak	40,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 19 – Compassionate Visit	Pasal 19 – Kunjungan Simpatik			
a. Overseas Compassionate Hospitalisation Visit	a. Kunjungan Simpatik Rawat Inap di Luar Negeri	40,000,000	20,000,000	10,000,000
b. Overseas Compassionate Death Visit	b. Kunjungan Simpatik Kematian di Luar Negeri	40,000,000	20,000,000	10,000,000
Section 20 – Emergency Medical Evacuation and Repatriation	Pasal 20 – Evakuasi Medis Darurat dan Repatriasi			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
Section 21 – Repatriation of Mortal Remains	Pasal 21 - Repatriasi Jenazah			
a. Non pre-existing conditions	a. Selain Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
b. Pre-existing conditions	b. Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Section 22 – Emergency Mobile Phone Charges	Pasal 22 – Biaya-Biaya Telepon Seluler Darurat			
Maximum Individual Limit	Limit Maksimum Individu	5,000,000	2,500,000	1,000,000
Special Benefit				
Section 23 – Home Guard	Pasal 23 – Perlindungan Rumah	60,000,000	30,000,000	Not Covered/ Tidak Dijamin
Section 24 – Personal Liability	Pasal 24 – Tanggung Jawab Hukum Pribadi	2,500,000,000	1,000,000,000	500,000,000
Section 25 – Car Rental Excess Charges	Pasal 25 – Biaya Risiko Sendiri Kendaraan Sewa	15,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 26 – Terrorism Extension	Pasal 26 – Perluasan Terorisme	Included / Termasuk	Included / Termasuk	Included / Termasuk
Chubb Assistance Benefits (hotline 24 hours)	Manfaat-Manfaat Chubb Assistance (hotline 24 jam)	Included / Termasuk	Included / Termasuk	Included / Termasuk
Automatic Policy Extension (Up to thirty (30) days as a result of the Insured Person being Confined in Hospital)	Perpanjangan Otomatis Polis (Sampai dengan tiga puluh (30) hari sebagai akibat dari Tertanggung sedang Dirawat Inap di Rumah Sakit)	Included / Termasuk	Included / Termasuk	Included / Termasuk

Overseas Journey - Optional Add-On Benefit (in IDR)	Pilihan Manfaat Tambahan (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
*Section 27 – Cruise Pack	Pasal 27 – Paket Kapal Pesiar			
Period of Insurance as stated in the Certificate of Insurance, maximum up to thirty-one (31) days from Effective Date	Periode Asuransi sesuai yang tercantum pada Sertifikat Asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal Efektif			
a) Cruise Re-Route	a) Perubahan Rute Kapal Pesiar	5,000,000	5,000,000	2,500,000
b) Excursion Tour Cancellation	b) Pembatalan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000
c) Excursion Tour Curtailment	c) Pengurangan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000

*\*This Benefit only applicable when it stated in Certificate of Insurance/ Manfaat ini hanya berlaku apabila tertera pada sertifikat polis*

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Section 28 – Communicable Disease Outbreak Benefit (as direct result of Covid-19)  Period of insurance as stated in the certificate of insurance, Maximum up to thirty-one (31) days from effective date	Pasal 28 – Jaminan Wabah Penyakit Menular (sebagai akibat langsung dari COVID-19)  Periode asuransi sesuai yang tercantum pada sertifikat asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal efektif.			
Item 1 – Medical Expenses Individual Limit:	Butir 1 – Biaya-Biaya Medis Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	1,500,000,000	700,000,000	300,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	750,000,000	350,000,000	150,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	375,000,000	175,000,000	75,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	1,500,000,000	700,000,000	300,000,000
Item 2 – Travel Cancellation	Butir 2 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 3 – Travel Curtailment	Butir 3 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 4 – Repatriation of Mortal Remains	Butir 4 - Repatriasi Jenazah			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Item 5 – Hospital Confinement Benefit	Butir 5 – Manfaat Rawat Inap di Rumah Sakit			
Maximum Individual Limit (Limit/day, maximum 10 days)	Limit Maksimum Individu (Limit/hari, maksimum 10 hari)	500,000	250,000	Not Covered / Tidak Dijamin
Item 6 - Compulsory Quarantine Cost	Butir 6 - Biaya Karantina Wajib			
Maximum Individual Limit (Limit/day, maximum 14 days)	Limit Maksimum Individu (Limit / hari, maksimum 14 hari)	1,000,000	500,000	200,000

# Certificate of Insurance

## Chubb Travel Insurance

PT Chubb General Insurance Indonesia (hereafter called the “Company”) hereby insures the Insured Person(s) named in this Certificate of Insurance, subject to the terms, conditions and exclusions contained in the Chubb Travel Insurance.

CHUBB

### Policy details

<b>Certificate Number</b>	CTIIDAA0014006
<b>Period of Insurance</b>	17 Jul 2022 - 28 Jul 2022
<b>Plan Type</b>	Single Trip - Individual - Supreme
<b>Additional Benefit Cover</b>	<ul style="list-style-type: none"><li>• -</li><li>• Section 28 - Communicable Disease Outbreak Benefit (as direct result of Covid-19)</li></ul>
<b>Destination</b>	United States - INTERNATIONAL (ZONE 1)
<b>Total Premium</b>	IDR 1,118,000.00

(Premium cost includes policy cost)

Name of Insured Person(s)	Date Of Birth	ID No./Passport No.
MRS KHODIJAH .	25 Aug 1970	X 1264005

For enquiries regarding Chubb Travel Insurance, please contact Chubb:

Customer Service Hotline: +62 1500 257

E-mail: [travel.id@chubb.com](mailto:travel.id@chubb.com)

24-Hour Chubb Assistance Hotline: +62 (21)57853296

### Beneficiary / Ahli Waris :

Beneficiary will be subject to the provisions of laws of the Republic of Indonesia

IN WITNESS WHEREOF the Company has caused this Certificate of Insurance to be executed and the coverage shall be effective throughout the Period of Insurance as stated in this Certificate of Insurance, provided that this Certificate of Insurance shall not be binding on the Company unless this Certificate of Insurance is signed by an authorised representative of the Company.

**Authorized signature**

Date of Issue: 11 Jul 2022

# SERTIFIKAT ASURANSI

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (selanjutnya disebut 'Perusahaan') dengan ini memberikan perlindungan asuransi kepada (Para) Tertanggung yang namanya tersebut dalam Sertifikat Asuransi, sesuai dengan syarat-syarat, kondisi-kondisi serta pengecualian sebagaimana ternyata dalam polis Chubb Travel Insurance.

### Detil polis

<b>Nomor Sertifikat</b>	CTIIDAA0014006
<b>Periode Perjalanan</b>	17 Jul 2022 - 28 Jul 2022
<b>Rencana Perjalanan Yang Dipilih</b>	Sekali perjalanan - Perorangan - Supreme
<b>Manfaat Tambahan</b>	<ul style="list-style-type: none"><li>-</li><li>• Pasal 28 – jaminan Wabah Penyakit Menular (sebagai akibat langsung dari Covid-19)</li></ul>
<b>Tujuan</b>	United States - INTERNATIONAL (ZONE 1)
<b>Premi Total</b>	IDR 1,118,000.00

(Biaya premi telah mencakup biaya polis)

Nama Tertanggung	Tanggal Lahir	No. KTP/ No. Paspor
MRS KHODIJAH .	25 Aug 1970	X 1264005

Untuk pertanyaan lebih lanjut mengenai Chubb Travel Insurance, silahkan menghubungi Chubb:

Customer Service Hotline: +62 1500 257

Email: [travel.id@chubb.com](mailto:travel.id@chubb.com)

Hotline Layanan Darurat 24-Jam: +62 (21)57853296

### Ahli Waris :

Ahli waris akan tunduk pada ketentuan hukum yang berlaku di Republik Indonesia

DEMIKIANLAH, Perusahaan telah menandatangani Polis ini yang berlaku selama Periode Pertanggungan sebagaimana ternyata dalam Sertifikat Asuransi namun dengan ketentuan bahwa Polis ini tidak akan mengikat bagi Perusahaan kecuali jika Sertifikat Asuransi telah ditandatangani oleh pejabat yang berwenang dari Perusahaan.

**Tanda tangan yang berwenang**

Tanggal terbit polis: 11 Jul 2022



## Schedule of Benefit – Chubb Travel Insurance (International)

Tabel Manfaat – Chubb Travel Insurance (Internasional)

Core Benefit (in IDR)	Manfaat Utama (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
<b>Personal Accident Cover</b>				
Section 1 – Accidental Death and Disablement	Pasal 1 – Kematian dan Cacat Akibat Kecelakaan			
Individual Limit:	Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	2,000,000,000	1,500,000,000	750,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	1,000,000,000	750,000,000	375,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	500,000,000	375,000,000	187,500,000
- Child: 14 days to 17 years (25%)	- Anak: usia 14 hari s/d 17 tahun (25%)	500,000,000	375,000,000	187,500,000
Section 2 – Child Education Fund	Pasal 2 – Dana Pendidikan Anak			
- For each Child (max 3 childs)	- Untuk setiap Anak (maks. 3 anak)	50,000,000	25,000,000	Not Covered / Tidak Dijamin
<b>Medical Cover</b>				
Section 3 – Medical Expenses	Pasal 3 – Biaya-Biaya Medis			
Individual Limit:	Limit Individu:	due to Accident and Sickness / akibat Kecelakaan dan Penyakit:		
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	2,000,000,000	850,000,000	300,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	1,000,000,000	425,000,000	150,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
Sub limit max. IDR 10,000,000 for Traditional Treatment	Sub limit maks. Rp 10.000.000 untuk Pengobatan Traditional	Included / Termasuk	Included / Termasuk	Included / Termasuk
Section 4 – Follow-up Medical Expenses in Indonesia	Pasal 4 - Biaya Medis Lanjutan di Indonesia			
Medical Expense	Biaya Medis			
Maximum Individual Limit	Limit Maksimum Individu	40,000,000	20,000,000	5,000,000
Daily Hospital Income	Santunan Rawat Inap Harian			
Limit / day	Limit / hari	1,000,000	500,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	10,000,000	5,000,000	Not Covered / Tidak Dijamin
Section 5 – Daily Hospital Income	Section 5 – Santunan Harian Rawat Inap Rumah Sakit			
a. Overseas Daily Hospital Income (ICU)	a. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin
b. Overseas Daily Hospital Income (Non-ICU)	b. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (Non-ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin

Travel Inconvenience				
Section 6 – Travel Cancellation	Pasal 6 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 7 – Travel Postponement	Pasal 7 – Penundaan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 8 – Travel Curtailment	Pasal 8 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 9 – Hijacking Inconvenience	Pasal 9 – Ketidaknyamanan Karena Pembajakan	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 10 – Travel Delay	Pasal 10 – Keterlambatan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 11 – Travel Re-Route	Pasal 11 - Pengalihan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 12 – Travel Misconnection	Pasal 12 – Miskoneksi Perjalanan	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	1,000,000
Section 13 – Baggage Delay	Pasal 13 – Keterlambatan Bagasi	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 14 – Loss or Damage of Personal Property, Baggage and Money	Pasal 14 – Kehilangan atau Kerusakan Barang Pribadi, Bagasi dan Uang			Not Covered/ Tidak Dijamin
sub limit for Money	sub limit untuk Uang	2,500,000	2,500,000	
per Article (including Laptop and Golf Equipments)	Setiap barang (termasuk Laptop and Peralatan Golf)	7,500,000	5,000,000	5,000,000
Maximum Individual Limit	Limit Maksimum Individu	35,000,000	20,000,000	10,000,000
Section 15 – Loss or Damage to Travel Documents	Pasal 15 – Kehilangan atau Kerusakan Dokumen-Dokumen Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 16 – Fraudulent Use of Lost Credit Card	Pasal 16 – Penipuan Penggunaan Kartu Kredit Hilang			
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 17 – Flight Overbooked	Pasal 17 – Penerbangan <i>Overbooked</i>	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Chubb Assistance				

Section 18 – Child Guard	Pasal 18 – Perlindungan Anak	40,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 19 – Compassionate Visit	Pasal 19 – Kunjungan Simpatik			
a. Overseas Compassionate Hospitalisation Visit	a. Kunjungan Simpatik Rawat Inap di Luar Negeri	40,000,000	20,000,000	10,000,000
b. Overseas Compassionate Death Visit	b. Kunjungan Simpatik Kematian di Luar Negeri	40,000,000	20,000,000	10,000,000
Section 20 – Emergency Medical Evacuation and Repatriation	Pasal 20 – Evakuasi Medis Darurat dan Repatriasi			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
Section 21 – Repatriation of Mortal Remains	Pasal 21 - Repatriasi Jenazah			
a. Non pre-existing conditions	a. Selain Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
b. Pre-existing conditions	b. Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Section 22 – Emergency Mobile Phone Charges	Pasal 22 – Biaya-Biaya Telepon Seluler Darurat			
Maximum Individual Limit	Limit Maksimum Individu	5,000,000	2,500,000	1,000,000
Special Benefit				
Section 23 – Home Guard	Pasal 23 – Perlindungan Rumah	60,000,000	30,000,000	Not Covered/ Tidak Dijamin
Section 24 – Personal Liability	Pasal 24 – Tanggung Jawab Hukum Pribadi	2,500,000,000	1,000,000,000	500,000,000
Section 25 – Car Rental Excess Charges	Pasal 25 – Biaya Risiko Sendiri Kendaraan Sewa	15,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 26 – Terrorism Extension	Pasal 26 – Perluasan Terorisme	Included / Termasuk	Included / Termasuk	Included / Termasuk
Chubb Assistance Benefits (hotline 24 hours)	Manfaat-Manfaat Chubb Assistance (hotline 24 jam)	Included / Termasuk	Included / Termasuk	Included / Termasuk
Automatic Policy Extension (Up to thirty (30) days as a result of the Insured Person being Confined in Hospital)	Perpanjangan Otomatis Polis (Sampai dengan tiga puluh (30) hari sebagai akibat dari Tertanggung sedang Dirawat Inap di Rumah Sakit)	Included / Termasuk	Included / Termasuk	Included / Termasuk

Overseas Journey - Optional Add-On Benefit (in IDR)	Pilihan Manfaat Tambahan (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
*Section 27 – Cruise Pack	Pasal 27 – Paket Kapal Pesiar			
Period of Insurance as stated in the Certificate of Insurance, maximum up to thirty-one (31) days from Effective Date	Periode Asuransi sesuai yang tercantum pada Sertifikat Asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal Efektif			
a) Cruise Re-Route	a) Perubahan Rute Kapal Pesiar	5,000,000	5,000,000	2,500,000
b) Excursion Tour Cancellation	b) Pembatalan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000
c) Excursion Tour Curtailment	c) Pengurangan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000

*\*This Benefit only applicable when it stated in Certificate of Insurance/ Manfaat ini hanya berlaku apabila tertera pada sertifikat polis*

PT Chubb General Insurance Indonesia  
(PT Chubb General Insurance Indonesia  
terdaftar dan diawasi oleh Otoritas Jasa Keuangan)  
Chubb Square, 6th Floor  
Jl. MH Thamrin No. 10  
Jakarta 10230, Indonesia

O +62-21 2949 8500  
F +62-21 2949 8511  
W [www.chubb.com/id](http://www.chubb.com/id)

Section 28 – Communicable Disease Outbreak Benefit (as direct result of Covid-19)  Period of insurance as stated in the certificate of insurance, Maximum up to thirty-one (31) days from effective date	Pasal 28 – Jaminan Wabah Penyakit Menular (sebagai akibat langsung dari COVID-19)  Periode asuransi sesuai yang tercantum pada sertifikat asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal efektif.			
Item 1 – Medical Expenses Individual Limit:	Butir 1 – Biaya-Biaya Medis Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	1,500,000,000	700,000,000	300,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	750,000,000	350,000,000	150,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	375,000,000	175,000,000	75,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	1,500,000,000	700,000,000	300,000,000
Item 2 – Travel Cancellation	Butir 2 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 3 – Travel Curtailment	Butir 3 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 4 – Repatriation of Mortal Remains	Butir 4 - Repatriasi Jenazah			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Item 5 – Hospital Confinement Benefit	Butir 5 – Manfaat Rawat Inap di Rumah Sakit			
Maximum Individual Limit (Limit/day, maximum 10 days)	Limit Maksimum Individu (Limit/hari, maksimum 10 hari)	500,000	250,000	Not Covered / Tidak Dijamin
Item 6 - Compulsory Quarantine Cost	Butir 6 - Biaya Karantina Wajib			
Maximum Individual Limit (Limit/day, maximum 14 days)	Limit Maksimum Individu (Limit / hari, maksimum 14 hari)	1,000,000	500,000	200,000



# Certificate of Insurance

## Chubb Travel Insurance

PT Chubb General Insurance Indonesia (hereafter called the “Company”) hereby insures the Insured Person(s) named in this Certificate of Insurance, subject to the terms, conditions and exclusions contained in the Chubb Travel Insurance.

CHUBB

### Policy details

<b>Certificate Number</b>	CTIIDAA0013999
<b>Period of Insurance</b>	17 Jul 2022 - 28 Jul 2022
<b>Plan Type</b>	Single Trip - Individual - Supreme
<b>Additional Benefit Cover</b>	<ul style="list-style-type: none"><li>• -</li><li>• Section 28 - Communicable Disease Outbreak Benefit (as direct result of Covid-19)</li></ul>
<b>Destination</b>	United States - INTERNATIONAL (ZONE 1)
<b>Total Premium</b>	IDR 1,118,000.00

*(Premium cost includes policy cost)*

Name of Insured Person(s)	Date Of Birth	ID No./Passport No.
MR MUHAMMAD ADIL	04 Jun 1973	X 1338796

For enquiries regarding Chubb Travel Insurance, please contact Chubb:

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**Authorized signature**

Date of Issue: 11 Jul 2022

# SERTIFIKAT ASURANSI

## Chubb Travel Insurance

CHUBB

PT Chubb General Insurance Indonesia (selanjutnya disebut 'Perusahaan') dengan ini memberikan perlindungan asuransi kepada (Para) Tertanggung yang namanya tersebut dalam Sertifikat Asuransi, sesuai dengan syarat-syarat, kondisi-kondisi serta pengecualian sebagaimana ternyata dalam polis Chubb Travel Insurance.

### Detil polis

<b>Nomor Sertifikat</b>	CTIIDAA0013999
<b>Periode Perjalanan</b>	17 Jul 2022 - 28 Jul 2022
<b>Rencana Perjalanan Yang Dipilih</b>	Sekali perjalanan - Perorangan - Supreme
<b>Manfaat Tambahan</b>	<ul style="list-style-type: none"><li>-</li><li>• Pasal 28 – jaminan Wabah Penyakit Menular (sebagai akibat langsung dari Covid-19)</li></ul>
<b>Tujuan</b>	United States - INTERNATIONAL (ZONE 1)
<b>Premi Total</b>	IDR 1,118,000.00

(Biaya premi telah mencakup biaya polis)

Nama Tertanggung	Tanggal Lahir	No. KTP/ No. Paspor
MR MUHAMMAD ADIL	04 Jun 1973	X 1338796

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Hotline Layanan Darurat 24-Jam: +62 (21)57853296

### Ahli Waris :

Ahli waris akan tunduk pada ketentuan hukum yang berlaku di Republik Indonesia

DEMIKIANLAH, Perusahaan telah menandatangani Polis ini yang berlaku selama Periode Pertanggungans sebagaimana ternyata dalam Sertifikat Asuransi namun dengan ketentuan bahwa Polis ini tidak akan mengikat bagi Perusahaan kecuali jika Sertifikat Asuransi telah ditandatangani oleh pejabat yang berwenang dari Perusahaan.

**Tanda tangan yang berwenang**

Tanggal terbit polis: 11 Jul 2022

## Schedule of Benefit – Chubb Travel Insurance (International)

Tabel Manfaat – Chubb Travel Insurance (Internasional)

Core Benefit (in IDR)	Manfaat Utama (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
<b>Personal Accident Cover</b>				
<b>Section 1 – Accidental Death and Disablement</b>	<b>Pasal 1 – Kematian dan Cacat Akibat Kecelakaan</b>			
Individual Limit:	Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	2,000,000,000	1,500,000,000	750,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	1,000,000,000	750,000,000	375,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	500,000,000	375,000,000	187,500,000
- Child: 14 days to 17 years (25%)	- Anak: usia 14 hari s/d 17 tahun (25%)	500,000,000	375,000,000	187,500,000
<b>Section 2 – Child Education Fund</b>	<b>Pasal 2 – Dana Pendidikan Anak</b>			
- For each Child (max 3 childs)	- Untuk setiap Anak (maks. 3 anak)	50,000,000	25,000,000	Not Covered / Tidak Dijamin
<b>Medical Cover</b>				
<b>Section 3 – Medical Expenses</b>	<b>Pasal 3 – Biaya-Biaya Medis</b>			
Individual Limit:	Limit Individu:	due to Accident and Sickness / akibat Kecelakaan dan Penyakit:		
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	2,000,000,000	850,000,000	300,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	1,000,000,000	425,000,000	150,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	4,000,000,000	1,700,000,000	600,000,000
Sub limit max. IDR 10,000,000 for Traditional Treatment	Sub limit maks. Rp 10.000.000 untuk Pengobatan Traditional	Included / Termasuk	Included / Termasuk	Included / Termasuk
<b>Section 4 – Follow-up Medical Expenses in Indonesia</b>	<b>Pasal 4 - Biaya Medis Lanjutan di Indonesia</b>			
Medical Expense	Biaya Medis			
Maximum Individual Limit	Limit Maksimum Individu	40,000,000	20,000,000	5,000,000
Daily Hospital Income	Santunan Rawat Inap Harian			
Limit / day	Limit / hari	1,000,000	500,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	10,000,000	5,000,000	Not Covered / Tidak Dijamin
<b>Section 5 – Daily Hospital Income</b>	<b>Section 5 – Santunan Harian Rawat Inap Rumah Sakit</b>			
a. Overseas Daily Hospital Income (ICU)	a. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin
b. Overseas Daily Hospital Income (Non-ICU)	b. Santunan Harian Rawat Inap Rumah Sakit di Luar Negeri (Non-ICU)			
Limit / day	Limit / hari	1,000,000	1,000,000	Not Covered / Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	10,000,000	Not Covered / Tidak Dijamin

Travel Inconvenience				
Section 6 – Travel Cancellation	Pasal 6 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 7 – Travel Postponement	Pasal 7 – Penundaan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 8 – Travel Curtailment	Pasal 8 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	60,000,000	30,000,000	10,000,000
Section 9 – Hijacking Inconvenience	Pasal 9 – Ketidaknyamanan Karena Pembajakan	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 10 – Travel Delay	Pasal 10 – Keterlambatan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 11 – Travel Re-Route	Pasal 11 - Pengalihan Perjalanan	every 4 consecutive hours / setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 12 – Travel Misconnection	Pasal 12 – Miskoneksi Perjalanan	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Benefit	Maksimum Manfaat Individu	7,000,000	3,500,000	1,000,000
Section 13 – Baggage Delay	Pasal 13 – Keterlambatan Bagasi	every 6 consecutive hours / setiap 6 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	350,000
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	1,000,000
Section 14 – Loss or Damage of Personal Property, Baggage and Money	Pasal 14 – Kehilangan atau Kerusakan Barang Pribadi, Bagasi dan Uang			
sub limit for Money	sub limit untuk Uang	2,500,000	2,500,000	Not Covered/ Tidak Dijamin
per Article (including Laptop and Golf Equipments)	Setiap barang (termasuk Laptop and Peralatan Golf)	7,500,000	5,000,000	5,000,000
Maximum Individual Limit	Limit Maksimum Individu	35,000,000	20,000,000	10,000,000
Section 15 – Loss or Damage to Travel Documents	Pasal 15 – Kehilangan atau Kerusakan Dokumen-Dokumen Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 16 – Fraudulent Use of Lost Credit Card	Pasal 16 – Penipuan Penggunaan Kartu Kredit Hilang			
Maximum Individual Limit	Limit Maksimum Individu	20,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 17 – Flight Overbooked	Pasal 17 – Penerbangan <i>Overbooked</i>	every 4 consecutive hours/ setiap 4 jam berturut-turut		
Sub limit	Sub limit	1,000,000	700,000	Not Covered/ Tidak Dijamin
Maximum Individual Limit	Limit Maksimum Individu	7,000,000	3,500,000	Not Covered/ Tidak Dijamin
Chubb Assistance				



Section 18 – Child Guard	Pasal 18 – Perlindungan Anak	40,000,000	20,000,000	Not Covered/ Tidak Dijamin
Section 19 – Compassionate Visit	Pasal 19 – Kunjungan Simpatik			
a. Overseas Compassionate Hospitalisation Visit	a. Kunjungan Simpatik Rawat Inap di Luar Negeri	40,000,000	20,000,000	10,000,000
b. Overseas Compassionate Death Visit	b. Kunjungan Simpatik Kematian di Luar Negeri	40,000,000	20,000,000	10,000,000
Section 20 – Emergency Medical Evacuation and Repatriation	Pasal 20 – Evakuasi Medis Darurat dan Repatriasi			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
Section 21 – Repatriation of Mortal Remains	Pasal 21 - Repatriasi Jenazah			
a. Non pre-existing conditions	a. Selain Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	Actual Cost / Biaya Aktual	Actual Cost / Biaya Aktual	350,000,000
b. Pre-existing conditions	b. Kondisi(-kondisi) Sudah Ada Sebelumnya			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Section 22 – Emergency Mobile Phone Charges	Pasal 22 – Biaya-Biaya Telepon Seluler Darurat			
Maximum Individual Limit	Limit Maksimum Individu	5,000,000	2,500,000	1,000,000
Special Benefit				
Section 23 – Home Guard	Pasal 23 – Perlindungan Rumah	60,000,000	30,000,000	Not Covered/ Tidak Dijamin
Section 24 – Personal Liability	Pasal 24 – Tanggung Jawab Hukum Pribadi	2,500,000,000	1,000,000,000	500,000,000
Section 25 – Car Rental Excess Charges	Pasal 25 – Biaya Risiko Sendiri Kendaraan Sewa	15,000,000	3,500,000	Not Covered/ Tidak Dijamin
Section 26 – Terrorism Extension	Pasal 26 – Perluasan Terorisme	Included / Termasuk	Included / Termasuk	Included / Termasuk
Chubb Assistance Benefits (hotline 24 hours)	Manfaat-Manfaat Chubb Assistance (hotline 24 jam)	Included / Termasuk	Included / Termasuk	Included / Termasuk
Automatic Policy Extension (Up to thirty (30) days as a result of the Insured Person being Confined in Hospital)	Perpanjangan Otomatis Polis (Sampai dengan tiga puluh (30) hari sebagai akibat dari Tertanggung sedang Dirawat Inap di Rumah Sakit)	Included / Termasuk	Included / Termasuk	Included / Termasuk

Overseas Journey - Optional Add-On Benefit (in IDR)	Pilihan Manfaat Tambahan (dalam Rupiah)	Overseas / Luar Negeri		
		Ultimate	Supreme	Essential
*Section 27 – Cruise Pack	Pasal 27 – Paket Kapal Pesiar			
Period of Insurance as stated in the Certificate of Insurance, maximum up to thirty-one (31) days from Effective Date	Periode Asuransi sesuai yang tercantum pada Sertifikat Asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal Efektif			
a) Cruise Re-Route	a) Perubahan Rute Kapal Pesiar	5,000,000	5,000,000	2,500,000
b) Excursion Tour Cancellation	b) Pembatalan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000
c) Excursion Tour Curtailment	c) Pengurangan Tur Wisata	Actual Cost / Biaya Aktual	75,000,000	25,000,000

*\*This Benefit only applicable when it stated in Certificate of Insurance/ Manfaat ini hanya berlaku apabila tertera pada sertifikat polis*

PT Chubb General Insurance Indonesia  
 (PT Chubb General Insurance Indonesia  
 terdaftar dan diawasi oleh Otoritas Jasa Keuangan)  
 Chubb Square, 6th Floor  
 Jl. MH Thamrin No. 10  
 Jakarta 10230, Indonesia

O +62-21 2949 8500  
 F +62-21 2949 8511  
 W [www.chubb.com/id](http://www.chubb.com/id)

Section 28 – Communicable Disease Outbreak Benefit (as direct result of Covid-19)  Period of insurance as stated in the certificate of insurance, Maximum up to thirty-one (31) days from effective date	Pasal 28 – Jaminan Wabah Penyakit Menular (sebagai akibat langsung dari COVID-19)  Periode asuransi sesuai yang tercantum pada sertifikat asuransi, maksimum sampai dengan tiga puluh satu (31) hari sejak Tanggal efektif.			
Item 1 – Medical Expenses Individual Limit:	Butir 1 – Biaya-Biaya Medis Limit Individu:			
- Adult: 18 to 70 years (100%)	- Dewasa: usia 18 s/d 70 tahun (100%)	1,500,000,000	700,000,000	300,000,000
- Adult: above age 70 to 80 years (50%)	- Dewasa: usia diatas 70 s/d 80 tahun (50%)	750,000,000	350,000,000	150,000,000
- Adult: above 80 to 85 years (25%)	- Dewasa: usia diatas 80 s/d 85 tahun (25%)	375,000,000	175,000,000	75,000,000
- Child: 14 days to 17 years (100%)	- Anak: usia 14 hari s/d 17 tahun (100%)	1,500,000,000	700,000,000	300,000,000
Item 2 – Travel Cancellation	Butir 2 – Pembatalan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 3 – Travel Curtailment	Butir 3 – Pengurangan Perjalanan			
Maximum Individual Limit	Limit Maksimum Individu	30,000,000	15,000,000	5,000,000
Item 4 – Repatriation of Mortal Remains	Butir 4 - Repatriasi Jenazah			
Maximum Individual Limit	Limit Maksimum Individu	350,000,000	200,000,000	100,000,000
Item 5 – Hospital Confinement Benefit	Butir 5 – Manfaat Rawat Inap di Rumah Sakit			
Maximum Individual Limit (Limit/day, maximum 10 days)	Limit Maksimum Individu (Limit/hari, maksimum 10 hari)	500,000	250,000	Not Covered / Tidak Dijamin
Item 6 - Compulsory Quarantine Cost	Butir 6 - Biaya Karantina Wajib			
Maximum Individual Limit (Limit/day, maximum 14 days)	Limit Maksimum Individu (Limit / hari, maksimum 14 hari)	1,000,000	500,000	200,000

# E-ticket

Departure Flight



Garuda Indonesia  
GA-107  
Subclass Y ( OTHERS )

Sunday, 17 July 2022

09:30

Palembang (PLM)  
Sultan Mahmud Badaruddin II - Terminal Domestic

10:45

Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3 Domestic

Traveloka Booking ID  
**838870662**

Airline Booking Code (PNR)  
**6B4KBB**

REFUNDABLE




Present e-ticket and valid identification at check-in

Check-in **at least 90 minutes** before departure

All times shown are in local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mr. JUMARI ISWADI (Adult)	PLM - CGK	20 kg
2	Mrs. SUSI HERTI AFRIANI (Adult)	PLM - CGK	20 kg
3	Mrs. MAFTUKHATUSOLIKHAH UBED AMIR (Adult)	PLM - CGK	20 kg

## Passenger Details

No.	Passenger(s)	Route	Flight Facilities	Ticket Number
1.	Mr. JUMARI ISWADI (Adult)	PLM - CGK	 20 KG	126-2125882101
2.	Mrs. SUSI HERTI AFRIANI (Adult)	PLM - CGK	 20 KG	126-2125882099
3.	Mrs. MAFTUKHATUSOLIKHAH UBED AMIR (Adult)	PLM - CGK	 20 KG	126-2125882100

## Traveloka COVID-19 Protection included!

CHUBB®

This free insurance from Traveloka Protect will help cover you in case you get infected with COVID-19 during your travels. It is exclusively applicable to **Indonesian citizens age 18 – 70 years old** on the date of departure. To learn more about its coverage and claim procedure, go to [trv.lk/free-insurance](https://trv.lk/free-insurance).

## Included Benefits Garuda Indonesia

### Free Airport Transfer

Claim your free Airport Transfer by showing this e-ticket at the arrival airport. Find the location to claim and more details through this link (must log in first) <https://www.traveloka.com/en-id/promotion/jamterbang-luxury>

### Free Car Rental

Claim your Car Rental coupon through this link (must log in first) <https://www.traveloka.com/en-id/promotion/jamterbang-luxury>

## Airline Conditions of Carriage

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## How to Reschedule

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2. Go to **My Booking** and open the booking you want to reschedule. If rescheduling is available for your booking, click **Request Reschedule**.
3. Don't worry, your initial booking will still be valid until your new e-ticket is issued.
4. Select the flight and passenger you want to reschedule.
5. Enter your new preferred flight details. Then, select your new flight.
6. Check your booking details and click **Continue** to submit your reschedule request.
7. If the price was not available when you were selecting your new flight, wait for your new ticket price to be confirmed.
8. If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
9. After your payment is successful, you will receive your new e-ticket in **My Booking** and email.

## How to Refund

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3. Don't worry, your booking will still be valid until you have submitted your refund request.
4. Read the general refund info about your booking. If your flight is refundable, click **Start My Refund** to begin your refund process.
5. Select your refund reason and the passenger you want to refund.
6. Complete your refund requirements, such as uploading your refund documents or filling in your bank account details.
7. Review your refund details and click **Submit Refund**.
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9. You will be notified of every progress of your refund. But, you can also keep track of your refund status via **My Booking**.

All refund should be processed through Traveloka. Otherwise, refund will not be approved by airline.

FOR ANY QUESTIONS, VISIT TRAVELOKA HELP CENTER:

? [trv.lk/help](https://trv.lk/help)

BOOKING ID

838870662



### No Need to Print

Save trees, go paperless!  
View and use your item upon redemption or entry by going to My Booking in Traveloka App.



### Real-Time Flight Status

Updates on the latest flight status are available in My Booking in Traveloka App. You can also share this info with friends and family!



# E-ticket

## Departure Flight



Garuda Indonesia  
GA-107  
Subclass Y ( OTHERS )

Sunday, 17 July 2022

09:30 ● Palembang (PLM)  
Sultan Mahmud Badaruddin II - Terminal Domestic

10:45 ○ Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3  
Domestic

Traveloka Booking ID

**838865484**

Airline Booking Code (PNR)

**6AVXQ4**

REFUNDABLE



Present e-ticket and valid  
identification at check-in










Check-in **at least 90  
minutes** before  
departure



All times shown are in  
local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mrs. NYAYU KHODIJAH (Adult)	PLM - CGK	20 kg
2	Mr. ABDUL HADI (Adult)	PLM - CGK	20 kg
3	Mr. MUHAMMAD ADIL (Adult)	PLM - CGK	20 kg
4	Mr. YENRIZAL TARMIZI LUBIS (Adult)	PLM - CGK	20 kg
5	Mrs. ENDANG ROCHMIATUN (Adult)	PLM - CGK	20 kg
6	Mr. DEKY ANWAR (Adult)	PLM - CGK	20 kg
7	Mr. SYAHRIL JAMIL (Adult)	PLM - CGK	20 kg

## Passenger Details

No.	Passenger(s)	Route	Flight Facilities	Ticket Number
1.	Mrs. NYAYU KHODIJAH (Adult)	PLM - CGK	 20 KG	126-2125882080
2.	Mr. ABDUL HADI (Adult)	PLM - CGK	 20 KG	126-2125882078
3.	Mr. MUHAMMAD ADIL (Adult)	PLM - CGK	 20 KG	126-2125882076
4.	Mr. YENRIZAL TARMIZI LUBIS (Adult)	PLM - CGK	 20 KG	126-2125882081
5.	Mrs. ENDANG ROCHMIATUN (Adult)	PLM - CGK	 20 KG	126-2125882082
6.	Mr. DEKY ANWAR (Adult)	PLM - CGK	 20 KG	126-2125882077
7.	Mr. SYAHRIL JAMIL (Adult)	PLM - CGK	 20 KG	126-2125882079

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CHUBB®

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### Free Car Rental

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## Airline Conditions of Carriage

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### How to Reschedule

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8. If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
9. After your payment is successful, you will receive your new e-ticket in **My Booking** and email.

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? [trv.lk/help](https://trv.lk/help)

BOOKING ID

838865484



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View and use your item upon



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redemption or entry by  
going to My Booking in  
Traveloka App.

Booking in Traveloka App.  
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with friends and family!

# E-ticket

Departure Flight



Emirates  
EK-357  
Subclass M ( Economy )

Sunday, 17 July 2022

17:55 ● Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3

22:55 ○ Dubai (DXB)  
Dubai Intl - Terminal 3

Traveloka Booking ID  
**827590411**

Airline Booking Code (PNR)  
**L6B2ZB**

REFUNDABLE

## Stop to change planes in Dubai (3h 30m)

At this stop, you need to:

✓ Check local regulation as it may be impacted by travel ban and prepare transit visa only if required by this country



Emirates  
EK-231  
Subclass M ( Economy )

Monday, 18 July 2022

02:25 ● Dubai (DXB)  
Dubai Intl - Terminal 3

08:45 ○ Washington (IAD)  
Washington Dulles Intl



Present e-ticket and passport at check-in













Check-in **at least 90 minutes** before departure



All times shown are in local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mrs. ENDANG ROCHMIATUN (Adult)	CGK - DXB	2 x 23 kg
		DXB - IAD	2 x 23 kg
2	Mr. MUHAMMAD ADIL (Adult)	CGK - DXB	2 x 23 kg
		DXB - IAD	2 x 23 kg
3	Mr. ABDUL HADI SULAIMAN (Adult)	CGK - DXB	2 x 23 kg
		DXB - IAD	2 x 23 kg
4	Mrs. SUSI HERTI AFRIANI (Adult)	CGK - DXB	2 x 23 kg
		DXB - IAD	2 x 23 kg
5	Mr. DEKY ANWAR (Adult)	CGK - DXB	2 x 23 kg
		DXB - IAD	2 x 23 kg

## Passenger Details

No.	Passenger(s)	Route	Flight Facilities	Ticket Number
1.	Mrs. ENDANG ROCHMIATUN (Adult)	CGK - DXB	 2 x 23 KG	1766320314834
		DXB - IAD	 2 x 23 KG	1766320314834
2.	Mr. MUHAMMAD ADIL (Adult)	CGK - DXB	 2 x 23 KG	1766320314835
		DXB - IAD	 2 x 23 KG	1766320314835
3.	Mr. ABDUL HADI SULAIMAN (Adult)	CGK - DXB	 2 x 23 KG	1766320314836
		DXB - IAD	 2 x 23 KG	1766320314836
4.	Mrs. SUSI HERTI AFRIANI (Adult)	CGK - DXB	 2 x 23 KG	1766320314837
		DXB - IAD	 2 x 23 KG	1766320314837
5.	Mr. DEKY ANWAR (Adult)	CGK - DXB	 2 x 23 KG	1766320314838
		DXB - IAD	 2 x 23 KG	1766320314838

## Traveloka COVID-19 Protection included!

CHUBB®

This free insurance from Traveloka Protect will help cover you in case you get infected with COVID-19 during your travels. It is exclusively applicable to **Indonesian citizens age 18 – 70 years old** on the date of departure. To learn more about its coverage and claim procedure, go to [trv.lk/free-insurance](http://trv.lk/free-insurance).

## Airline Conditions of Carriage

Please read and understand the following airline's conditions of carriage



Emirates : <http://traveloka.com/x/coc/ek>

## Special COVID-19 Regulations for Passengers

INFO: Regulations might change from time to time, as determined by local and national authorities. To make sure that you find the most updated regulations, please visit <https://trv.lk/safe-travel>.

Please make sure you can fulfill all the requirements. The airline and government officials will review your documents at the airport. Should you fail to present the complete and correct documents, you may be deemed as non-compliant with the relevant air travel laws/regulations, and may not be allowed to board the flight. If you are denied boarding for

this act of non-compliance, you might not be able to request a refund for your ticket. All refunds are subject to the airline's approval.

The decision to onboard a passenger, either at the departing airport or during transit, lies solely with the airline and officials at the airport. Traveloka will not be responsible for any consequences that may arise from the passenger's failure to comply with the laws/regulations.

Please read the complete terms and conditions in <https://trv.lk/safe-travel>

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## How to Reschedule

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4. Select the flight and passenger you want to reschedule.
5. Enter your new preferred flight details. Then, select your new flight.
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---

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# E-ticket

Departure Flight



Emirates  
EK-357  
Subclass M ( Economy )

Sunday, 17 July 2022

17:55 ● Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3

22:55 ○ Dubai (DXB)  
Dubai Intl - Terminal 3

Traveloka Booking ID  
**827630607**

Airline Booking Code (PNR)  
**HMVSKN**

REFUNDABLE

## Stop to change planes in Dubai (3h 30m)

At this stop, you need to:

✓ Check local regulation as it may be impacted by travel ban and prepare transit visa only if required by this country



Emirates  
EK-231  
Subclass M ( Economy )

Monday, 18 July 2022

02:25 ● Dubai (DXB)  
Dubai Intl - Terminal 3

08:45 ○ Washington (IAD)  
Washington Dulles Intl



Present e-ticket and passport at check-in











Check-in **at least 90 minutes** before departure



All times shown are in local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mrs. KHODIJAH (Adult)	CGK - DXB	2 x 23 kg
		DXB - IAD	2 x 23 kg
2	Mrs. MAFTUKHATUSOLIKHAH UBED AMIR (Adult)	CGK - DXB	2 x 23 kg
		DXB - IAD	2 x 23 kg
3	Mr. YENRIZAL TARMIZI LUBIS (Adult)	CGK - DXB	2 x 23 kg
		DXB - IAD	2 x 23 kg
4	Mr. SYAHRIL JAMIL (Adult)	CGK - DXB	2 x 23 kg
		DXB - IAD	2 x 23 kg

## Passenger Details

No. Passenger(s)	Route	Flight Facilities	Ticket Number
1. Mrs. KHODIJAH (Adult)	CGK - DXB	 2 x 23 KG	1766320317625
	DXB - IAD	 2 x 23 KG	1766320317625
2. Mrs. MAFTUKHATUSOLIKHAH UBED AMIR (Adult)	CGK - DXB	 2 x 23 KG	1766320317626
	DXB - IAD	 2 x 23 KG	1766320317626
3. Mr. YENRIZAL TARMIZI LUBIS (Adult )	CGK - DXB	 2 x 23 KG	1766320317627
	DXB - IAD	 2 x 23 KG	1766320317627
4. Mr. SYAHRIL JAMIL (Adult)	CGK - DXB	 2 x 23 KG	1766320317628
	DXB - IAD	 2 x 23 KG	1766320317628

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6. Check your booking details and click **Continue** to submit your reschedule request.
7. If the price was not available when you were selecting your new flight, wait for your new ticket price to be confirmed.
8. If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
9. After your payment is successful, you will receive your new e-ticket in **My Booking** and email.

## How to Refund

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to refund. Then, click **Request Refund**.
3. Don't worry, your booking will still be valid until you have submitted your refund request.
4. Read the general refund info about your booking. If your flight is refundable, click **Start My Refund** to begin your refund process.
5. Select your refund reason and the passenger you want to refund.
6. Complete your refund requirements, such as uploading your refund documents or filling in your bank account details.
7. Review your refund details and click **Submit Refund**.
8. We will review your refund request and forward it to the airline.
9. You will be notified of every progress of your refund. But, you can also keep track of your refund status via **My Booking**.

All refund should be processed through Traveloka. Otherwise, refund will not be approved by airline.

FOR ANY QUESTIONS, VISIT TRAVELOKA HELP CENTER:

 [trv.lk/help](https://trv.lk/help)

BOOKING ID

 0



### No Need to Print

Save trees, go paperless!  
View and use your item upon redemption or entry by going to My Booking in Traveloka App.



### Real-Time Flight Status

Updates on the latest flight status are available in My Booking in Traveloka App. You can also share this info with friends and family!



# E-ticket

Departure Flight



Emirates  
EK-204  
Subclass B ( Economy )

Monday, 25 July 2022

11:20 New York (JFK)  
John F Kennedy Intl - Terminal 4

07:50 Dubai (DXB)  
Dubai Intl - Terminal 3  
26 Jul

Traveloka Booking ID  
**829066346**

Airline Booking Code (PNR)  
**L463QN**

Refund Info  
Unavailable

**Stop to change planes in Dubai (2h 55m)**

At this stop, you need to:

✓ Check local regulation as it may be impacted by travel ban and prepare transit visa only if required by this country



Emirates  
EK-358  
Subclass B ( Economy )

Tuesday, 26 July 2022

10:45 Dubai (DXB)  
Dubai Intl - Terminal 3

22:10 Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3  
26 Jul



Present e-ticket and passport at check-in



Check-in **at least 90 minutes** before departure









All times shown are in local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mrs. KHODIJAH (Adult)	JFK - DXB	2 x 23 kg
		DXB - CGK	2 x 23 kg
2	Mr. ABDUL HADI SULAIMAN (Adult)	JFK - DXB	2 x 23 kg
		DXB - CGK	2 x 23 kg
3	Mr. DEKY ANWAR (Adult)	JFK - DXB	2 x 23 kg
		DXB - CGK	2 x 23 kg



## Passenger Details

No. Passenger(s)	Route	Flight Facilities	Ticket Number
1. Mrs. KHODIJAH (Adult)	JFK - DXB	 2 x 23 KG	1766752415331
	DXB - CGK	 2 x 23 KG	1766752415331
2. Mr. ABDUL HADI SULAIMAN (Adult)	JFK - DXB	 2 x 23 KG	1766752415332
	DXB - CGK	 2 x 23 KG	1766752415332
3. Mr. DEKY ANWAR (Adult)	JFK - DXB	 2 x 23 KG	1766752415333
	DXB - CGK	 2 x 23 KG	1766752415333

### Traveloka COVID-19 Protection included!

CHUBB®

This free insurance from Traveloka Protect will help cover you in case you get infected with COVID-19 during your travels. It is exclusively applicable to **Indonesian citizens age 18 – 70 years old** on the date of departure. To learn more about its coverage and claim procedure, go to [trv.lk/free-insurance](https://trv.lk/free-insurance).

## Airline Conditions of Carriage

Please read and understand the following airline's conditions of carriage

## How to Reschedule

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to reschedule. If rescheduling is available for your booking, click **Request Reschedule**.
3. Don't worry, your initial booking will still be valid until your new e-ticket is issued.
4. Select the flight and passenger you want to reschedule.
5. Enter your new preferred flight details. Then, select your new flight.
6. Check your booking details and click **Continue** to submit your reschedule request.
7. If the price was not available when you were selecting your new flight, wait for your new ticket price to be confirmed.
8. If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
9. After your payment is successful, you will receive your new e-ticket in **My Booking** and email.

## How to Refund

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to refund. Then, click **Request Refund**.
3. Don't worry, your booking will still be valid until you have submitted your refund request.
4. Read the general refund info about your booking. If your flight is refundable, click **Start My Refund** to begin your refund process.
5. Select your refund reason and the passenger you want to refund.
6. Complete your refund requirements, such as uploading your refund documents or filling in your bank account details.
7. Review your refund details and click **Submit Refund**.
8. We will review your refund request and forward it to the airline.
9. You will be notified of every progress of your refund. But, you can also keep track of your refund status via **My Booking**.

All refund should be processed through Traveloka. Otherwise, refund will not be approved by airline.

FOR ANY QUESTIONS, VISIT TRAVELOKA HELP CENTER:

? [trv.lk/help](https://trv.lk/help)

BOOKING ID

 0



### No Need to Print

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View and use your item upon redemption or entry by going to My Booking in Traveloka App.



### Real-Time Flight Status

Updates on the latest flight status are available in My Booking in Traveloka App. You can also share this info with friends and family!



# E-ticket

Departure Flight



Emirates  
EK-204  
Subclass B ( Economy )

Monday, 25 July 2022

11:20 New York (JFK)  
John F Kennedy Intl - Terminal 4

07:50 Dubai (DXB)  
Dubai Intl - Terminal 3  
26 Jul

Traveloka Booking ID  
**829069660**

Airline Booking Code (PNR)  
**B2C67J**

Refund Info  
Unavailable

**Stop to change planes in Dubai (2h 55m)**

At this stop, you need to:

✓ Check local regulation as it may be impacted by travel ban and prepare transit visa only if required by this country



Emirates  
EK-358  
Subclass B ( Economy )

Tuesday, 26 July 2022

10:45 Dubai (DXB)  
Dubai Intl - Terminal 3

22:10 Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3  
26 Jul



Present e-ticket and passport at check-in









Check-in **at least 90 minutes** before departure



All times shown are in local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mr. MUHAMMAD ADIL (Adult)	JFK - DXB	2 x 23 kg
		DXB - CGK	2 x 23 kg
2	Mrs. SUSI HERTI AFRIANI (Adult)	JFK - DXB	2 x 23 kg
		DXB - CGK	2 x 23 kg
3	Mrs. ENDANG ROCHMIATUN (Adult)	JFK - DXB	2 x 23 kg
		DXB - CGK	2 x 23 kg

## Passenger Details

No.	Passenger(s)	Route	Flight Facilities	Ticket Number
1.	Mr. MUHAMMAD ADIL (Adult)	JFK - DXB	 2 x 23 KG	1766752415334
		DXB - CGK	 2 x 23 KG	1766752415334
2.	Mrs. SUSI HERTI AFRIANI (Adult)	JFK - DXB	 2 x 23 KG	1766752415335
		DXB - CGK	 2 x 23 KG	1766752415335
3.	Mrs. ENDANG ROCHMIATUN (Adult)	JFK - DXB	 2 x 23 KG	1766752415336
	)	DXB - CGK	 2 x 23 KG	1766752415336

### Traveloka COVID-19 Protection included!

CHUBB®

This free insurance from Traveloka Protect will help cover you in case you get infected with COVID-19 during your travels. It is exclusively applicable to **Indonesian citizens age 18 – 70 years old** on the date of departure. To learn more about its coverage and claim procedure, go to [trv.lk/free-insurance](https://trv.lk/free-insurance).

## Airline Conditions of Carriage

Please read and understand the following airline's conditions of carriage

## How to Reschedule

- Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
- Go to **My Booking** and open the booking you want to reschedule. If rescheduling is available for your booking, click **Request Reschedule**.
- Don't worry, your initial booking will still be valid until your new e-ticket is issued.
- Select the flight and passenger you want to reschedule.
- Enter your new preferred flight details. Then, select your new flight.
- Check your booking details and click **Continue** to submit your reschedule request.
- If the price was not available when you were selecting your new flight, wait for your new ticket price to be confirmed.
- If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
- After your payment is successful, you will receive your new e-ticket in **My Booking** and email.

## How to Refund

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to refund. Then, click **Request Refund**.
3. Don't worry, your booking will still be valid until you have submitted your refund request.
4. Read the general refund info about your booking. If your flight is refundable, click **Start My Refund** to begin your refund process.
5. Select your refund reason and the passenger you want to refund.
6. Complete your refund requirements, such as uploading your refund documents or filling in your bank account details.
7. Review your refund details and click **Submit Refund**.
8. We will review your refund request and forward it to the airline.
9. You will be notified of every progress of your refund. But, you can also keep track of your refund status via **My Booking**.

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FOR ANY QUESTIONS, VISIT TRAVELOKA HELP CENTER:

? [trv.lk/help](https://trv.lk/help)

BOOKING ID

 0



### No Need to Print

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View and use your item upon redemption or entry by going to My Booking in Traveloka App.



### Real-Time Flight Status

Updates on the latest flight status are available in My Booking in Traveloka App. You can also share this info with friends and family!





# E-ticket

Departure Flight



Emirates  
EK-204  
Subclass B ( Economy )

Monday, 25 July 2022

11:20 New York (JFK)  
John F Kennedy Intl - Terminal 4

07:50 Dubai (DXB)  
Dubai Intl - Terminal 3  
26 Jul

Traveloka Booking ID  
**829281589**

Airline Booking Code (PNR)  
**PYD8B6**

Refund Info  
Unavailable

**Stop to change planes in Dubai (2h 55m)**

At this stop, you need to:

✓ Check local regulation as it may be impacted by travel ban and prepare transit visa only if required by this country



Emirates  
EK-358  
Subclass B ( Economy )

Tuesday, 26 July 2022

10:45 Dubai (DXB)  
Dubai Intl - Terminal 3

22:10 Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3  
26 Jul



Present e-ticket and passport at check-in









Check-in **at least 90 minutes** before departure



All times shown are in local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mr. SYAHRIL JAMIL (Adult)	JFK - DXB	2 x 23 kg
		DXB - CGK	2 x 23 kg
2	Mrs. MAFTUKHATUSOLIKHAH UBED AMIR (Adult)	JFK - DXB	2 x 23 kg
		DXB - CGK	2 x 23 kg
3	Mr. YENRIZAL TARMIZI LUBIS (Adult)	JFK - DXB	2 x 23 kg
		DXB - CGK	2 x 23 kg

## Passenger Details

No.	Passenger(s)	Route	Flight Facilities	Ticket Number
1.	Mr. SYAHRIL JAMIL (Adult)	JFK - DXB	 2 x 23 KG	1766752416959
		DXB - CGK	 2 x 23 KG	1766752416959
2.	Mrs. MAFTUKHATUSOLIKHAH UBED AMIR (Adult)	JFK - DXB	 2 x 23 KG	1766752416960
		DXB - CGK	 2 x 23 KG	1766752416960
3.	Mr. YENRIZAL TARMIZI LUBIS (Adult )	JFK - DXB	 2 x 23 KG	1766752416961
		DXB - CGK	 2 x 23 KG	1766752416961

### Traveloka COVID-19 Protection included!

CHUBB®

This free insurance from Traveloka Protect will help cover you in case you get infected with COVID-19 during your travels. It is exclusively applicable to **Indonesian citizens age 18 – 70 years old** on the date of departure. To learn more about its coverage and claim procedure, go to [trv.lk/free-insurance](https://trv.lk/free-insurance).

## Airline Conditions of Carriage

Please read and understand the following airline's conditions of carriage

## How to Reschedule

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to reschedule. If rescheduling is available for your booking, click **Request Reschedule**.
3. Don't worry, your initial booking will still be valid until your new e-ticket is issued.
4. Select the flight and passenger you want to reschedule.
5. Enter your new preferred flight details. Then, select your new flight.
6. Check your booking details and click **Continue** to submit your reschedule request.
7. If the price was not available when you were selecting your new flight, wait for your new ticket price to be confirmed.
8. If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
9. After your payment is successful, you will receive your new e-ticket in **My Booking** and email.

## How to Refund

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to refund. Then, click **Request Refund**.
3. Don't worry, your booking will still be valid until you have submitted your refund request.
4. Read the general refund info about your booking. If your flight is refundable, click **Start My Refund** to begin your refund process.
5. Select your refund reason and the passenger you want to refund.
6. Complete your refund requirements, such as uploading your refund documents or filling in your bank account details.
7. Review your refund details and click **Submit Refund**.
8. We will review your refund request and forward it to the airline.
9. You will be notified of every progress of your refund. But, you can also keep track of your refund status via **My Booking**.

All refund should be processed through Traveloka. Otherwise, refund will not be approved by airline.

FOR ANY QUESTIONS, VISIT TRAVELOKA HELP CENTER:

 [trv.lk/help](https://trv.lk/help)

BOOKING ID

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### No Need to Print

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View and use your item upon redemption or entry by going to My Booking in Traveloka App.



### Real-Time Flight Status

Updates on the latest flight status are available in My Booking in Traveloka App. You can also share this info with friends and family!



# E-ticket

Departure Flight



Emirates  
EK-357  
Subclass R ( Economy )

Sunday, 17 July 2022

17:55 ● Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3

22:55 ○ Dubai (DXB)  
Dubai Intl - Terminal 3

Traveloka Booking ID  
**830400311**

Airline Booking Code (PNR)  
**Q8YAXF**

REFUNDABLE

**Stop to change planes in Dubai (3h 30m)**

At this stop, you need to:

✓ Check local regulation as it may be impacted by travel ban and prepare transit visa only if required by this country



Emirates  
EK-231  
Subclass R ( Economy )

Monday, 18 July 2022

02:25 ● Dubai (DXB)  
Dubai Intl - Terminal 3

08:45 ○ Washington (IAD)  
Washington Dulles Intl



Present e-ticket and passport at check-in





Check-in **at least 90 minutes** before departure



All times shown are in local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mr. JUMARI ISWADI UMAR SAI (Adult)	CGK - DXB	2 x 23 kg
		DXB - IAD	2 x 23 kg

## Passenger Details

No.	Passenger(s)	Route	Flight Facilities	Ticket Number
1.	Mr. JUMARI ISWADI UMAR SAI (Adult)	CGK - DXB	 2 x 23 KG	1766752420368
		DXB - IAD	 2 x 23 KG	1766752420368



### Traveloka COVID-19 Protection included!

**CHUBB®**

This free insurance from Traveloka Protect will help cover you in case you get infected with COVID-19 during your travels. It is exclusively applicable to **Indonesian citizens age 18 – 70 years old** on the date of departure. To learn more about its coverage and claim procedure, go to [trv.lk/free-insurance](https://trv.lk/free-insurance).

## Airline Conditions of Carriage

Please read and understand the following airline's conditions of carriage

## How to Reschedule

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to reschedule. If rescheduling is available for your booking, click **Request Reschedule**.
3. Don't worry, your initial booking will still be valid until your new e-ticket is issued.
4. Select the flight and passenger you want to reschedule.
5. Enter your new preferred flight details. Then, select your new flight.
6. Check your booking details and click **Continue** to submit your reschedule request.
7. If the price was not available when you were selecting your new flight, wait for your new ticket price to be confirmed.
8. If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
9. After your payment is successful, you will receive your new e-ticket in **My Booking** and email.



## How to Refund

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to refund. Then, click **Request Refund**.
3. Don't worry, your booking will still be valid until you have submitted your refund request.
4. Read the general refund info about your booking. If your flight is refundable, click **Start My Refund** to begin your refund process.
5. Select your refund reason and the passenger you want to refund.
6. Complete your refund requirements, such as uploading your refund documents or filling in your bank account details.
7. Review your refund details and click **Submit Refund**.
8. We will review your refund request and forward it to the airline.
9. You will be notified of every progress of your refund. But, you can also keep track of your refund status via **My Booking**.

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FOR ANY QUESTIONS, VISIT TRAVELOKA HELP CENTER:

? [trv.lk/help](https://trv.lk/help)

BOOKING ID

 0



### No Need to Print

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### Real-Time Flight Status

Updates on the latest flight status are available in My Booking in Traveloka App. You can also share this info with friends and family!



E-ticket  
Departure Flight



Emirates  
EK-206  
Subclass B ( Economy )

Monday, 25 July 2022

22:20 ● New York (JFK)  
John F Kennedy Intl - Terminal 4  
  
+Stopover in Milan (MXP) 1h 50m  
  
22:10 ○ Dubai (DXB)  
Dubai Intl - Terminal 3  
26 Jul

Traveloka Booking ID  
**830462871**  
  
Airline Booking Code (PNR)  
**BE447S**  
  
Refund Info  
Unavailable

**Stop to change planes in Dubai (12h 35m)**

At this stop, you need to:

✓ Check local regulation as it may be impacted by travel ban and prepare transit visa only if required by this country



Emirates  
EK-358  
Subclass B ( Economy )



Wednesday, 27 July 2022

10:45 ● Dubai (DXB)  
Dubai Intl - Terminal 3  
  
+Stopover in Milan (MXP) 1h 50m  
  
22:10 ○ Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3  
26 Jul

- Present e-ticket and passport at check-in
- Check-in **at least 90 minutes** before departure
- All times shown are in local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mr. JUMARI ISWADI UMAR SAI (Adult)	JFK - DXB	2 x 23 kg
		DXB - CGK	2 x 23 kg

## Passenger Details

No.	Passenger(s)	Route	Flight Facilities	Ticket Number
1.	Mr. JUMARI ISWADI UMAR SAI (Adult)	JFK - DXB	 2 x 23 KG	1766752420380
		DXB - CGK	 2 x 23 KG	1766752420380



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## Airline Conditions of Carriage

Please read and understand the following airline's conditions of carriage

## How to Reschedule

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to reschedule. If rescheduling is available for your booking, click **Request Reschedule**.
3. Don't worry, your initial booking will still be valid until your new e-ticket is issued.
4. Select the flight and passenger you want to reschedule.
5. Enter your new preferred flight details. Then, select your new flight.
6. Check your booking details and click **Continue** to submit your reschedule request.
7. If the price was not available when you were selecting your new flight, wait for your new ticket price to be confirmed.
8. If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
9. After your payment is successful, you will receive your new e-ticket in **My Booking** and email.

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1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to refund. Then, click **Request Refund**.
3. Don't worry, your booking will still be valid until you have submitted your refund request.
4. Read the general refund info about your booking. If your flight is refundable, click **Start My Refund** to begin your refund process.
5. Select your refund reason and the passenger you want to refund.
6. Complete your refund requirements, such as uploading your refund documents or filling in your bank account details.
7. Review your refund details and click **Submit Refund**.
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? [trv.lk/help](https://trv.lk/help)

BOOKING ID

 0



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### Real-Time Flight Status

Updates on the latest flight status are available in My Booking in Traveloka App. You can also share this info with friends and family!



# E-ticket


Departure Flight

**Citilink**

Citilink  
QG-982  
Subclass A ( Economy )

Wednesday, 27 July 2022

11:55  Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3

13:05  Palembang (PLM)  
Sultan Mahmud Badaruddin II - Terminal Domestic

Traveloka Booking ID

**843565416**

Airline Booking Code (PNR)

**CE2D7T**

REFUNDABLE










Present e-ticket and valid  
identification at check-in



Check-in **at least 90  
minutes** before  
departure










All times shown are in  
local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mrs. NYAYU KHODIJAH (Adult)	CGK - PLM	 20 kg
2	Mr. ABDUL HADI (Adult)	CGK - PLM	 20 kg
3	Mr. MUHAMMAD ADIL (Adult)	CGK - PLM	 20 kg
4	Mrs. ENDANG ROCHMIATUN (Adult)	CGK - PLM	 20 kg
5	Mr. SYAHRIL JAMIL (Adult)	CGK - PLM	 20 kg
6	Mr. YENRIZAL (Adult)	CGK - PLM	 20 kg
7	Mrs. MAFTUKHATUSOLIKHAH (Adult)	CGK - PLM	 20 kg



## Passenger Details

No.	Passenger(s)	Route	Flight Facilities
1.	Mrs. NYAYU KHODIJAH (Adult)	CGK - PLM	 20 KG
2.	Mr. ABDUL HADI (Adult)	CGK - PLM	 20 KG
3.	Mr. MUHAMMAD ADIL (Adult)	CGK - PLM	 20 KG
4.	Mrs. ENDANG ROCHMIATUN (Adult)	CGK - PLM	 20 KG
5.	Mr. SYAHRIL JAMIL (Adult)	CGK - PLM	 20 KG
6.	Mr. YENRIZAL (Adult)	CGK - PLM	 20 KG
7.	Mrs. MAFTUKHATUSOLIKHAH (Adult)	CGK - PLM	 20 KG



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## Airline Conditions of Carriage

Please read and understand the following airline's conditions of carriage

## How to Reschedule

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to reschedule. If rescheduling is available for your booking, click **Request Reschedule**.
3. Don't worry, your initial booking will still be valid until your new e-ticket is issued.
4. Select the flight and passenger you want to reschedule.
5. Enter your new preferred flight details. Then, select your new flight.
6. Check your booking details and click **Continue** to submit your reschedule request.
7. If the price was not available when you were selecting your new flight, wait for your new ticket price to be confirmed.
8. If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
9. After your payment is successful, you will receive your new e-ticket in **My Booking** and email.

## How to Refund

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to refund. Then, click **Request Refund**.
3. Don't worry, your booking will still be valid until you have submitted your refund request.
4. Read the general refund info about your booking. If your flight is refundable, click **Start My Refund** to begin your refund process.
5. Select your refund reason and the passenger you want to refund.
6. Complete your refund requirements, such as uploading your refund documents or filling in your bank account details.
7. Review your refund details and click **Submit Refund**.
8. We will review your refund request and forward it to the airline.
9. You will be notified of every progress of your refund. But, you can also keep track of your refund status via **My Booking**.

All refund should be processed through Traveloka. Otherwise, refund will not be approved by airline.

FOR ANY QUESTIONS, VISIT TRAVELOKA HELP CENTER:

? [trv.lk/help](https://trv.lk/help)

BOOKING ID

843565416



### No Need to Print

Save trees, go paperless!  
View and use your item upon redemption or entry by going to My Booking in Traveloka App.



### Real-Time Flight Status

Updates on the latest flight status are available in My Booking in Traveloka App. You can also share this info with friends and family!



E-ticket  
Departure Flight



Citilink  
QG-982  
Subclass A ( Economy )

Wednesday, 27 July 2022

11:55

Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 3

13:05

Palembang (PLM)  
Sultan Mahmud Badaruddin II - Terminal Domestic

Traveloka Booking ID  
**843566495**



Airline Booking Code (PNR)  
**R6T2FB**

REFUNDABLE

- Present e-ticket and valid identification at check-in
- Check-in **at least 90 minutes** before departure
- All times shown are in local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mr. DEKY ANWAR (Adult)	CGK - PLM	20 kg
2	Mrs. SUSI HERTI AFRIANI (Adult)	CGK - PLM	20 kg

## Passenger Details

No. Passenger(s)	Route	Flight Facilities
1. Mr. DEKY ANWAR (Adult)	CGK - PLM	 20 KG
2. Mrs. SUSI HERTI AFRIANI (Adult)	CGK - PLM	 20 KG



### Traveloka COVID-19 Protection included!

**CHUBB®**

This free insurance from Traveloka Protect will help cover you in case you get infected with COVID-19 during your travels. It is exclusively applicable to **Indonesian citizens age 18 – 70 years old** on the date of departure. To learn more about its coverage and claim procedure, go to [trv.lk/free-insurance](https://trv.lk/free-insurance).

## Airline Conditions of Carriage

Please read and understand the following airline's conditions of carriage

## How to Reschedule

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to reschedule. If rescheduling is available for your booking, click **Request Reschedule**.
3. Don't worry, your initial booking will still be valid until your new e-ticket is issued.
4. Select the flight and passenger you want to reschedule.
5. Enter your new preferred flight details. Then, select your new flight.
6. Check your booking details and click **Continue** to submit your reschedule request.
7. If the price was not available when you were selecting your new flight, wait for your new ticket price to be confirmed.
8. If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
9. After your payment is successful, you will receive your new e-ticket in **My Booking** and email.

## How to Refund

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to refund. Then, click **Request Refund**.
3. Don't worry, your booking will still be valid until you have submitted your refund request.
4. Read the general refund info about your booking. If your flight is refundable, click **Start My Refund** to begin your refund process.
5. Select your refund reason and the passenger you want to refund.
6. Complete your refund requirements, such as uploading your refund documents or filling in your bank account details.
7. Review your refund details and click **Submit Refund**.
8. We will review your refund request and forward it to the airline.
9. You will be notified of every progress of your refund. But, you can also keep track of your refund status via **My Booking**.

All refund should be processed through Traveloka. Otherwise, refund will not be approved by airline.

FOR ANY QUESTIONS, VISIT TRAVELOKA HELP CENTER:

? [trv.lk/help](https://trv.lk/help)

BOOKING ID

843566495



### No Need to Print

Save trees, go paperless!  
View and use your item upon redemption or entry by going to My Booking in Traveloka App.



### Real-Time Flight Status

Updates on the latest flight status are available in My Booking in Traveloka App. You can also share this info with friends and family!





# E-ticket

Departure Flight



Lion Air  
JT-176  
Subclass Y (Economy)

Thursday, 28 July 2022

10:00 ● Jakarta (CGK)  
Soekarno Hatta International Airport - Terminal 2D

10:50 ○ Bandar Lampung (TKG)  
Radin Inten II Airport

Traveloka Booking ID  
**843568642**

Airline Booking Code (PNR)  
**UENVMJ**

REFUNDABLE



Present e-ticket and valid  
identification at check-in




Check-in **at least 90  
minutes** before  
departure



All times shown are in  
local airport time

No.	Passenger(s)	Route	Flight Facilities
1	Mr. JUMARI ISWADI (Adult)	CGK - TKG	20 kg

## Passenger Details

No. Passenger(s)	Route	Flight Facilities	Ticket Number
1. Mr. JUMARI ISWADI (Adult)	CGK - TKG	 20 KG	9902135381917



### Traveloka COVID-19 Protection included!

**CHUBB®**

This free insurance from Traveloka Protect will help cover you in case you get infected with COVID-19 during your travels. It is exclusively applicable to **Indonesian citizens age 18 – 70 years old** on the date of departure. To learn more about its coverage and claim procedure, go to [trv.lk/free-insurance](https://trv.lk/free-insurance).

## Included Benefits Lion Air

### Free Quickride

Claim your Quickride coupon through this link (must log in first) <https://www.traveloka.com/en-id/promotion/jamterbang-affordable>

## Airline Conditions of Carriage

Please read and understand the following airline's conditions of carriage

## How to Reschedule

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to reschedule. If rescheduling is available for your booking, click **Request Reschedule**.
3. Don't worry, your initial booking will still be valid until your new e-ticket is issued.
4. Select the flight and passenger you want to reschedule.
5. Enter your new preferred flight details. Then, select your new flight.
6. Check your booking details and click **Continue** to submit your reschedule request.
7. If the price was not available when you were selecting your new flight, wait for your new ticket price to be confirmed.
8. If you need to pay for the fare difference or rescheduling fee, please complete your payment within the given time limit.
9. After your payment is successful, you will receive your new e-ticket in **My Booking** and email.

## How to Refund

1. Log in to your Traveloka account via <https://www.traveloka.com/login>, or your Traveloka App.
2. Go to **My Booking** and open the booking you want to refund. Then, click **Request Refund**.
3. Don't worry, your booking will still be valid until you have submitted your refund request.
4. Read the general refund info about your booking. If your flight is refundable, click **Start My Refund** to begin your refund process.
5. Select your refund reason and the passenger you want to refund.
6. Complete your refund requirements, such as uploading your refund documents or filling in your bank account details.
7. Review your refund details and click **Submit Refund**.
8. We will review your refund request and forward it to the airline.
9. You will be notified of every progress of your refund. But, you can also keep track of your refund status via **My Booking**.

All refund should be processed through Traveloka. Otherwise, refund will not be approved by airline.

FOR ANY QUESTIONS, VISIT TRAVELOKA HELP CENTER:

? [trv.lk/help](https://trv.lk/help)

BOOKING ID

843568642



### No Need to Print

Save trees, go paperless!  
View and use your item upon redemption or entry by going to My Booking in Traveloka App.



### Real-Time Flight Status

Updates on the latest flight status are available in My Booking in Traveloka App. You can also share this info with friends and family!



**Akomodasi dan Trasnportasi dalam Kegiatan MoU UIN Raden Fatah Palembang dan Thunderbird School of Global Management-Arizona State University di Washington, USA**



**Pesawat Uni Emirates**







**Mini Bus**



**Apartment**







# INTERNATIONAL (EU) COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL (EROPA)

Number / Nomor : 328286566



### DETAILS / RINCIAN

<b>Full Name</b> Nama Lengkap	<b>NYAYU KHODIJAH</b>
<b>National Identity Number</b> NIK	<b>1671156508700004</b>
<b>Passport Number</b> No. Passport	<b>X1264005</b>
<b>Date of Birth</b> Tanggal Lahir	<b>1970-08-25</b>

For further details, please visit  
<https://verify.kemkes.go.id>

### VACCINATION DETAILS / RINCIAN VAKSINASI

Date of vaccination Tanggal Vaksinasi	Dose Number Dosis ke	Country of Vaccination Negara /Tempat Vaksinasi	Vaccine Manufacturer Jenis Vaksin	Type Type	Batch ID Batch ID
27-May-2021	<b>First</b> / Pertama	Indonesia	CoronaVac	1/2	24001421
28-Jun-2021	<b>Second</b> / Kedua	Indonesia	CoronaVac	2/2	24002821
27-Mar-2022	<b>Third</b> / Ketiga	Indonesia	COVID-19 Vaccine Pfizer	Additional	FM9090

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

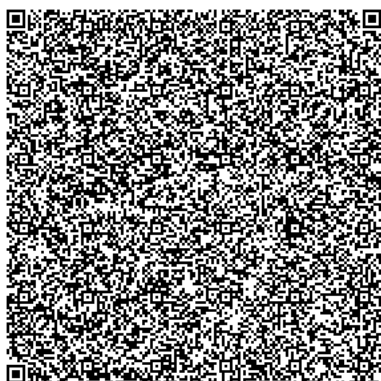
EU Digital Documentation for COVID-19 Certificates Format



# INTERNATIONAL COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL

Number / Nomor : 390147032



For further details, please visit  
<https://verify.kemkes.go.id>

### DETAILS / RINCIAN

<b>Full Name</b> Nama Lengkap	<b>MUHAMMAD ADIL</b>
<b>National Identity Number</b> NIK	<b>1671070406730006</b>
<b>Passport Number</b> No. Passport	<b>X1338796</b>
<b>Date of Birth</b> Tanggal Lahir	<b>1973-06-04</b>

### VACCINATION DETAILS / RINCIAN VAKSINASI

Date of vaccination Tanggal Vaksinasi	Dose Number Dosis ke	Country of Vaccination Negara /Tempat Vaksinasi	Vaccine Manufacturer Jenis Vaksin	Type Type	Batch ID Batch ID
23-Jun-2021	First / Pertama	Indonesia	CoronaVac	1/2	24001421
22-Jul-2021	Second / Kedua	Indonesia	CoronaVac	2/2	24003621
05-Apr-2022	Third / Ketiga	Indonesia	COVID-19 Vaccine Pfizer	Additional	FM7785

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

World Health Organization Digital Documentation for COVID-19 Certificates Format

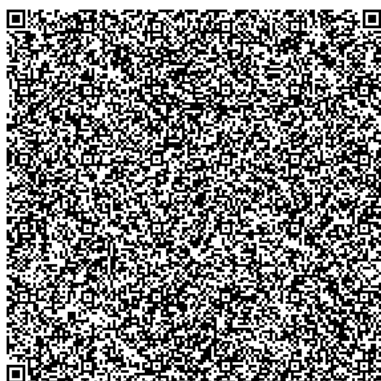




# INTERNATIONAL COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL

Number / Nomor : 358935139



For further details, please visit  
<https://verify.kemkes.go.id>

### DETAILS / RINCIAN

<b>Full Name</b> Nama Lengkap	<b>JUMARI ISWADI UMAR SAI</b>
<b>National Identity Number</b> NIK	<b>1871132505650006</b>
<b>Passport Number</b> No. Passport	<b>C9033578</b>
<b>Date of Birth</b> Tanggal Lahir	<b>1965-05-25</b>

### VACCINATION DETAILS / RINCIAN VAKSINASI

Date of vaccination Tanggal Vaksinasi	Dose Number Dosis ke	Country of Vaccination Negara /Tempat Vaksinasi	Vaccine Manufacturer Jenis Vaksin	Type Type	Batch ID Batch ID
17-Mar-2021	<b>First</b> / Pertama	Indonesia	CoronaVac	1/2	24000721
14-Apr-2021	<b>Second</b> / Kedua	Indonesia	CoronaVac	2/2	24001421
14-Feb-2022	<b>Third</b> / Ketiga	Indonesia	AZD1222	Additional	NM0004

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

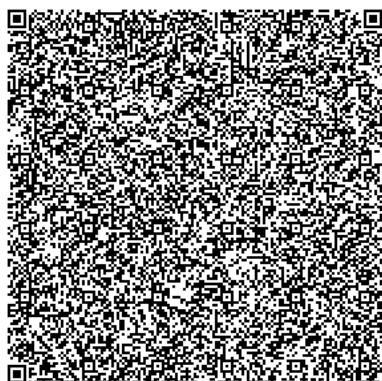
World Health Organization Digital Documentation for COVID-19 Certificates Format



# INTERNATIONAL COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL

Number / Nomor : 770186076



For further details, please visit  
<https://verify.kemkes.go.id>

### DETAILS / RINCIAN

**Full Name**  
Nama Lengkap  
**YENRIZAL TARMIZI LUBIS**

**National Identity Number**  
NIK  
**1671072301740007**

**Passport Number**  
No. Passport  
**C8529030**

**Date of Birth**  
Tanggal Lahir  
**1974-01-23**

### VACCINATION DETAILS / RINCIAN VAKSINASI

Date of vaccination Tanggal Vaksinasi	Dose Number Dosis ke	Country of Vaccination Negara /Tempat Vaksinasi	Vaccine Manufacturer Jenis Vaksin	Type Type	Batch ID Batch ID
25-May-2021	First / Pertama	Indonesia	CoronaVac	1/2	24001421
22-Jun-2021	Second / Kedua	Indonesia	CoronaVac	2/2	24001421
25-Apr-2022	Third / Ketiga	Indonesia	COVID-19 Vaccine Pfizer	Additional	FM9090

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

World Health Organization Digital Documentation for COVID-19 Certificates Format

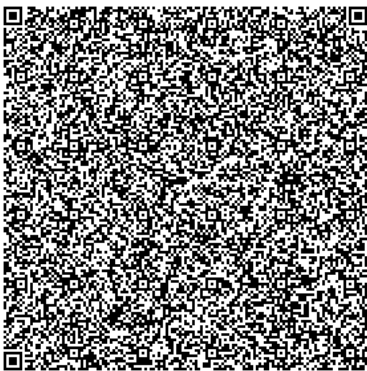




# INTERNATIONAL COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL

Number / Nomor : 942209219



For further details, please visit  
<https://verify.kemkes.go.id>

### DETAILS / RINCIAN

<b>Full Name</b> Nama Lengkap	<b>ENDANG ROCHMIATUN</b>
<b>National Identity Number</b> NIK	<b>1671076707710009</b>
<b>Passport Number</b> No. Passport	<b>C1779674</b>
<b>Date of Birth</b> Tanggal Lahir	<b>1971-07-27</b>

### VACCINATION DETAILS / RINCIAN VAKSINASI

Date of vaccination Tanggal Vaksinasi	Dose Number Dosis ke	Country of Vaccination Negara /Tempat Vaksinasi	Vaccine Manufacturer Jenis Vaksin	Type Type	Batch ID Batch ID
13-Apr-2021	First / Pertama	Indonesia	CoronaVac	1/2	24001421
08-May-2021	Second / Kedua	Indonesia	CoronaVac	2/2	24001421
07-Apr-2022	Third / Ketiga	Indonesia	AZD1222	Additional	D202110021

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

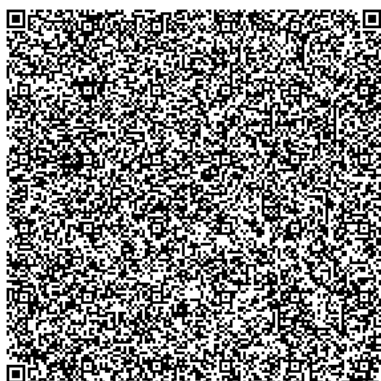
World Health Organization Digital Documentation for COVID-19 Certificates Format



# INTERNATIONAL COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL

Number / Nomor : 815960219



For further details, please visit  
<https://verify.kemkes.go.id>

### DETAILS / RINCIAN

<b>Full Name</b> Nama Lengkap	<b>MAFTUKHATUSOLIKHAH UBED AMIR</b>
<b>National Identity Number</b> NIK	<b>1671076809750010</b>
<b>Passport Number</b> No. Passport	<b>C5186807</b>
<b>Date of Birth</b> Tanggal Lahir	<b>1975-09-28</b>

### VACCINATION DETAILS / RINCIAN VAKSINASI

Date of vaccination Tanggal Vaksinasi	Dose Number Dosis ke	Country of Vaccination Negara /Tempat Vaksinasi	Vaccine Manufacturer Jenis Vaksin	Type Type	Batch ID Batch ID
24-May-2021	<b>First</b> / Pertama	Indonesia	CoronaVac	1/2	24001421
21-Jun-2021	<b>Second</b> / Kedua	Indonesia	CoronaVac	2/2	24000621
14-Feb-2022	<b>Third</b> / Ketiga	Indonesia	AZD1222	Additional	NM0004

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

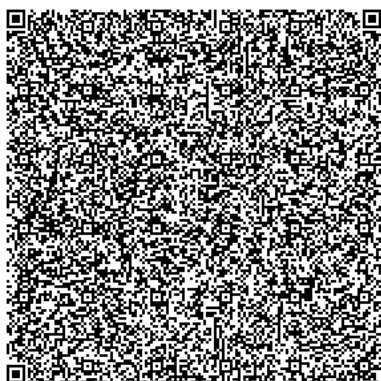
World Health Organization Digital Documentation for COVID-19 Certificates Format



# INTERNATIONAL COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL

Number / Nomor : 393318886



For further details, please visit  
<https://verify.kemkes.go.id>

### DETAILS / RINCIAN

<b>Full Name</b> Nama Lengkap	<b>ABDUL HADI sulaiman</b>
<b>National Identity Number</b> NIK	<b>1671082505720007</b>
<b>Passport Number</b> No. Passport	<b>X1264006</b>
<b>Date of Birth</b> Tanggal Lahir	<b>1972-05-25</b>

### VACCINATION DETAILS / RINCIAN VAKSINASI

Date of vaccination Tanggal Vaksinasi	Dose Number Dosis ke	Country of Vaccination Negara /Tempat Vaksinasi	Vaccine Manufacturer Jenis Vaksin	Type Type	Batch ID Batch ID
27-May-2021	First / Pertama	Indonesia	CoronaVac	1/2	24001421
21-Jun-2021	Second / Kedua	Indonesia	CoronaVac	2/2	24001421
27-Mar-2022	Third / Ketiga	Indonesia	COVID-19 Vaccine Pfizer	Additional	FM9090

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

World Health Organization Digital Documentation for COVID-19 Certificates Format

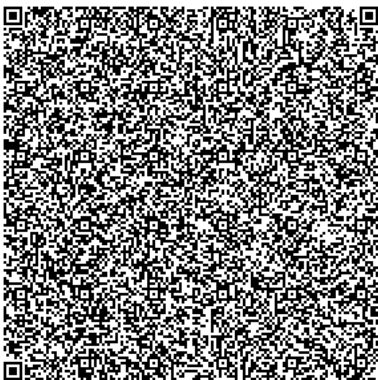




# INTERNATIONAL COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL

Number / Nomor : 859947587



For further details, please visit  
<https://verify.kemkes.go.id>

### DETAILS / RINCIAN

<b>Full Name</b> Nama Lengkap	<b>Deky anwar</b>
<b>National Identity Number</b> NIK	<b>1371021507820005</b>
<b>Passport Number</b> No. Passport	<b>B9592404</b>
<b>Date of Birth</b> Tanggal Lahir	<b>1982-07-15</b>

### VACCINATION DETAILS / RINCIAN VAKSINASI

<b>Date of vaccination</b> Tanggal Vaksinasi	<b>Dose Number</b> Dosis ke	<b>Country of Vaccination</b> Negara /Tempat Vaksinasi	<b>Vaccine Manufacturer</b> Jenis Vaksin	<b>Type</b> Type	<b>Batch ID</b> Batch ID
<b>02-Sep-2021</b>	<b>First / Pertama</b>	<b>Indonesia</b>	<b>Moderna</b>	<b>1/2</b>	<b>021D21A</b>
<b>04-Oct-2021</b>	<b>Second / Kedua</b>	<b>Indonesia</b>	<b>Moderna</b>	<b>2/2</b>	<b>001F21A</b>

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

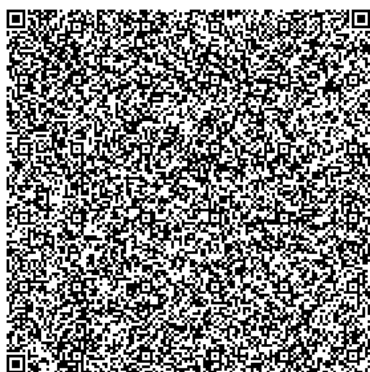
World Health Organization Digital Documentation for COVID-19 Certificates Format



# INTERNATIONAL COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL

Number / Nomor : 730027460



For further details, please visit  
<https://verify.kemkes.go.id>

### DETAILS / RINCIAN

<b>Full Name</b> Nama Lengkap	<b>SUSI HERTI AFRIANI</b>
<b>National Identity Number</b> NIK	<b>1671086104820006</b>
<b>Passport Number</b> No. Passport	<b>C8528939</b>
<b>Date of Birth</b> Tanggal Lahir	<b>1982-04-21</b>

### VACCINATION DETAILS / RINCIAN VAKSINASI

Date of vaccination Tanggal Vaksinasi	Dose Number Dosis ke	Country of Vaccination Negara /Tempat Vaksinasi	Vaccine Manufacturer Jenis Vaksin	Type Type	Batch ID Batch ID
15-Oct-2021	First / Pertama	Indonesia	AZD1222	1/2	A1050
20-Jan-2022	Second / Kedua	Indonesia	AZD1222	2/2	LOTA1113
23-Apr-2022	Third / Ketiga	Indonesia	COVID-19 Vaccine Pfizer	Additional	FN1430

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

World Health Organization Digital Documentation for COVID-19 Certificates Format

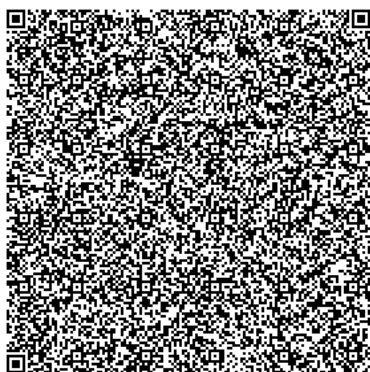




# INTERNATIONAL COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL

Number / Nomor : 260497848



For further details, please visit  
<https://verify.kemkes.go.id>

### DETAILS / RINCIAN

<b>Full Name</b> Nama Lengkap	<b>SYAHRIL JAMIL</b>
<b>National Identity Number</b> NIK	<b>1671091709770005</b>
<b>Passport Number</b> No. Passport	<b>C8528966</b>
<b>Date of Birth</b> Tanggal Lahir	<b>1977-09-17</b>

### VACCINATION DETAILS / RINCIAN VAKSINASI

Date of vaccination Tanggal Vaksinasi	Dose Number Dosis ke	Country of Vaccination Negara /Tempat Vaksinasi	Vaccine Manufacturer Jenis Vaksin	Type Type	Batch ID Batch ID
14-Jul-2021	<b>First</b> / Pertama	Indonesia	CoronaVac	1/2	24200722
18-Aug-2021	<b>Second</b> / Kedua	Indonesia	CoronaVac	2/2	24004221
08-Apr-2022	<b>Third</b> / Ketiga	Indonesia	COVID-19 Vaccine Pfizer	Additional	FM9090

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

World Health Organization Digital Documentation for COVID-19 Certificates Format

Lampiran Foto Keberangkatan Jakarta - Dubai 17 Juli 2022 pukul 17.55 dalam rangka kegiatan Memorandum of Understanding (MoU) UIN Raden Fatah Palembang dan Thunderbird School of Global Management- Arizona State University di Washington, USA









Foto Washington Dc,











## Bertemu dengan Perwakilan PC NU Washington







## Kunjungan Kerja ke sustainable dialogue Institute









**PKM Dosen di PC NU Washington Dc, UIN Raden Fatah Palembang Washington USA**











# INTERNATIONAL (EU) COVID-19 VACCINATION CERTIFICATE

## SERTIFIKAT VAKSINASI COVID-19 INTERNASIONAL (EROPA)

Number / Nomor : 328286566



### DETAILS / RINCIAN

<b>Full Name</b> Nama Lengkap	<b>NYAYU KHODIJAH</b>
<b>National Identity Number</b> NIK	<b>1671156508700004</b>
<b>Passport Number</b> No. Passport	<b>X1264005</b>
<b>Date of Birth</b> Tanggal Lahir	<b>1970-08-25</b>

For further details, please visit  
<https://verify.kemkes.go.id>

### VACCINATION DETAILS / RINCIAN VAKSINASI

Date of vaccination Tanggal Vaksinasi	Dose Number Dosis ke	Country of Vaccination Negara /Tempat Vaksinasi	Vaccine Manufacturer Jenis Vaksin	Type Type	Batch ID Batch ID
27-May-2021	<b>First</b> / Pertama	Indonesia	CoronaVac	1/2	24001421
28-Jun-2021	<b>Second</b> / Kedua	Indonesia	CoronaVac	2/2	24002821
27-Mar-2022	<b>Third</b> / Ketiga	Indonesia	COVID-19 Vaccine Pfizer	Additional	FM9090

Vaccination is to protect ourselves and our families, neighbors and protect Indonesian people and people worldwide.  
Vaksinasi melindungi diri kita, keluarga kita, tetangga dan melindungi rakyat Indonesia dan manusia di seluruh dunia.

EU Digital Documentation for COVID-19 Certificates Format



## MEMORANDUM OF UNDERSTANDING

Between

THUNDERBIRD SCHOOL OF GLOBAL  
MANAGEMENT,

The ARIZONA BOARD OF REGENTS FOR AND ON  
BEHALF OF ARIZONA STATE UNIVERSITY (ASU)

and

UNIVERSITAS ISLAM NEGERI  
RADEN FATAH PALEMBANG

This Memorandum of Understanding ("**MOU**") dated this 20<sup>th</sup> day of July, 2022, is between the Arizona Board of Regents for and on behalf of Arizona State University, and its Thunderbird School of Global Management ("**ASU**" or "**Thunderbird**"), and the Universitas Islam Negeri Raden Fatah Palembang, known as UIN Raden Fatah ("**UIN Raden Fatah**").

### **1) PREMISE**

- a) Thunderbird School of Global Management is a renowned International Management School with over 74 years of experience in educating global leaders equipped to create dynamic and sustainable solutions for organizations in the public, private and non-profit sectors.
- b) As part of Arizona State University, the largest public university in the US, Thunderbird offers a wide range of programs including but not limited to; degree and certificate programs from the undergraduate to the graduate levels, both in person and online, professional English training, entrepreneurship and business skills training and executive education.
- c) Raden Fatah State Islamic University is an Indonesian Islamic public university in Palembang, capital of South Sumatra. It was founded in 1964, with the goals to provide greater access to education to the community, in order to increase the Higher Education Participation Rate, to produce human resources who are competitive, professional, skilled,

## NOTA KESEPAHAMAN

Antara

THUNDERBIRD SCHOOL OF GLOBAL  
MANAGEMENT,

ARIZONA BOARD OF REGENTS UNTUK DAN ATAS  
NAMA ARIZONA STATE UNIVERSITY (ASU)

dan

UNIVERSITAS ISLAM NEGERI  
RADEN FATAH PALEMBANG

Nota Kesepahaman ("**MOU**") ini, dibuat dan ditandatangani pada tanggal 20 Juli 2022, oleh dan antara Arizona Board of Regents untuk dan atas nama Arizona State University, dan Thunderbird School of Global Management ("**ASU**" atau "**Thunderbird**"), dan Universitas Islam Negeri Raden Fatah Palembang, yang dikenal sebagai UIN Raden Fatah ("**UIN Raden Fatah**").

### **1) PREMIS**

- a) Thunderbird School of Global Management adalah Sekolah Manajemen Internasional terkenal dengan pengalaman lebih dari 74 tahun dalam mendidik para pemimpin global dalam menciptakan solusi yang dinamis dan berkelanjutan untuk organisasi di sektor publik, swasta dan nirlaba.
- b) Sebagai bagian dari Arizona State University, universitas negeri terbesar di AS, Thunderbird menawarkan berbagai program termasuk namun tidak terbatas pada; program gelar dan sertifikat dari tingkat sarjana hingga pascasarjana, baik secara langsung maupun online, pelatihan bahasa Inggris profesional, pelatihan kewirausahaan dan keterampilan bisnis, dan pendidikan eksekutif.
- c) Universitas Islam Negeri Raden Fatah adalah sebuah perguruan tinggi negeri Islam Indonesia di Palembang, ibukota Sumatera Selatan. Didirikan pada tahun 1964, dengan tujuan untuk memberikan akses pendidikan yang lebih besar kepada masyarakat, dalam rangka meningkatkan Angka Partisipasi Pendidikan Tinggi, menghasilkan sumber daya

have good character, and have integrity, and to produce academic works that are beneficial for improving the quality of life of the community.

- d) Therefore, Thunderbird and UIN Raden Fatah agree to work together to co-create comprehensive learning programs which fully harness the vast resources of Thunderbird and ASU to provide diverse education opportunities for Indonesians.
- e) This Memorandum of Understanding is not intended to create legally binding obligations on the parties, but rather is intended to facilitate their work together on the creation of the programs.

## **2) TERM**

- a) The term of this MOU will begin on the date set forth above and continue for five years. The parties may agree to extend this MOU in writing.
- b) Either party may terminate this MOU earlier, with or without cause, by giving the other party at least 30 days written notice.

## **3) MEMORANDUM**

- a) Thunderbird/ASU and UIN Raden Fatah will work together to identify key partnership projects in the areas of academic and non-academic programs, student and faculty exchange, joint faculty research, as well as any other programs mutually agreed on by the parties.
- b) Key partnership areas include but are not limited:
  - i) Kampus Merdeka Program (Online Certificate Program)
  - ii) Faculty exchange/visiting professor
  - iii) International joint research collaboration

manusia yang kompetitif, profesional, terampil, berakhlakul karimah, dan berintegritas, dan menghasilkan karya-karya akademik yang bermanfaat bagi peningkatan kualitas hidup masyarakat.

- d) Oleh karena itu, Thunderbird dan UIN Raden Fatah sepakat untuk bekerja sama untuk bersama-sama menciptakan program pelatihan yang komprehensif yang sepenuhnya memanfaatkan sumber daya Thunderbird dan ASU yang luas untuk memberikan kesempatan pendidikan yang beragam bagi masyarakat Indonesia.
- e) Nota Kesepahaman ini tidak dimaksudkan untuk menciptakan kewajiban yang mengikat secara hukum pada para pihak, melainkan dimaksudkan untuk memfasilitasi kerja sama mereka dalam pembuatan program.

## **2) JANGKA WAKTU**

- a) Jangka waktu MOU ini akan dimulai pada tanggal yang ditetapkan di atas dan berlaku secara terus menerus selama lima (5) tahun. Para pihak dapat menyetujui perpanjangan MOU ini secara tertulis.
- b) Salah satu pihak dapat mengakhiri MOU ini lebih awal, dengan atau tanpa sebab, dengan memberikan pemberitahuan tertulis kepada pihak lainnya setidaknya 30 hari sebelumnya.

## **3) MEMORANDUM**

- a) Thunderbird / ASU dan UIN Raden Fatah akan bekerja sama untuk menentukan pokok-pokok kemitraan utama di bidang program akademik dan non-akademik, pertukaran mahasiswa dan fakultas, penelitian bersama fakultas, serta program lain yang disepakati bersama oleh para pihak.
- b) Pokok-pokok kemitraan utama termasuk tetapi tidak terbatas pada:
  - i) Program Kampus Merdeka (Program Sertifikat Online)
  - ii) Pertukaran fakultas/profesor tamu
  - iii) Kolaborasi penelitian bersama internasional

iv) Joint Executive Education programs

- c) As needed to fully execute this MOU, additional detailed agreement(s) will be executed to govern each specific program or project that is identified within the stated areas of collaboration. Nothing in this MOU will obligate either party to enter into any future agreement.
- d) In the performance of this MOU, the parties will comply with all applicable laws, rules and regulations as they may be revised or amended from time to time.
- e) Each party agrees to bear any costs or expenses they incur under this MOU. Unless otherwise agreed to in writing, neither party will be obligated to pay or reimburse the other party to this MOU for any such costs or expenses.

**4) GENERAL PROVISIONS**

- a) Independent Contractor. Each party is an independent contractor and is independent of the other party. This MOU does not create a partnership, joint venture or agency relationship of any kind between the parties. This MOU does not create any fiduciary or other obligation between the parties. Neither party shall have any right, power or authority under this MOU to act as a legal representative of the other party, nor shall either party have any right or authority to bind or obligate the other or make any representation or warranty on behalf of the other. Under no circumstances shall any employees of one party be deemed the employees of the other party for any purpose. Each party is responsible for the direction and compensation of its employees. Each party acknowledges that the relationship of the parties hereunder is non-exclusive.
- b) Endorsements. Neither party shall imply the endorsement of the other or use publicly for publicity, promotion or otherwise, any logo, name, trade name, service mark or trademark (including music and colors) of the other party, or any simulation, abbreviation, or adaptation of the same, or the name of any employee or agent of the other

iv) Program Pendidikan Eksekutif Bersama

- c) Sebagaimana diperlukan untuk pelaksanaan MOU ini, sepenuhnya, akan dibuat perjanjian tambahan yang akan secara detil mengatur setiap program atau proyek tertentu yang diidentifikasi dalam area kerja sama yang disebutkan. Tidak ada ketentuan dalam MOU ini yang mewajibkan salah satu pihak untuk membuat perjanjian di masa mendatang.
- d) Dalam pelaksanaan MOU ini, para pihak akan mematuhi semua hukum, peraturan, dan regulasi yang berlaku yang mana dapat berubah dari waktu ke waktu.
- e) Masing-masing pihak setuju untuk menanggung segala biaya atau pengeluaran yang mereka keluarkan berdasarkan MOU ini. Kecuali jika disetujui sebaliknya secara tertulis, tidak ada pihak dalam MOU ini yang berkewajiban untuk membayar atau mengganti pihak lainnya ke Memorandum ini untuk setiap biaya atau pengeluaran tersebut.

**4) KETENTUAN UMUM**

- a) Kontraktor Independen. Masing-masing pihak merupakan kontraktor independen dan independen dari pihak lainnya. MOU ini tidak menciptakan kemitraan, usaha patungan, atau hubungan keagenan dalam bentuk apa pun di antara para pihak. MOU ini tidak menciptakan fidusia atau kewajiban lainnya antara para pihak. Tidak ada pihak yang memiliki hak, kekuasaan, atau kewenangan berdasarkan MOU ini untuk bertindak sebagai perwakilan hukum dari pihak lain, juga tidak ada pihak yang memiliki hak atau kewenangan untuk mengikat atau mewajibkan pihak lain atau membuat representasi atau jaminan atas nama pihak lain. Dalam keadaan apa pun, karyawan dari satu pihak tidak akan dianggap sebagai karyawan pihak lain untuk tujuan apa pun. Masing-masing pihak bertanggung jawab atas arahan dan kompensasi untuk karyawannya. Masing-masing pihak mengakui bahwa hubungan para pihak di bawah ini tidak eksklusif.
- b) Dukungan. Tidak ada pihak yang menyiratkan dukungan pihak lain atau penggunaan publik untuk publisitas, promosi atau lainnya, logo, nama, nama dagang, merek layanan atau merek dagang (termasuk musik dan warna) dari pihak lain, atau simulasi, singkatan, atau adaptasi. yang sama, atau nama

party, without the other party's prior written, express consent. A party may withhold such consent in that party's absolute discretion.

- c) Intellectual Property. Nothing in this MOU will be construed to or is intended to transfer or otherwise assign any of the parties' right, title or interest to any of its intellectual property rights to the other party or to any other third party. All right, title, and interest in and to the parties' intellectual property, whether patent, copyright, trade secret, trademark, service mark or moral rights, will remain solely with each respective party at all times. No license to a party's intellectual property is either granted or implied under this MOU.
- d) Notice. Any notices or communications to be given under this MOU will be made in writing to the address set forth below:
- i) If to UIN Raden Fatah:
- Prof. Dr. Hj. Nyayu Khodijah, S.Ag., M.Si.  
Rector  
UIN Raden Fatah Palembang  
Jl. Prof.K.H.Zainal Abidin Fikri KM.3,5  
Palembang Sumatera Selatan, Indonesia - 30126
- ii) If to Thunderbird/ASU:
- Dr. Sanjeev Khagram,  
CEO, Director General and Dean,  
Thunderbird School of Global Management @  
ASU  
401 N 1<sup>st</sup> Street  
Phoenix, AZ 85004
- e) Counterparts. This MOU may be executed in counterparts, each of which will constitute an original and all of which together will constitute one and the same MOU. The parties may evidence execution of this MOU by means of photocopy, facsimile, or other electronic means, copies of which will have the same effect for all purposes as an ink-signed original.
- f) Entire MOU. This MOU embodies the entire understanding of the parties and supersedes any other Memorandum of Understanding between the parties

karyawan atau agen pihak lain, tanpa persetujuan tertulis sebelumnya dari pihak lain.

- c) Kekayaan Intelektual. Tidak ada dalam MOU ini yang dimaksudkan untuk mentransfer atau mengalihkan hak kekayaan intelektual para pihak satu sama lain atau kepada pihak ketiga lainnya. Semua hak, kepemilikan, dan kepentingan dalam dan pada kekayaan intelektual Para Pihak, baik paten, hak cipta, rahasia dagang, merek dagang, merek layanan, atau hak moral, akan tetap menjadi milik masing-masing Pihak setiap saat.
- d) Pemberitahuan. Pemberitahuan atau komunikasi apa pun yang akan diberikan berdasarkan MOU ini akan dilakukan secara tertulis ke alamat yang ditetapkan di bawah ini:
- i) Jika ke UIN Raden Fatah:
- Prof. Dr. Hj. Nyayu Khodijah, S.Ag., M.Si.  
Rector  
UIN Raden Fatah Palembang  
Jl. Prof.K.H.Zainal Abidin Fikri KM.3,5  
Palembang Sumatera Selatan, Indonesia - 30126
- ii) Jika ke Thunderbird / ASU:
- Dr. Sanjeev Khagram,  
CEO, Director General and Dean,  
Thunderbird School of Global Management @  
ASU  
401 N 1<sup>st</sup> Street  
Phoenix, AZ 85004
- e) Penandatanganan. MOU ini dapat dibuat dalam rangkap dua, yang masing-masing akan merupakan asli dan semuanya bersama-sama akan menjadi satu dan MOU yang sama. Para pihak dapat membuktikan penandatanganan MOI ini dengan cara fotokopi, faksimili, atau sarana elektronik lainnya, yang salinannya akan memiliki efek yang sama untuk semua tujuan seperti dokumen asli yang ditandatangani dengan tinta.
- f) Keseluruhan MOU. MOU ini mewujudkan seluruh pemahaman para pihak dan menggantikan kesepakatan lainnya antara para pihak terkait dengan



relating to the subject matter. The parties agree that should any part of this MOU be held to be invalid or void, the remainder of the MOU shall remain in full force and effect and shall be binding upon the parties.

- g) Amendments and Waivers. No waiver, amendment or modification of this MOU shall be valid or binding unless written and signed by the parties. Waiver by either party of any breach or default of any clause of this MOU by the other party shall not operate as a waiver of any previous or future default or breach of the same or different clause of this MOU.
- h) Assignment. Neither party may assign any rights hereunder without the express, written, prior consent of all parties.
- i) Responsibility. Each party will be responsible for the negligence, acts and omissions of its employees and contractors when acting under such party's direction and supervision.
- j) Confidential Information. During the implementation of the MOU or as may be required for preparation for the implementation of the MOU, it may be necessary for each party to provide confidential information belonging to each party. The parties agrees to use all such information solely for the implementation of the MOU for each party, to hold all such information in confidence, and not to disclose such information to any third party without the prior written consent of each party. To be protected hereunder, Confidential Information must be marked confidential if disclosed in written or other tangible form. If Confidential Information is disclosed orally or visually, Confidential Information must be identified as confidential at the time of disclosure and reduced to writing, marked confidential, and transmitted to the receiving party within thirty (30) days of the initial disclosure.
- k) Non-Fund Obligation Document. This MOU is neither a fiscal nor a funds obligation document. Any endeavour or transfer of anything of value involving reimbursement or contribution of funds between the parties to this MOU will be handled in

hal-hal yang disepakati dalam MOU ini. Para pihak setuju bahwa jika ada bagian dari MOU ini yang dianggap tidak sah atau tidak berlaku, sisa MOU akan tetap berlaku penuh dan mengikat para pihak.

- g) Amandemen dan Pengesampingan. Tidak ada pengesampingan, amandemen atau modifikasi MOU ini yang sah atau mengikat kecuali ditulis dan ditandatangani oleh para pihak. Pengesampingan oleh salah satu Pihak atas setiap pelanggaran atau kelalaian atas suatu klausul dalam MOU ini oleh pihak lain tidak akan berlaku sebagai pengesampingan dari wanprestasi sebelumnya atau yang akan datang atau pelanggaran klausul yang sama atau berbeda dari MOU ini.
- h) Penugasan. Masing-masing pihak tidak diperbolehkan untuk mengalihkan hak apa pun di bawah ini tanpa persetujuan tersurat, tertulis, sebelumnya dari semua pihak.
- i) Tanggung jawab. Setiap pihak akan bertanggung jawab atas kelalaian, tindakan, dan kelalaian karyawan dan kontraktornya saat bertindak di bawah arahan dan pengawasan pihak tersebut.
- j) Informasi Rahasia. Selama pelaksanaan MOU atau sebagaimana mungkin diperlukan untuk persiapan pelaksanaan MoU, mungkin masing-masing pihak perlu menyediakan informasi rahasia milik masing-masing pihak. Para pihak setuju untuk menggunakan semua informasi tersebut semata-mata untuk pelaksanaan MOU bagi masing-masing pihak, untuk menyimpan semua informasi tersebut secara rahasia, dan tidak mengungkapkan informasi tersebut kepada pihak ketiga mana pun tanpa persetujuan tertulis sebelumnya dari masing-masing pihak. Untuk dilindungi di bawah ini, Informasi Rahasia harus ditandai sebagai rahasia jika diungkapkan dalam bentuk tertulis atau berwujud lainnya. Jika Informasi Rahasia diungkapkan secara lisan atau visual, Informasi Rahasia harus diidentifikasi sebagai rahasia pada saat pengungkapan dan direduksi menjadi tulisan, ditandai rahasia, dan dikirimkan ke pihak penerima dalam waktu tiga puluh (30) hari sejak pengungkapan awal.
- k) Tidak Termasuk Dokumen Kewajiban Pendanaan. MOU ini tidak merupakan dokumen yang menimbulkan kewajiban fiskal maupun pendanaan. Setiap upaya atau transfer apa pun yang bernilai yang

accordance with applicable laws, regulations and procedures. Such endeavours will be outlined in separate agreements that shall be made in writing by representatives of the parties and shall be independently authorized by appropriate statutory authority. This MOU does not provide such authority.

- l) Participation in Similar Activities. Notwithstanding the provisions of Section 5)c) herein, this MOU in no way restricts either party from participating in similar activities with other public or private agencies, organizations and individuals.
- m) No Warranty. The parties make, nor shall be deemed to have made, any representation or warranty whatsoever (express or implied) regarding any outcome obtained or deliverable delivered hereunder including any outcome desired.

## **5) GOVERNING LAW AND DISPUTE RESOLUTIONS**

- a) Any disputes, controversies or claims that arise between the parties out of or in relation to or in connection with this MOU or for the breach hereof, termination or invalidity thereof (a "Dispute"), shall, if possible, be settled amicably by the parties. Any party that has determined that a Dispute exists shall notify (the "Dispute Notice") the other party of the existence of such Dispute.
- b) This MOU is executed in both English language and Indonesian language, however in the event of any conflict in language, or differences of interpretation between the two languages, the English language version shall prevail.
- c) It is understood that the parties presently has no relationships with any individual or entity that would pose a problem of conflict of interest with the subject matter of this MOU and that the parties will not knowingly enter into such a relationship before the MOU ends.

melibatkan penggantian atau kontribusi dana antara para pihak dalam MOU ini akan dilakukan sesuai dengan hukum, peraturan, dan prosedur yang berlaku. Upaya tersebut akan diuraikan dalam perjanjian terpisah yang harus dibuat secara tertulis oleh perwakilan para pihak dan secara independen disahkan oleh otoritas hukum yang sesuai. MOU ini tidak memberikan kewenangan tersebut.

- l) Partisipasi dalam Kegiatan Serupa. Menyimpang dari ketentuan Bagian 5)c) di sini, MOU ini dalam hal apapun tidak membatasi salah satu pihak untuk berpartisipasi dalam kegiatan serupa dengan lembaga, organisasi, dan individu publik atau swasta lainnya.
- m) Tidak ada jaminan. Para pihak membuat, juga tidak akan dianggap telah membuat, pernyataan atau jaminan apa pun (tersurat maupun tersirat) mengenai setiap hasil yang diperoleh atau dapat disampaikan yang disampaikan di sini termasuk hasil yang diinginkan.

## **5) HUKUM YANG BERLAKU DAN PENYELESAIAN PERSELISIHAN**

- a) Setiap perselisihan, kontroversi atau klaim yang timbul diantara para pihak di luar atau didalam hubungan untuk atau berkaitan dengan MOU ini atau untuk pelanggaran MOU ini, penghentian atau ketidakabsahannya ("Perselisihan"), sebaiknya, jika memungkinkan, akan diselesaikan secara damai oleh para pihak. Setiap pihak yang telah menetapkan adanya suatu Perselisihan wajib memberitahukan ("Pemberitahuan Perselisihan") kepada pihak lainnya tentang adanya Perselisihan tersebut.
- b) MOU ini dilaksanakan dalam bahasa Inggris dan bahasa Indonesia, namun dalam hal terjadi pertentangan atau perbedaan penafsiran antara kedua bahasa tersebut, bahasa Indonesia yang berlaku.
- c) Dapat dipahami bahwa Para Pihak saat ini tidak memiliki hubungan dengan individu atau entitas mana pun yang dapat menimbulkan masalah konflik kepentingan dengan pokok bahasan MOU ini dan bahwa para pihak tidak akan mengadakan hubungan seperti itu sebelum MoU berakhir.

- d) The parties shall not enter into any business arrangement with any directors, employee or agent of the parties or any affiliate who is not acting as a representative of the parties or its affiliate without prior written notification thereof to each party.
  - e) Except as otherwise provided in this MOU, no amendment, addendum, waiver, modification or termination of any provisions of this MOU shall be effective unless signed in writing by authorized representatives of or on behalf of each party.
  - f) The headings in this MOU are for convenience of reference only and shall not limit or otherwise affect the meaning hereof.
- d) Para pihak tidak akan mengadakan pengaturan bisnis apa pun dengan direktur, karyawan, atau agen para pihak atau afiliasi mana pun yang tidak bertindak sebagai perwakilan para pihak atau afiliasinya tanpa pemberitahuan tertulis sebelumnya kepada masing-masing pihak.
  - e) Kecuali ditentukan lain di MOU ini, tidak ada amandemen, addendum, pengesampingan, modifikasi atau penghentian ketentuan apa pun dalam MoU ini akan berlaku secara efektif kecuali ditandatangani secara tertulis oleh perwakilan resmi dari atau atas nama pihak masing-masing pihak.
  - f) Judul dalam MOU ini adalah untuk mempermudah referensi saja dan tidak akan membatasi atau dengan cara lain mempengaruhi artinya.


The parties have caused this MOU to be executed by their duly authorized representatives.

Para pihak telah menandatangani MOU ini dilaksanakan oleh perwakilan mereka yang berwenang dari masing-masing pihak.

IN WITNESS WHEREOF, this MOU is prepared by both parties, in good faith, to be complied with and performed, executed in Jakarta, on the date, month and year first written above and shall commence to be bindingly effective after being signed by both parties.

DEMIKIAN MOU ini dibuat oleh para pihak dengan itikad baik untuk dipatuhi dan dilaksanakan, dilangsungkan di Jakarta, pada tanggal, bulan, dan tahun sebagaimana tersebut pertama kali diatas dan mulai berlaku mengikat setelah ditandatangani secara lengkap oleh para pihak.

**On Behalf of the UIN RADEN FATAH**

  
Name : Prof. Kepyau Khodizah  
Title : \_\_\_\_\_

Date: 20<sup>th</sup> July 2022

**On Behalf of the Arizona Board of Regents for and  
on behalf of Arizona State University for its  
Thunderbird School of Global Management (ASU)**

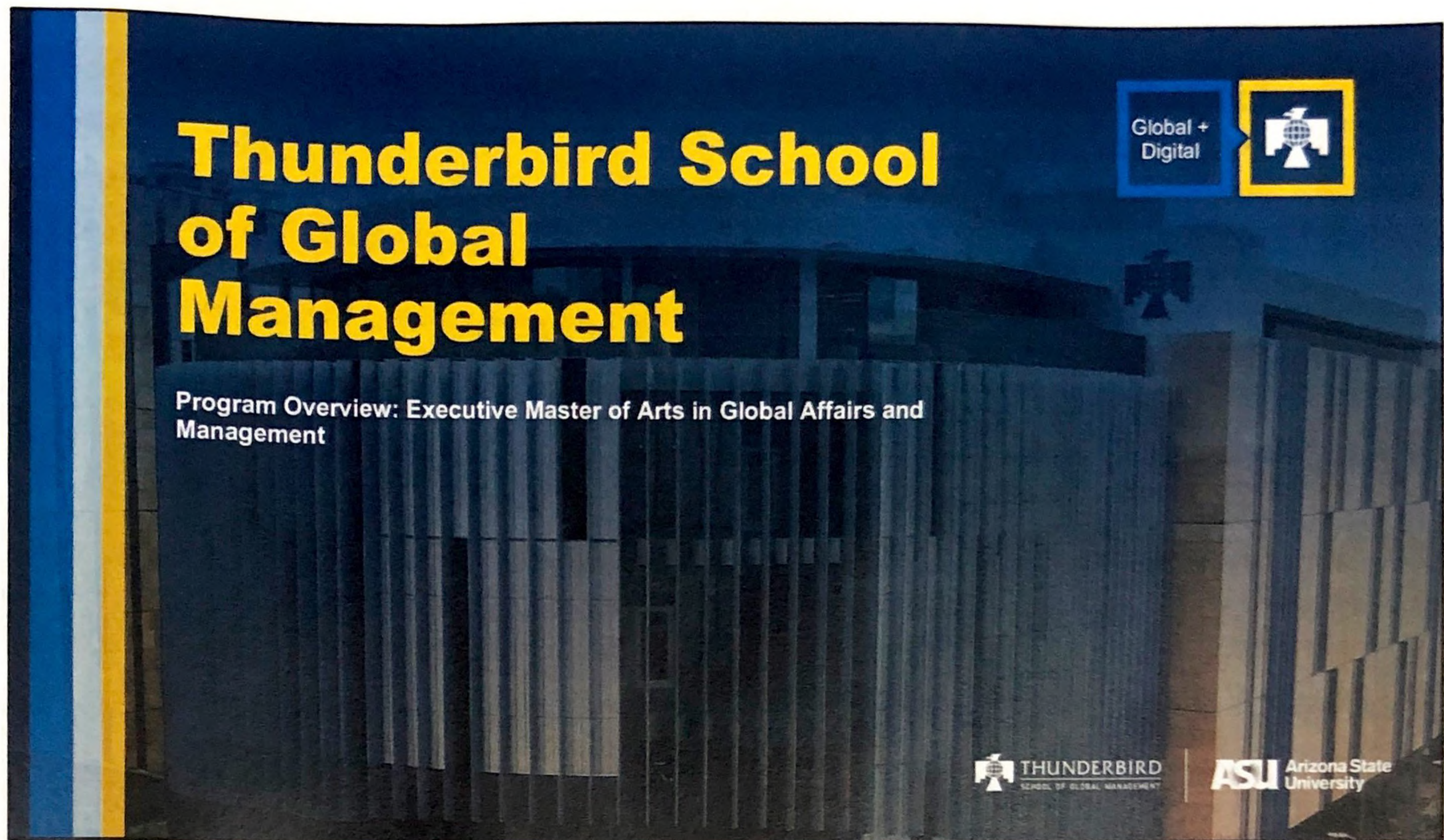
\_\_\_\_\_  
Name : Heather Clark  
Title : Executive Director, Research Operations

Date: \_\_\_\_\_

  
Name : Sanjeev Khagram  
Title : CEO, Director General and Dean

Date: 7/26/2022





**Thunderbird School  
of Global  
Management**

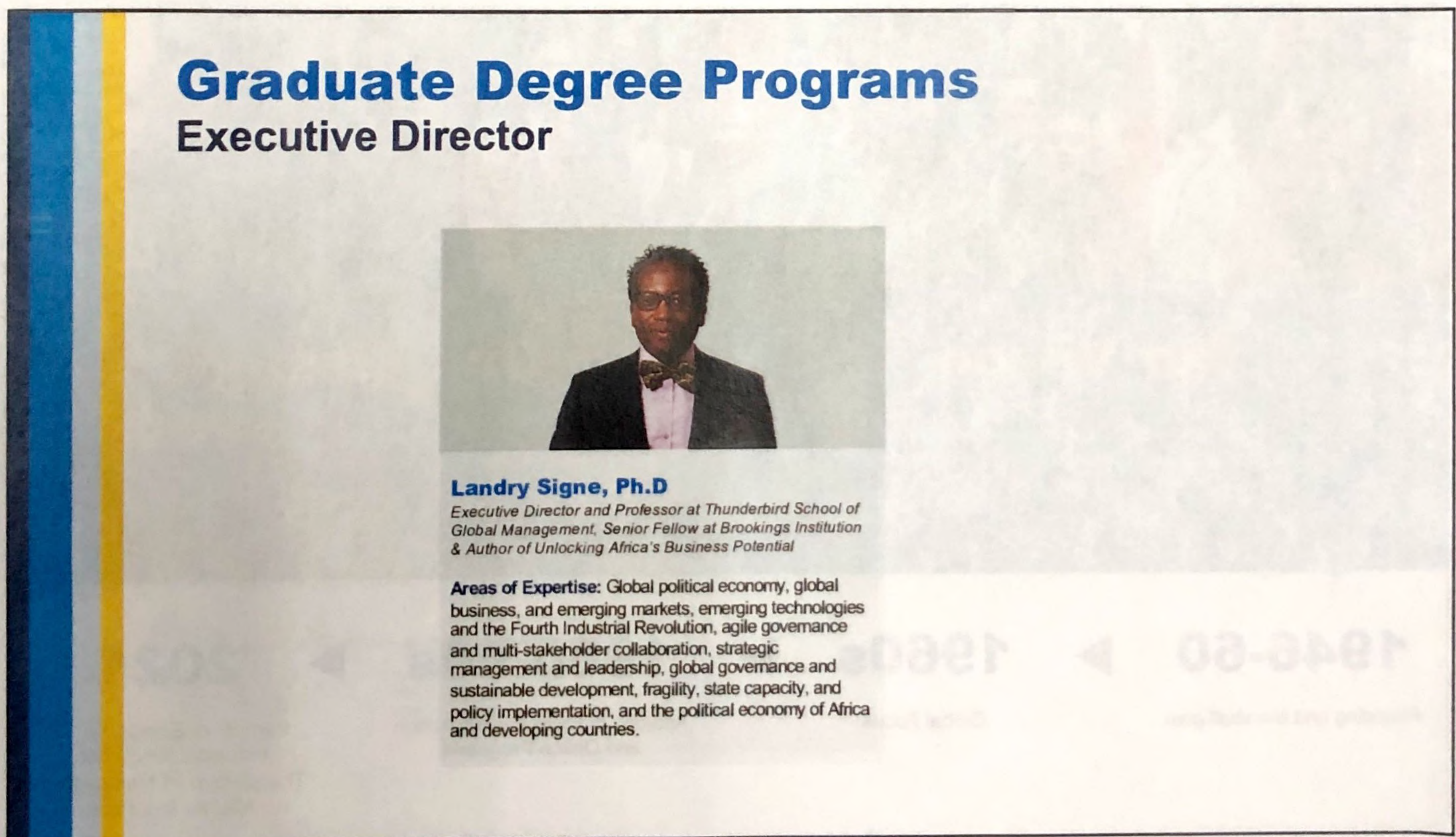
Global +  
Digital

Program Overview: Executive Master of Arts in Global Affairs and Management


THUNDERBIRD  
SCHOOL OF GLOBAL MANAGEMENT

ASU Arizona State University

1



**Graduate Degree Programs**  
Executive Director



**Landry Signe, Ph.D**  
*Executive Director and Professor at Thunderbird School of Global Management, Senior Fellow at Brookings Institution & Author of Unlocking Africa's Business Potential*

**Areas of Expertise:** Global political economy, global business, and emerging markets, emerging technologies and the Fourth Industrial Revolution, agile governance and multi-stakeholder collaboration, strategic management and leadership, global governance and sustainable development, fragility, state capacity, and policy implementation, and the political economy of Africa and developing countries.

2



## Graduate Degree Programs

### Program Manager



**Jennifer Betancur**

*Program Manager, Operations and Special Events  
Washington DC Center of Excellence*

**Career Background:** Master of Public Administration-  
Nonprofit Management; International Studies & French  
Language and Culture Studies

Project management, program design and advocacy,  
client relations, donor relations, student advising, event  
planning, facilitation, budgeting & planning.

3



### Our Vision

Thunderbird School of Global Management advances  
inclusive and sustainable prosperity worldwide.

### Our Mission

Thunderbird empowers and influences global leaders and  
managers who maximize the benefits of the Fourth Industrial  
Revolution for business, government, society, and the  
environment.

**1946-60**

Founding and Marshall plan



**1960s**

Global Focus



**1980-90s**

Addition of Executive Education  
and Online Programs



**2021**

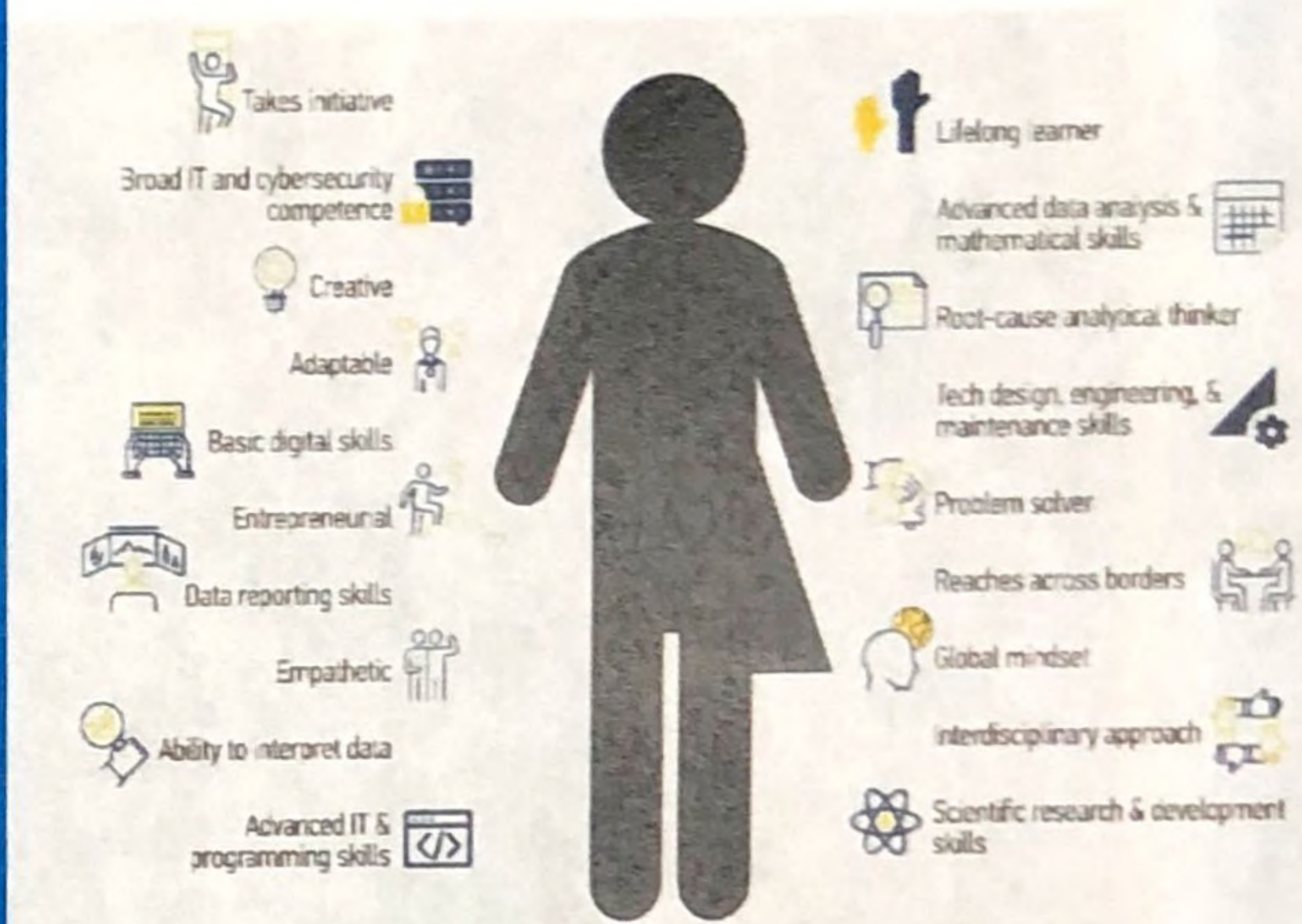
Centers of Excellence, 4<sup>th</sup>  
Industrial Revolution,  
Thunderbird #1 Management  
ASU #1 Innovation

4



## Future Ready Digital Global Mindset

Mitigating the challenges and realizing the opportunities of this 4<sup>th</sup> Industrial Revolution will require new types of global leaders, managers, and professionals across the private, public, and non-profit sectors worldwide.



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## Thunderbird Worldwide Network

### Existing Centers of Excellence

- Phoenix, AZ (HQ)
- Geneva, Switzerland
- Moscow, Russia
- Dubai, UAE
- Nairobi, Kenya
- Tokyo, Japan
- Seoul, Korea
- Shanghai, China
- Los Angeles, CA
- Washington, DC
- Jakarta, Indonesia
- Amsterdam, Netherlands
- London, UK
- Dakar, Senegal

### Launch in 2022

- Bogota, Colombia
- Mexico City, Mexico
- São Paulo, Brazil
- Rome, Italy
- Mumbai, India
- Singapore, Singapore
- Manila, Philippines
- Istanbul, Turkey
- Cape Town, South Africa
- Sydney, Australia
- Frankfurt, Germany
- Riyadh, KSA

### Launch in 2023

- Toronto, Canada
- Bangkok, Thailand
- Taipei, Taiwan
- Almaty, Kazakhstan
- Ho Chi Minh, Vietnam
- Algiers, Algeria



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# New Global Headquarters

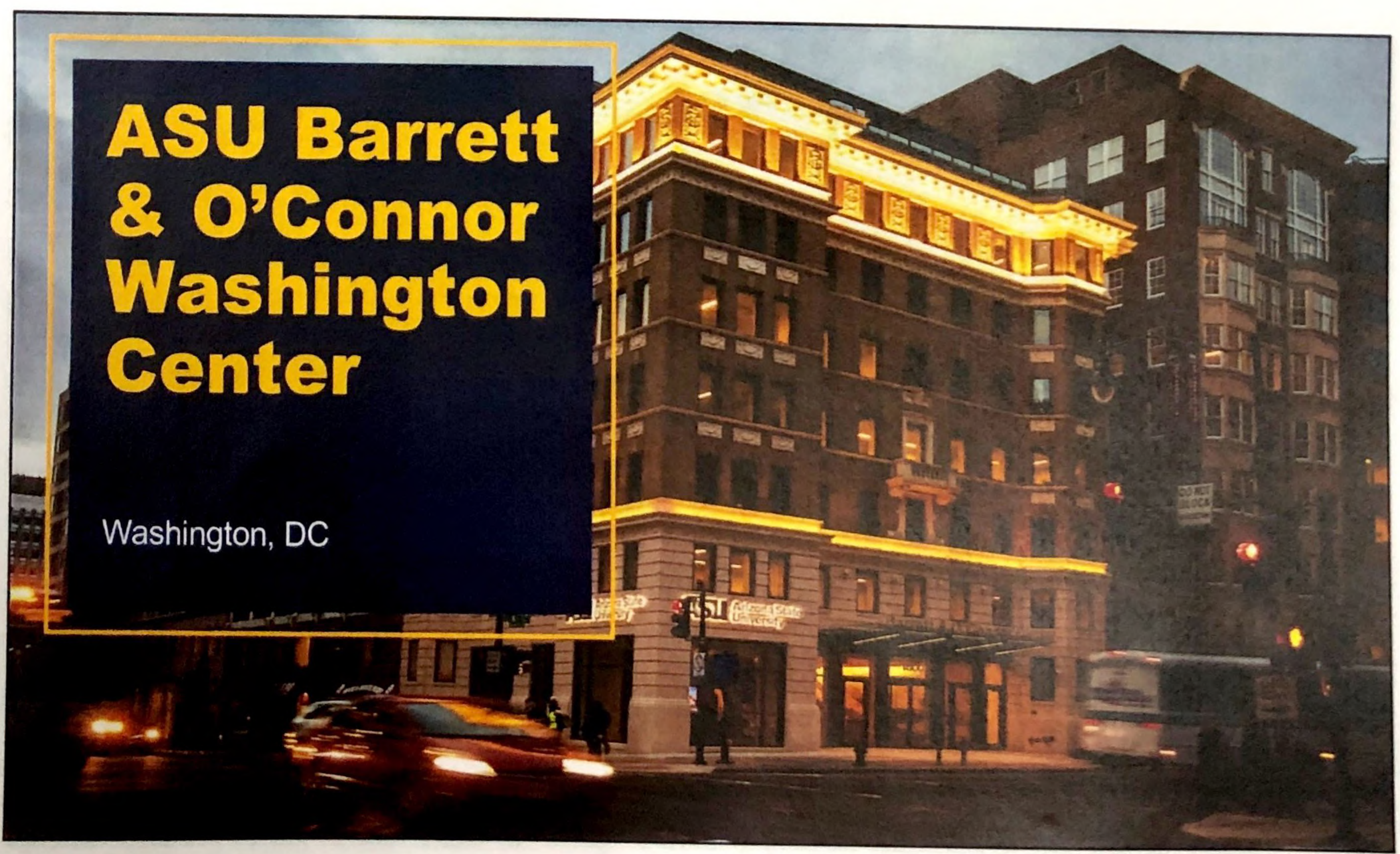
Phoenix, Arizona ASU Downtown Campus



11

## ASU Barrett & O'Connor Washington Center

Washington, DC



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## Executive Master's Degree Programs

For Experienced Professionals



### Executive Master of Global Management

Location: Phoenix, Arizona  
Start Dates: Aug  
Experience: 8+ years



### Executive Master of Global Management: Space Leadership

Location: Online; Phoenix, AZ; Los Angeles, California  
Start Dates: Jan  
Experience: 5+ years



### Executive Master of Arts in Global Affairs and Management

Location: Washington, D.C.  
Start Dates: Jan  
Experience: 5+ years

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## Graduate Degree Programs

For Early to Mid-career Professionals



### Master of Global Management

Location: Phoenix, Arizona  
Start Dates: Aug, Jan  
Experience: No experience required



### Online Master of Applied Leadership & Management

Location: Online  
Start Dates: Mar, May, Jun, Aug, Oct, Jan  
Experience: No experience required



### Master of Arts in Global Affairs & Management: Creative Industries

Location: Online; Phoenix, Arizona; Los Angeles, California  
Start Dates: Aug  
Experience: No experience required

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## Executive Master in Global Affairs & Management



**Intake:** January



**Every Other Friday and Saturday in Washington, D.C. + Residency Week**



### 12 Months

Developed to Help Globally-Minded Mid-Career Professionals in the Private, Public, & Not-For-Profit Sectors Take Their Careers to the Next Level



### 5-8 Years of Experience Required

Undergraduate Degree, Proof of English Proficiency, Online Application, and 1 Faculty Interview



**Credit Hours:** 30



### Global Focus Concentrations

Global Public Policy, Global Business and Global Law/Technology

17

si pe

## Executive Master of Arts in Global Affairs & Management

- States and Markets in a Global Economy: The Fourth Industrial Revolution in a Global Economy
- Global Leadership
- Global Affairs Theory: Complexity and the Art of Problem-Solving
- International Organizations: The Craft of Global Networks in Global Affairs

- Tracks:
  - Global Policy Track
  - Global Business Track
  - Global Law/Technology Track
- Global Entrepreneurship and Sustainable Business
- International Finance and Trade
- Advanced Perspectives on Global Leadership and Strategy: EMAGAM Capstone

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# Faculty



## Dr. Anne-Marie Slaughter

*Distinguished Professor of Practice & former Director of Policy Planning at the U.S. State Dept.*

**International Organization:** The Craft of Global Networks in Global Affairs: Understanding the basic principles of network theory as applied to the design, development, and management of networks involving business, NGOs, and government



## Dr. Sanjeev Khagram

*Director General & Dean of Thunderbird School of Global Management*

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## Dr. Mark Esposito

*Clinical Professor & author of the AI Republic*

**The Fourth Industrial Revolution:** Understanding how the Fourth Industrial Revolution will be the new overarching narrative of how labor, planetary challenges and ethical boundaries will redefine our society indelibly



## Dr. Lena Booth

*Senior Associate Dean of International Academic Partnerships & Professor of Finance*

**Financial Management for Global Value Creation for:** As Equips students with tools necessary to make strategic financing and investment decisions in a competitive global environment. Topics include financial analysis and projections, working capital management, and investment management



## Dr. Ann Florini

*Clinical Professor & Fellow in the Political Reform at New America*

**Strategic Planning for Public Sector Leaders:** AS the demands for collective action escalate around the world and as private actors take on public responsibilities, this course provides skills and tools that the new global public policy requires, exploring the deep questions facing policymakers in the age of complexity



## Dr. Mary Sully de Luque

*Associate Dean of Graduate Programs and tenured Professor*

**Global Sustainability and Entrepreneurship:** Presents overview of entrepreneurship and sustainable business. Students become familiar with the definitions applicable to these topics, basic place and role of these two domains in the global economy



## Roland Kupers

*Professor of Practice & Advisor on Complexity, Resilience and Energy*

**Global Affairs Theory: Complexity and the Art of Problem Solving:** An overview of the major trends of the 21st century providing insights into what it means to live in an era of growing complexity, what we know about how such complex systems behave, and how to manage under conditions of great uncertainty



## Dr. Landry Signe

*Executive Director and Full Professor, Senior Fellow at Brookings*

**Agile Governance during the Fourth Industrial Revolution:** Students will understand how to govern disruptive technologies to govern better

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## Executive Master of Arts in Global Affairs & Management

### Application Details

- Bachelor's Degree
- No GMAT/GRE required
- Official Transcripts from all previously attended undergraduate and graduate institutions
- Competitive TOEFL, IELTS, PTE or Duolingo scores English (if you did not graduate from English-speaking university in a native-English speaking country)
- International experience
- Online application including including resume/CV
- Admissions Interview

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**Thank You**

Global + Digital

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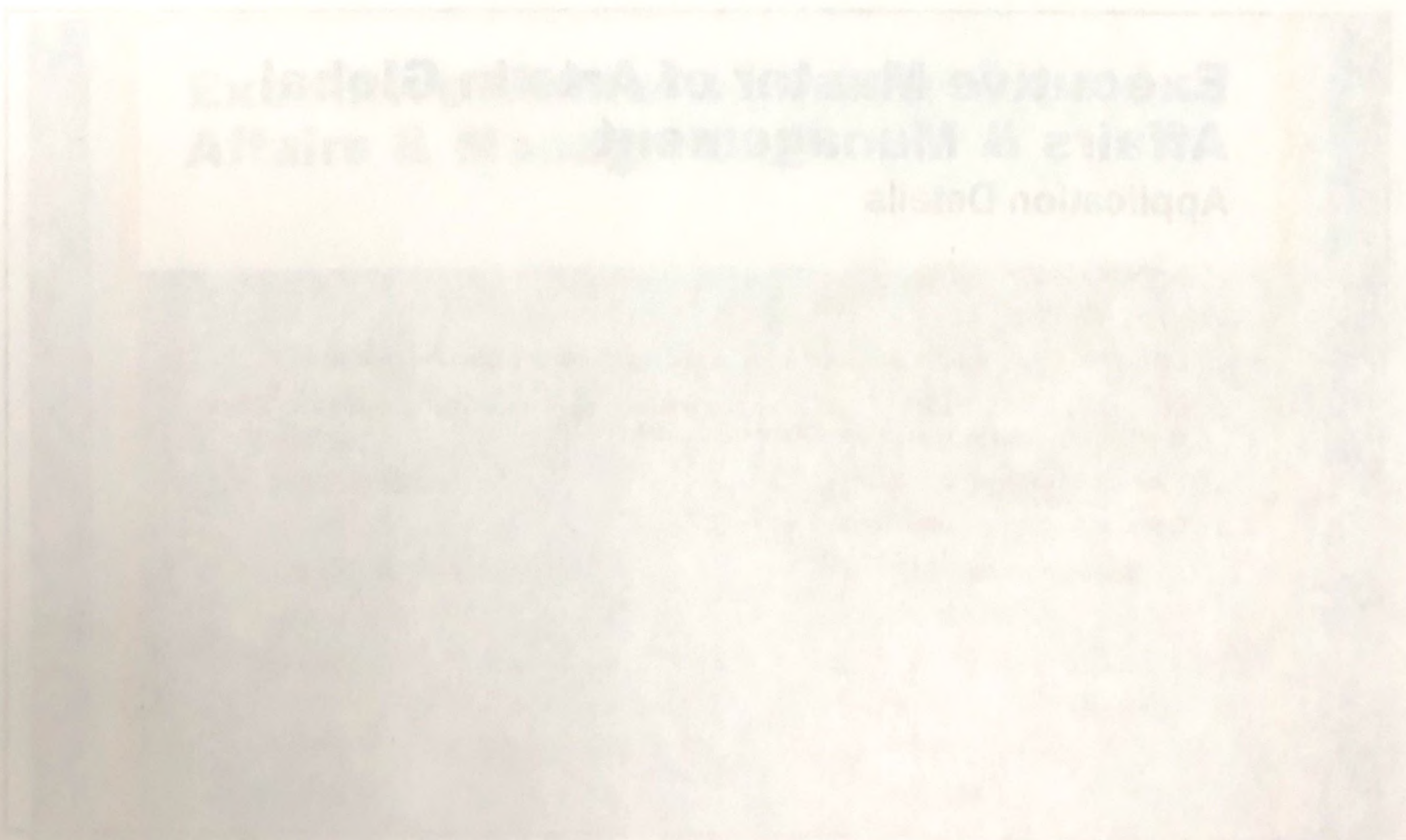
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THUNDERBIRD  
SCHOOL OF GLOBAL MANAGEMENT

ASU Arizona State University

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Sally Henry - Ofridi  
Alberta

## MACEWAN GOES GLOBAL: INTERNATIONALIZATION AT A CANADIAN SCHOOL OF BUSINESS

*Ilan Alon, Mike Henry and Kimberley Howard wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.*

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Version: (A) 2017-07-27

Gazing out of the window one cold December afternoon in 2008, Elsie Elford, LLB, the dean of the School of Business at Grant MacEwan College in Alberta, Canada, thought about the progress the College had made and how it had moved from being a community college to becoming a full-fledged comprehensive college with two-year programming and four-year baccalaureate degrees. The School of Business needed to support the needs of the business community, which were increasingly global. The School's mission and programs had also become increasingly international. What business students needed, she thought, was a global education, particularly one that focused on the emerging markets of Asia with which Canada enjoyed a growth in trade and investment.

Elford had been teaching at MacEwan for 17 years and knew firsthand the strength of the School's offerings and its people. During her tenure at MacEwan School of Business, Elford had focused on providing real world experiences for students, upgrading faculty expertise and experience through professional development, and working with industry leaders and professional associations to develop curricula to meet students' needs.

But how could a school of business already burdened by the growing needs of transitioning to degree-granting also satisfy the need for more globalized education? The secret, she thought, might be to leverage the diverse faculty and student body to provide new experiences for all students, particularly in larger emerging markets such as China, India or Brazil. Globalization for a school of business is not easy because of the many stakeholders involved: government ministries, students, parents, faculty, community and businesses to mention a few.

From a leadership point of view, Elford considered how to measure globalization; how to find the appropriate level of globalization; how to determine what competencies the School of Business should develop that would differentiate it from others in its category; and how to equip students with a global perspective, and an international, intercultural mindset.



Additionally, should the School of Business target a certain part of the world in developing international competencies in its graduates? If so, which parts and in what ways?

### GEOGRAPHICAL CONTEXT: ALBERTA, CANADA

Canada had the world's second-largest proven crude oil reserves (176 billion barrels), after Saudi Arabia, but less than three per cent of its established reserves had been developed. Alberta produced 70 per cent of Canada's crude oil and 80 per cent of its natural gas. Crude petroleum, gas and gas liquids, and petrochemicals made up most of Alberta's export value (about \$62 billion of the total \$89 billion).<sup>1</sup>

Alberta had approximately 3.5 million inhabitants and its landmass covered an area of about 660,000 square kilometers (an area about 1.75 times larger than the size of Japan). Alberta's population was among the youngest in Canada, with a median age of 35.5. Alberta's population density was comparatively low. In comparison, Taiwan was one-twentieth the size of Alberta, but had seven times the population.

Alberta was international. In 2007, one in seven Albertans was born outside Canada and one in 10 was from a visible minority.<sup>2</sup> Ethnic Canadians (2007) made up only 28 per cent of the population, followed by English, German, Scottish, Irish and French. Ukrainians accounted for almost 10 per cent of the population, followed by Dutch, Aboriginal, Polish and Norwegian. Chinese made up almost four per cent of the population. Most self-identifying Chinese in 2007 had emigrated from Hong Kong and the Guangzhou region of China. There were more Russians than Americans, with Russians accounting for about two per cent of the population. When coupled with the Ukrainian population, the Russian-speaking population exceeded 12 per cent.<sup>3</sup>

China (including Hong Kong) was Alberta's number two trading partner. In 2007, Albertan exports to Hong Kong alone accounted for more than C\$1,090 million. In that same year, Japan was Alberta's number three trading partner, receiving about 14 per cent of Alberta's exports. South Korea was Alberta's number four export market, with demand for chemical wood pulp, ethylene glycol and wheat as the top export commodities. Alberta also had strong relations with Taiwan, with more than \$160 million in exports and more than 32,000 tourists per year from Taiwan.<sup>4</sup>

In sum, Alberta was a high-growth province and Edmonton, the capital, where Grant MacEwan College was located, was a boom town. Unemployment was low; economic growth was high. The strong economy was a mixed blessing: on the one hand, a strong job market provided opportunities for graduates to plug into the business community and fill a void for talent, but, on the other hand, inflation was creeping in and colleges were competing with businesses for young talent. Put another way, the opportunity cost of going to college was high.

### EDUCATION IN EDMONTON, ALBERTA

Alberta was a resource-rich province of Canada. The province was known for its wealth of oil and gas reserves and had a budget surplus and a provincial sovereign wealth fund. Education was one of Alberta's priorities. In its 2008-2009 budget, the government dedicated more than \$6 billion to its K-12 education

<sup>1</sup> *Business Ambassador's Guide to Alberta, Canada, International Office and Trade, 2007.*

<sup>2</sup> *Ibid.*

<sup>3</sup> *Ibid.*

<sup>4</sup> *Ibid.*



system. Fifteen per cent of total government revenue was allocated for primary and secondary education, making it the second largest government investment.<sup>5</sup>

Education was a provincial responsibility in Canada. Each province and territory funded and operated its own educational system as well as administered the educational framework for the region. A pan-Canadian forum established in 1967 coordinated educational initiatives at the national level through the Council of Ministers of Education Canada (CMEC).<sup>6</sup> The national (federal) government was the largest provider of research funds to the post-secondary system.

Canadian education was strong in comparison to OECD members: Canada was a net host of international students and the Albertan system, in particular, was among the best-performing. According to the 2004 students' achievement indicators program results, Albertan students aged 13 to 16 ranked highest in science. Albertan 15-year-olds ranked highest in 2003 in reading (tied with Finland), second in mathematics (behind Hong Kong) and fourth in science and problem-solving.<sup>7</sup>

The strengths of the Canadian school system stemmed from adequate funding for educational improvement, and choice for parents from a plethora of subsidized schools available to them: religious schools, Francophone schools, charter schools, private schools, virtual schools, alternative programs, distance learning and blended programs. Parents could choose from schools which specialized in music or hockey. Examples of multilingual schools included Chinese, Russian, Ukrainian, Spanish, French and Hebrew.

The Albertan primary education system focused on health, math, science, technology and, of course, resource-seeking industry studies. The development of a career-based workforce was stressed.

The Ministry of Advanced Education and Technology was the governing body responsible for monitoring approved degree programs through a process of peer reviews, accreditation and reaccreditation.<sup>8</sup> It ensured, among other things, that degree programs had proper faculty and staff, academic policies, resource capacity, credential recognition, program delivery, program content, program structure, program evaluation, and regulation and accreditation.

### GRANT MACEWAN COLLEGE

Established in 1971, Grant MacEwan College<sup>9</sup> was the largest college in Alberta and the fastest growing college in western Canada emphasizing liberal arts, health and nursing, fine arts and business programs in Edmonton. MacEwan served approximately 40,000 credit and non-credit students per year. Full load equivalent (FLE) students in academic year 2001-2002 totaled 8,740 for the College and 2,204 for the School of Business. The full load equivalent projections were 10,968 for the College and 2,621 for the School of Business for 2009 - 2010. The mission of Grant MacEwan College was to "inspire and enable individuals to succeed in life through career and university studies."

<sup>5</sup> Alberta Education Fact Sheet, [www.education.alberta.ca/students/international/education.apx](http://www.education.alberta.ca/students/international/education.apx), accessed Nov. 1, 2008.

<sup>6</sup> See: [www.cmec.ca/index.en.html](http://www.cmec.ca/index.en.html).

<sup>7</sup> Alberta Education Fact Sheet, [www.education.alberta.ca/students/international/education.apx](http://www.education.alberta.ca/students/international/education.apx), Nov. 1, 2008.

<sup>8</sup> See: [www.caqc.gov.ab.ca](http://www.caqc.gov.ab.ca).

<sup>9</sup> **Namesake:** Dr. J.W. Grant MacEwan, former lieutenant governor of Alberta, MLA for Alberta, mayor of Calgary, author, historian, environmentalist and educator.



The College offered:

1. 5 Bachelor Degrees
2. 10 University Transfer Programs
3. 3 Applied Bachelor Degrees
4. More than 60 Diploma and Certificate Programs
5. Preparation for University and College
6. Professional and Personal Development Courses and Workshops
7. Corporate Training
8. Alberta College Conservatory of Music

The College provided more than 70 full-time programs across its four campuses:

1. Centre for the Arts and Communications
2. Faculty of Arts and Science
3. Faculty of Health and Community Studies
4. School of Business

In 2005, Grant MacEwan College became the first college in Alberta to grant baccalaureate degrees. The move toward four-year baccalaureate degrees enabled the College to recruit a more diversified portfolio of PhDs,<sup>10</sup> increase the resources available for scholarly activity and research, and provide more degree completion opportunities for students.

Alberta was geographically large, with its two main urban centers (Edmonton and Calgary) housing more than two-thirds of the population, leaving the remaining third spread over the rest of the province. In response to this reality, MacEwan had cooperated with other colleges on some select courses and programs it had developed for the online market. In 2002, the province of Alberta created a consortium of 15 colleges and technical institutes to develop and offer online learning opportunities for students. This consortium was called ECampus Alberta. If a member of the consortium developed a course, other members agreed to refrain from developing the same course. Course transfer credit between these institutions was well-articulated. ECampus "enables students from across the province to choose from more than 30 provincially accredited online certificate, online diploma and applied degree programs and 400 online courses offered by 15 Alberta colleges and technical institutes."<sup>11</sup>

Online course partners included Bow Valley College, Lakeland College, Medicine Hat College, Northern Alberta Institute of Technology, Northern Lakes College, Portage College and Southern Alberta Institute of Technology. Of the 7,128 students enrolled online, Grant MacEwan had about 1,364 in 2007-2008.

## INTERNATIONALIZATION AT GRANT MACEWAN COLLEGE

MacEwan School of Business was committed to internationalization through the development of knowledge, skills and attitudes for a global citizenry living and working effectively in an interconnected world. At the core of the College's internationalization efforts was the curriculum, around which

<sup>10</sup> Provincial quality assurance required baccalaureate degree programs to have a minimum of 40 per cent of the faculty with Ph.D.s (Howard and Emberg, "MacEwan Welcomes Internationally Recruited PhDs to the School of Business," *Leadership*, 14:1, 2007, pp. 26-32).

<sup>11</sup> ECampus Alberta web site, [www.ecampusalberta.ca](http://www.ecampusalberta.ca), accessed Jan. 21, 2009.



professional development, international students, study abroad, exchange programs, community linkages, international development education, offshore education and institutional linkages existed. (See Exhibit 1.) Though not all current international programs at the College were equally active, a few partnerships had already taken root by 2007, with arrangements in countries including Australia, China, Ecuador, Germany, Ireland, Japan, Mexico, the Netherlands, Russia, St. Lucia, Switzerland, Britain, Ukraine and the United States. International exchange agreements ranged from traditional exchange agreements to research collaborations, receiving students, delivering programs, and 2+2 joint academic degrees. However, few of these programs were administered by the School of Business; this was a situation that needed to change. (See Exhibit 2 for a list of School of Business international relationships.)

The School of Business had begun negotiations with a Beijing-based school and a Yantai-based school for joint programs. In Ukraine, the School of Business offered 2-year diplomas to students at a business school in Kyiv. Edmonton had a large and active Ukrainian population who wanted to maintain links with the motherland, and the College wanted to capitalize on those ties.

Internationalization at MacEwan was a strategic priority. The 2007-2010 strategic plan highlighted a vision for globalization and a mission to sustain and support international initiatives. Elements of globalization were recognized in educational delivery, basic philosophy, work/study abroad, international student recruitment, local job creation for graduates, contract training, research, partnerships and reputation.

International student recruitment was particularly important for creating an international environment in MacEwan classrooms that mirrored conditions in the "real world." International student recruitment targets were established for segments of the globe that could maximize student yields for MacEwan. Of 830 expected international students in 2008-2009, 409 came from China, 98 from Ukraine and Russia, 98 from Korea, 47 from Hong Kong, 43 from India and 31 from Japan. The remainder of the students came from places that included Vietnam, Taiwan, Mexico, Central America, Ecuador and Africa.

MacEwan also planned to team up with high schools in China, India and Vietnam, lending support to the internationalization strategy and to the commitment for global education in emerging markets.

## THE SCHOOL OF BUSINESS

The vision of the MacEwan School of Business was enunciated in its mission statement: "The School of Business is nationally recognized for the quality of its programs, the strength of its industry support, and the employment success of its graduates." (See Exhibit 3 for the School's organizational chart. The vision statement for the new Bachelor of Commerce degree is articulated in Exhibit 4.)

The School of Business offered the following new majors in its approved Bachelor of Commerce (B. Commerce) degree: International Business, Supply Chain Management and Management. (See Exhibit 5 for details on the Management major program of study.)

The B. Commerce majors were disciplinary and applied, integrating seven professional skills: (1) ethical business practice, (2) presentation skills, (3) writing skills, (4) research skills, (5) group-work skills, (6) case study/analytical skills and (7) technological fluency. The model for integrating professional skills was integrative in that instead of taking standalone courses in each skill, students were given learning opportunities and assessed on their progress and development in their professional skills in each course.



The International Business major, in particular, was designed to provide cultural literacy, introduce language study and provide the opportunity of international experiences. Multilingual education was considered a foundation for intercultural communications and international competence. (See Exhibit 6 for details on the International Business major's program requirements.)

The School of Business also offered a 2-year program with an international orientation in mind: the Asia-Pacific Management Diploma program, which required advanced oral and reading proficiency in Japanese or Chinese. Graduates from this program were eligible to transfer to the B. Commerce, providing all prerequisites were met.

To augment the globalization of the College as a whole, the School of Business's international initiatives included the following goals:

1. Inviting international professors for visiting appointments;
2. Developing study tours in India, China and Japan;
3. Hiring additional international academics;
4. Identifying international partners;
5. Internationalizing the curriculum; and
6. International teaching and learning opportunities for faculty members.

The faculty of MacEwan College and the School of Business was increasingly diverse and global. Of the 16 full-time faculty members in the B. Commerce, many came from outside Canada, including China, India, Iran, Brazil, the countries of the European Union and the United States. Both Francophone and Anglophone speakers were represented on the faculty.

In addition to its various internationalization initiatives, in 2008 the School of Business planned to develop new majors in the B. Commerce degree in Accounting, Marketing and Human Resources, a number of certificate programs, and study tours to China and Japan, and India.

The School of Business continued to provide higher-education opportunities for career retraining, traditional university training, transfer education credits, applied business degrees and workforce training programs. The new focus on globalization would not undermine current efforts.

### **HOW TO GLOBALIZE THE SCHOOL OF BUSINESS?**

MacEwan had gone through the dual transition of (1) becoming a comprehensive college of higher education offering baccalaureate degrees and (2) offering more global education to its students. The School of Business, in parallel with the College, had also gone through this dual transition. Through the hiring of new, Ph.D.-trained international faculty, the development of new international programs, and the establishment of new international relations, it had begun to address the next phase of internationalization.

But what should be the next specific steps? The strategy was in place, but how should the School of Business proceed tactically on its internationalization initiatives? Elford pondered: would the School of Business be able to distinguish itself through the internationally focused Bachelor of Commerce and Asia-Pacific Management diploma programs?

Globalization for a school of business was multi-dimensional and she needed some insights into prioritizing her goals. Elford found an informative article containing a globalization model written by Alon



and McAllaster in BizEd, the official publication of the AACSB.<sup>12</sup> (See Exhibit 7.) Could this model help in benchmarking internationalization at MacEwan's School of Business? If so, how could it be used?

The authors would like to thank the useful comments by Elsie Elford, Diane Emberg and Makarand Gulawani on earlier versions of the case.

<sup>12</sup> J. Alon and C. McAllaster, "The Global Footprint," *BizEd (AACSB International Journal)*, May/June 2006, pp. 32-35.



## Exhibit 1

## INTERNATIONALIZATION ENVISIONED AT GRANT MACEWAN COLLEGE



## Exhibit 2

## LIST OF SCHOOL OF BUSINESS INTERNATIONAL RELATIONSHIPS

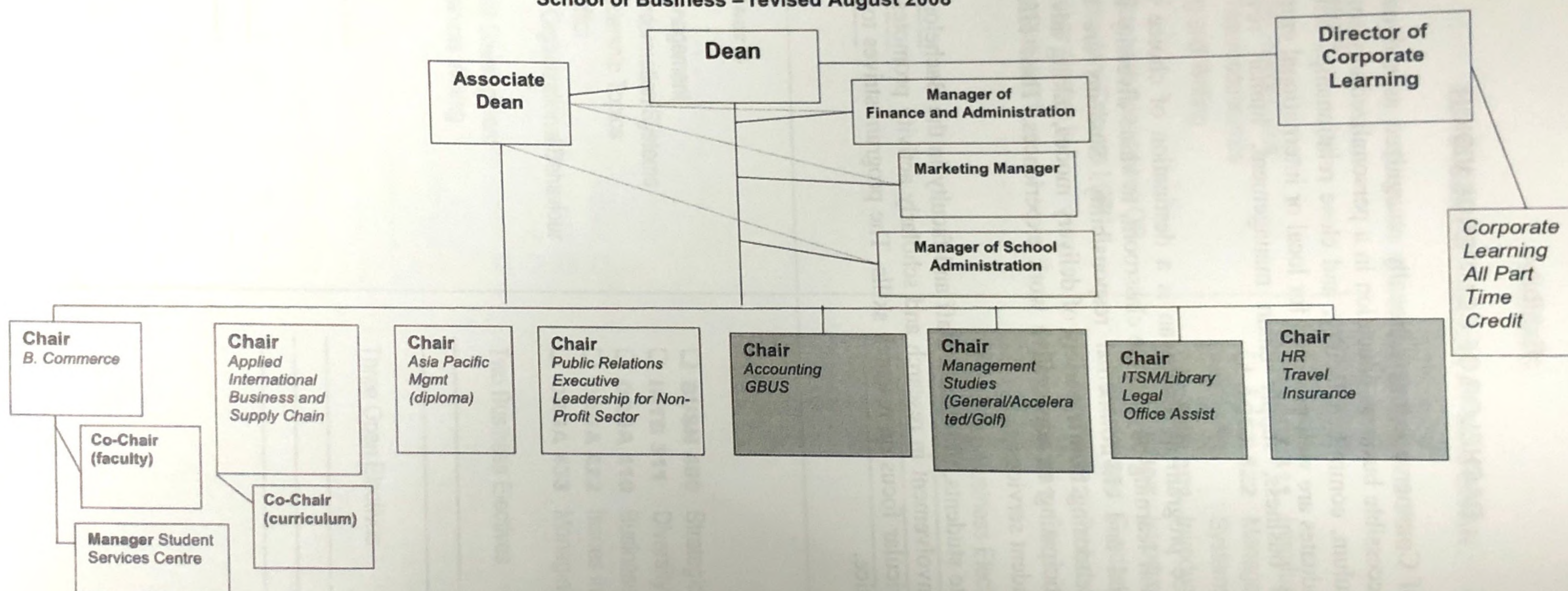
Institution	Location	Description
Edith Cowan University	Australia	Accepts BCom grads into MBA programs
Griffith University	Australia	Accepts BCom grads into MBA programs
Zhong Guan Cun (Beijing Haidian Adults' University)	China	Developing 1.5+1.5 program
Education Forum for Asia	China	Memorandum of Understanding signed
Ludong University	China	Developing 2+2 program
Asia Pacific Institute of Management	India	Memorandum of Understanding signed
Athlone Institute of Technology	Ireland	Student exchange
Hogeschool van Arnhem en Nijmegen	Netherlands	Student exchange
Lucerne University of Applied Sciences and Arts	Switzerland	Student exchange
International Institute of Business	Ukraine	Offers MacEwan's Management Studies diploma
The Washington Center	United States	Student internships



## Exhibit 3

## THE SCHOOL OF BUSINESS ORGANIZATIONAL CHART

Grant MacEwan College  
School of Business – revised August 2008





## Exhibit 4

## BACHELOR OF COMMERCE VISION

The MacEwan Bachelor of Commerce is internationally recognized as a dynamic, innovative program providing a high quality, accessible business education in a personalized environment. It is known for its carefully articulated curriculum, committed faculty, and close relationships with business and industry. Bachelor of Commerce graduates are well-prepared for local or international employment in areas such as management, international business, supply chain management, human resource management and accounting.

The Bachelor of Commerce program at MacEwan is a destination of choice for business students. It encourages them to take their learning beyond the classroom, to value diversity in ideas and experiences, and to work toward social and environmental responsibility. Students are able to maximize their educational experience by choosing from a variety of delivery modes, taking advantage of multiple entry and exit options, and participating in cooperative work experiences. Their efforts are supported by a comprehensive range of student services.

Collegial relationships unite students, graduates, staff and faculty in the Bachelor of Commerce program. Faculty members' active involvement in research and scholarly activity promotes an ethic of inquiry and complements a strong curricular focus on research skills. The program strives to exemplify the values of teamwork and ethical practice.



## Exhibit 5

## MANAGEMENT MAJOR AT MACEWAN

## Bachelor of Commerce Program Plan

## Year 1

- ☐ **ECON 101** Introduction to Microeconomics
- ☐ **ECON 102** Introduction to Macroeconomics
- ☐ **ENGL 101** Critical Reading and Writing
- ☐ **LEGL 210** Business Law I
- ☐ **MATH 112** Calculus with Business Applications OR  
**MATH 113/114** Elementary Calculus I OR  
**MATH 120** Basic Linear Algebra I
- ☐ **MGTS 103** Probability and Statistics I

Three Non-Business Electives

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

(**CMPT 157** recommended)

## Year 2

- ☐ **ACCT 311** Introductory Accounting
- ☐ **ACCT 322** Managerial Information and Control Systems
- ☐ **BUSN 201** Introduction to Canadian Business
- ☐ **FNCE 301** Introductory Finance
- ☐ **MARK 301** Fundamentals of Marketing
- ☐ **MGTS 312** Probability and Statistics II
- ☐ **ORGA 201** Introduction to Management

Three Non-Business Electives

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Year 3

- ☐ **MGTS 352** Operations Management
- ☐ **MSYS 200** Management Information Systems
- ☐ **ORGA 310** Advanced Leadership Topics
- ☐ **ORGA 314** Managing Conflict
- ☐ **ORGA 316** Contemporary Organizational Behaviour and Theory
- ☐ **ORGA 330** Managerial Skill Development
- ☐ **PROW 210** Advanced Business Writing

One Non-Business Elective

\_\_\_\_\_

Two Open Electives

\_\_\_\_\_

\_\_\_\_\_

## Year 4

- ☐ **BUSN 450** Strategic Management
- ☐ **INTB 311** Diversity and Intercultural Communication
- ☐ **ORGA 410** Business Consulting
- ☐ **ORGA 422** Issues in Management — Senior Seminar
- ☐ **ORGA 433** Managing Change

Two Business Electives

\_\_\_\_\_

\_\_\_\_\_

Three Open Electives

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

January 2007



## Exhibit 6

## INTERNATIONAL BUSINESS MAJOR AT MACEWAN

## Bachelor of Commerce Program Plan Suggested Sequencing of Courses

## Year 1

- ☐ **ECON 101** Introduction to Microeconomics
- ☐ **ECON 102** Introduction to Macroeconomics
- ☐ **ENGL 101** Critical Reading and Writing
- ☐ **LEGL 210** Business Law I
- ☐ **MATH 112** Calculus with Business Applications OR  
**MATH 113/114** Elementary Calculus I OR  
**MATH 120** Basic Linear Algebra I
- ☐ **MGTS 103** Probability and Statistics I

Two Non-Business Electives

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(**CMPT 157** recommended)

One Open Elective

---

## Year 2

- ☐ **ACCT 311** Introductory Accounting
- ☐ **ACCT 322** Managerial Information and Control Systems
- ☐ **BUSN 201** Introduction to Canadian Business
- ☐ **FNCE 301** Introductory Finance
- ☐ **HIST 281** Asia Since 1500 AD
- ☐ **MARK 301** Fundamentals of Marketing
- ☐ **MGTS 312** Probability and Statistics II
- ☐ **ORGA 201** Introduction to Management

Two Open Electives

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## Year 3

- ☐ **INTB 300** Introduction to International Business
- ☐ **INTB 311** Diversity and Intercultural Communication
- ☐ **INTB 312** Conducting Business in Asia
- ☐ **MGTS 352** Operations Management
- ☐ **MSYS 200** Management Information Systems
- ☐ **ORGA 316** Contemporary Organizational Behavior and Theory
- ☐ **PROW 210** Advanced Business Writing
- ☐ **POLS 261** Asia Pacific Political Systems

Junior (1xx) Full-Year Language

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January 2007

## Year 4

- ☐ **BUSN 450** Strategic Management
- ☐ **FNCE 404** International Finance
- ☐ **INTB 412** Managing in an International Environment
- ☐ **MARK 403** International Marketing

Intermediate (2xx or above) Full-Year Language

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Two Business Electives

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One International Business Option Course

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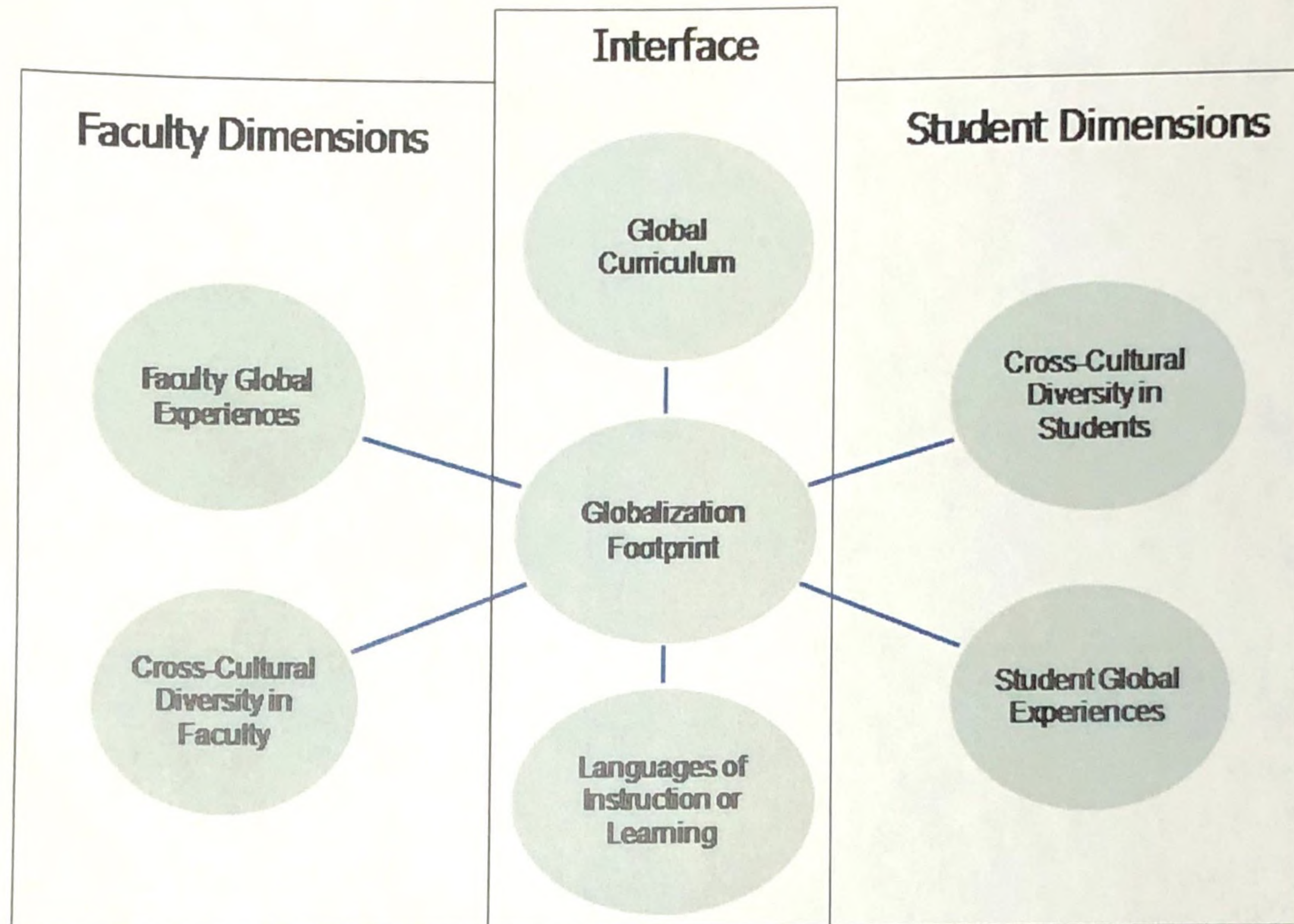
One Open Elective

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## Exhibit 7

## A MODEL FOR A COLLEGE'S INTERNATIONALIZATION



Source: I. Alon and C. McAllaster, "The Global Footprint," *BizEd (AACSB International Journal)*, May/June 2006, pp. 32-35.



# Your Business Strategy

*Four dimensions define a business strategy: the product-market investment strategy (where to compete), the customer value proposition (offering that is relevant and meaningful to customers and reflected in the positioning), the assets (strong relative to competitors) and competencies (exceptional), and the functional strategies and programs. (Aaker 2004, 4)*

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Putting Everything Together: .....	20



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## Identifying and Selecting New Business Opportunities

1. What are the strengths and assets of your business? What is your vision for doing business with Emerging Africa?



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2. Consider Africa's regions. Look at the resources provided in the Regional Guide for each. Which region or specific countries present the best opportunities for your business operations in Africa? Why?

African Region	Specific Country	Opportunities	Match for business
East			
West			
Southern			
Central			
North			



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3. As a business leader, reflect on the different African market segments – what they need and how to reach them – in the two most promising regions/countries. What opportunities in each best match with your company strengths?

Region/Country 1			
Market Sector	Needs	How to reach them	Opportunities matching with company strengths
Elite			
Middle-Class			
Basic-Needs			

Region/Country 2			
Market Sector	Needs	How to reach them	Opportunities matching with company strengths
Elite			
Middle-Class			
Basic-Needs			



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4. Given the company's strengths and considering information on the different market and industry challenges and opportunities in this region, what could your business do to better meet the needs of the different African market segments in one of these regions/countries? How can your company adapt its product/service to fit the needs there?

Name of Region/Country		
Market Sector	Adaptations of business model, processes, etc.	Adaptation of product/service
Elite		
Middle-Class		
Basic-Needs		

5. Which market segment(s) will you target?



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## Choosing the Most Effective Entry, Business Development, or Investment Strategy

1. Complete the following table for all trends relevant to your business prospects in the region/country above. Add more trend categories as necessary. Describe each trend and how it affects your business.

Types of Trends	Description of Trends	Implication for your business (Managing Relationships with Customers, Competitors, Partners)
Demographics		
Social/Cultural		
Economy		
Government policies		
Environment		
Technology		
Media (information)		



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2. Using the same African region/country from above, do a market study. What are the needs and challenges of your target customers? How would you research these needs more thoroughly? Research the prospects for your company to invest in this market/region using some or all of the tools below.

a) Complete a 360-degree analysis.

Your product/service	
Customer Characteristics	
Demographics	
Psychographics	
Location	
Purchase Characteristics	
Purchase occasion	
Benefits sought	
Purchase usage	



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- b) Evaluate each market segment you will target based on margin, volume, and persuasion potential. Briefly explain your evaluations.

	Elite Segment	Middle-Class	Basic-Needs
Margin potential			
Volume potential			
Persuasion potential			



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c) Describe the decision process and customer experience for each segment you will target.

	Elite Segment	Middle-Class	Basic-Needs
<b>Awareness</b>			
<b>Beliefs</b>			
<b>Evaluation</b>			
<b>Experience</b>			



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3. Do a SWOT analysis, listing the assets and capabilities your company has in this region/country and the opportunities and threats that this market presents for your company.

Strengths	Weaknesses
<p><b>Internal and Helpful</b></p> <p>Illustrations:</p> <ul style="list-style-type: none"> <li>➤ Visionary and executable strategy</li> <li>➤ Strategic resources (superior technology, financial resources, strong brand...)</li> <li>➤ Strategic capabilities (know-how...)</li> <li>➤ Strategic competencies</li> <li>➤ Strategic flexibility (adaptable...)</li> <li>➤ Distinctive competitive advantage (differentiation from competitors)</li> <li>➤ Sustainable competitiveness (maintain the competitiveness over the time: patents, copyrights, exclusive partnership, strategic location, technological complexity, business alliance)</li> <li>➤ Attractive base customers</li> <li>➤ Product innovation, cost advantage, better quality...</li> </ul>	<p><b>Internal and Harmful</b></p> <p>Illustrations:</p> <ul style="list-style-type: none"> <li>➤ Unreliable services or products</li> <li>➤ Absence of a clear vision</li> <li>➤ Absence of a strategic horizon</li> <li>➤ Absence or poor skills and competencies</li> <li>➤ Lack of management skills</li> <li>➤ Limited marketing skills</li> <li>➤ Limited financial resources</li> <li>➤ Limited access to distribution channels</li> <li>➤ Limited ability to retain customers</li> <li>➤ Weak branding</li> <li>➤ Bad reputation</li> <li>➤ High price compared to competitors</li> <li>➤ Low quality compared to competitors</li> <li>➤ Lack of sustainable competitiveness</li> </ul>
Threats	Opportunities
<p><b>External and Harmful</b></p> <p>Illustrations:</p> <ul style="list-style-type: none"> <li>➤ New competitors</li> <li>➤ Distribution channel of your competitors</li> <li>➤ Price war</li> <li>➤ Change in the strategy of current customers</li> <li>➤ Change in the customers' needs</li> <li>➤ Restrictive policy/regulation</li> <li>➤ Economic environment</li> <li>➤ Technological advance</li> <li>➤ Demographic change</li> </ul>	<p><b>External and Helpful</b></p> <p>Illustrations:</p> <ul style="list-style-type: none"> <li>➤ Organize the market</li> <li>➤ Use the customer base to launch new products</li> <li>➤ Expand in a new market segment</li> <li>➤ Win competitor's customers</li> <li>➤ New distribution channels</li> <li>➤ Alliances and joint-ventures</li> <li>➤ Change in government politics</li> <li>➤ Acquiring a competitor</li> <li>➤ Bankruptcy of a competitor</li> </ul>



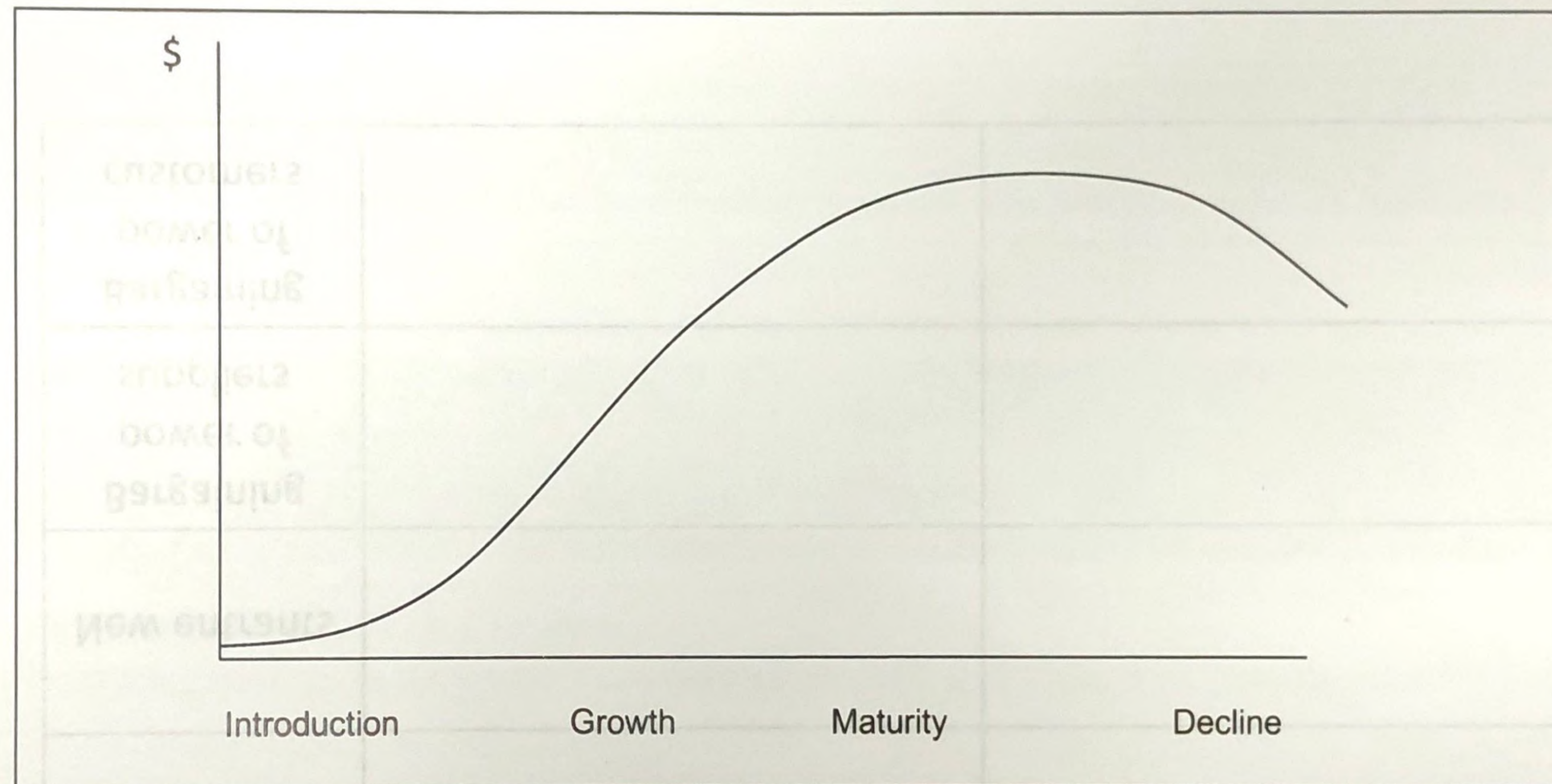
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4. Identify a potential business opportunity for your company based on what you listed in the previous questions. Analyze the industry and your competitors. What is your competitive advantage? What potential partners exist to help you increase your competitive advantage? How can you make this competitive advantage sustainable?

a) Identify the stage of the product life cycle (PLC) for your industry



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b) Evaluate the level of competition for your industry from each of Porter's 5-Forces. Provide a brief rationale.

	Degree of competition: (High/Medium/Low)	Rationale:
In-industry rivals		
Substitutes		
New entrants		
Bargaining power of suppliers		
Bargaining power of customers		

c) Evaluate the overall attractiveness of the industry or category.



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e) What is the competitive set for your company/product? Who are your main competitors?

<b>Competition Set:</b> <i>(Define by resource, substitute, category, sub-category)</i>	
<b>Primary competitors:</b> <i>(Name companies/brands)</i>	

f) Does each competitor have a clear competitive strategy; if so, what is it? Does this strategy provide a clear point-of-difference for consumers; if so, what is it?

Competitors	Competitive Strategy (Product Differentiation, Customer Focus, Low-Cost Leader)	Point-of-difference
Your company/ product		
Competitor 1		
Competitor 2		
Competitor 3		



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- g) Does your product/service have a difference that is important to customers? Can it sustain this difference? Explain.
- h) If so, how will you communicate this difference? Conduct a Marketing Audit for your company/product and its major competitors (Briefly describe each component of marketing program)

	Your company/ product	Competitor 1	Competitor 2	Competitor 2
Product				
Price				
Placement				
Promotion (includes all marketing communication)				



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- i) How is your company or product positioned? What beliefs or associations do consumers have about your company/product? Do consumer beliefs focus on product attributes, people, or occasion? (What will you use as the axes for your positioning map?)

Your company/ product	
Product attributes	
People	
Occasion	

- j) Develop a product-positioning map of your industry:



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## Transforming Opportunities into Results

1. Consider your new business venture in an African country or region. What challenges will you have to overcome and how can you minimize failure? Do a risk analysis.

Risk types	Consequences	Occurrence Probability (Low/Medium/High)	Preventive Action	Reactive Action	Employee in Charge
External Risks and Threats					
Internal and Corporate Risks, and Weaknesses					
Others Risks					



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2. Create a marketing strategy plan for your new business venture in an African country or region. Include clear indicators and quantitative data.

Marketing Strategy Plan				
Element\ Distinction	Typology	Basic Needs Segment	Emerging and Middle-Class Segment	Elite Segment
Market				
Product				
Price				
Distribution				
Promotion/ Communication				
Sales				
Profit				



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## Putting Everything Together:

1. In terms of your new business venture in an African country or region, gather information and reflect on the following questions:

Who is your target audience and what do they need?	
What is the value that your product or service brings to the target audience? How does the product/service meet their needs?	
On which qualitative and quantitative elements will you focus?	
How is your strategy sustainable over time and differentiated from competitors? Why should customers choose your product/service instead of another?	
To whom are you presenting your strategy?	
What do you want from them?	
How would you clearly summarize your request in less than a minute?	



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2. Develop the Financial Strategy, including revenue model and cost structure, for your new business venture in an African country or region.



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3. What would be effective performance indicators/measures for this business venture?

Perspective	Questions to ask	Goals	Measures
<b>Business Value Perspective</b>	<ul style="list-style-type: none"> <li>How do we look to management?</li> </ul>		
<b>Internal Process Perspective</b>	<ul style="list-style-type: none"> <li>What must we excel at?</li> <li>Are we working efficiently?</li> </ul>		
<b>Future-Readiness Perspective</b>	<ul style="list-style-type: none"> <li>How can we continue to improve and create value?</li> <li>What technologies and business opportunities/challenges are emerging?</li> <li>What can we do to meet the future needs of users?</li> </ul>		
<b>User Orientation Perspective</b>	<ul style="list-style-type: none"> <li>Are we satisfying user needs?</li> <li>How do users see us?</li> </ul>		



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4. In terms of your new business venture in an African country or region, what are the three main strategic, functional, or operational plans that need to be developed by your team members / organization in order to successfully implement the business strategy? Think about this in regards to the next 6 to 12 months.



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5. Create a strategic roadmap with 3 horizons for your new business venture in an African country or region.

Elements you may include:	Horizon 1	Horizon 2	Horizon 3
Goals/focus			
Strategies			
Target customers/ market segments			
Value propositions/ captures			
Distinctive competitive advantages/ scope of business			
Strategic resources (financial, technological...)			
Key capabilities and competencies			
Key Strategic activities			
Strategic partnerships/ distribution			



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Performance  
measures &  
Indicators/  
controls and  
flexibility



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# BROOKINGS

## A blueprint for technology governance in the post-pandemic world

Landry Signé and Stephen Almond | Wednesday, February 17, 2021

### Summary

**T**oo often, regulation struggles to keep pace with innovation. New ideas, products, and business models are hampered, while citizens are left with outdated protections. As governments seek to build back better following the COVID-19 pandemic, a more agile, innovation-enabling approach to regulation is needed.

This report presents a blueprint for regulatory reform offices, such as the U.S. Office of Information and Regulatory Affairs, to introduce a more innovation-enabling approach to regulation across government and seize the opportunities of technological change. Systematic measures are needed to enhance foresight, focus regulation on outcomes, create space to experiment, harness data to target interventions, leverage the role of the private sector, bring about a seamless regulatory landscape, and tackle barriers to trade and cooperation.

As the Fourth Industrial Revolution takes hold, it will be those governments that succeed in engineering this shift to a more agile regulatory approach that will gain a competitive advantage in the global economy and will help secure their prosperity in the post-pandemic era. But succeeding in this transition won't be easy, since many regulators lack sufficient capacity or capability to respond to technological change.



Change-makers need to go beyond announcing eye-catching initiatives such as regulatory sandboxes and engineer a cultural shift in regulation across government, learning lessons from innovators themselves on how to foster change. In developing their strategies, governments need to consider how to engage with what the market really needs and adapt their approach dynamically as the world changes.

## Challenge

The COVID-19 pandemic has demonstrated the weaknesses of regulatory systems designed with the past in mind. Governments around the world have had to rewrite rules at a breakneck pace both to allow their citizens to benefit from innovations such as telemedicine and drone delivery and to help their economies adapt to the many disruptions the pandemic has caused.

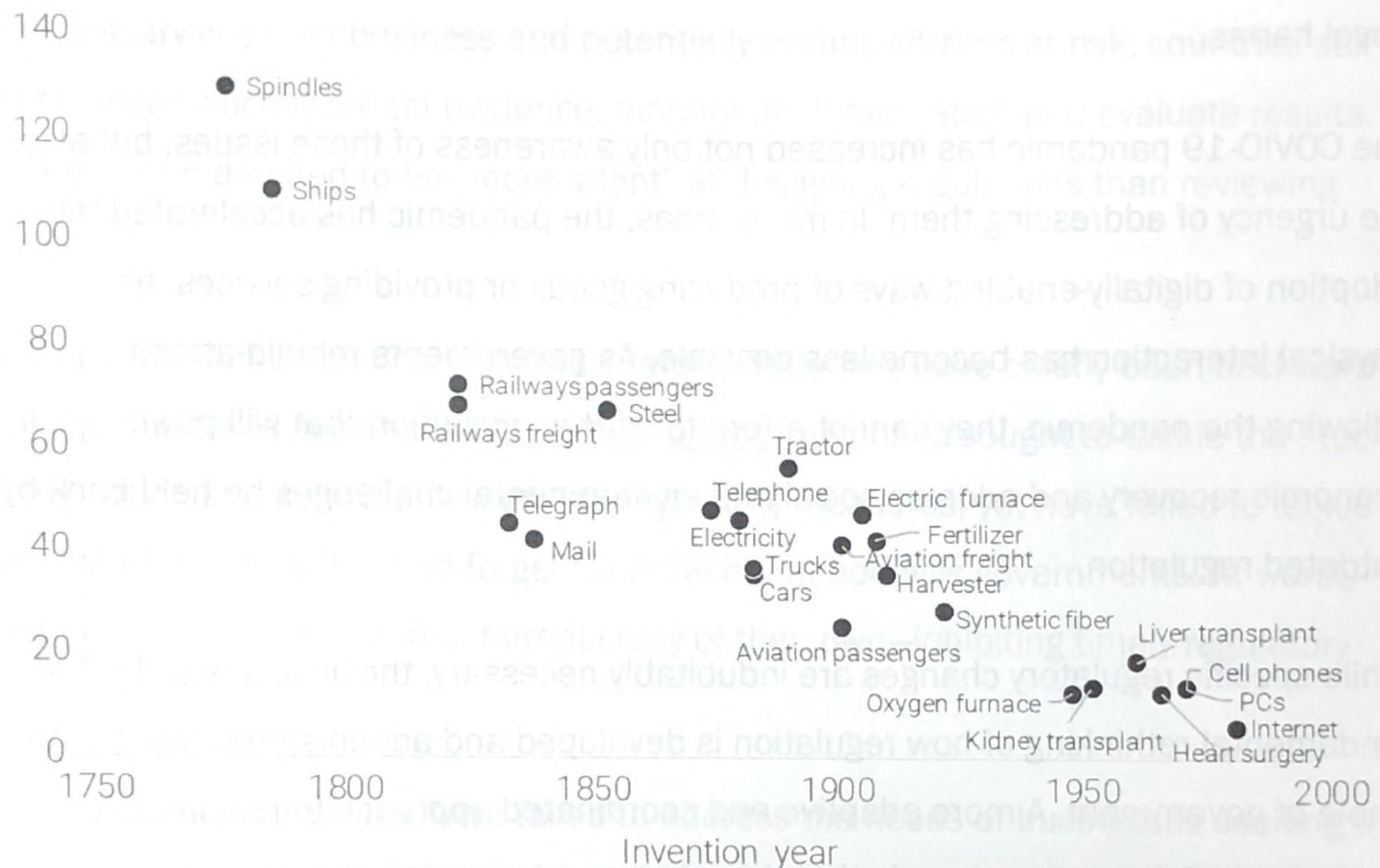
The challenges facing regulatory systems have been apparent for some time. Well before the pandemic, regulators found themselves racing to adapt to the Fourth Industrial Revolution: A wave of parallel technological developments in areas from artificial intelligence to biotechnologies that are rapidly reshaping the sectors they regulate. If governed well, such innovations could help power renewed economic growth and tackle pressing social and environmental challenges.

But two problems have arisen. First, regulation has struggled to keep pace with the speed at which innovations emerge (the “pacing problem”). Technology adoption lags have fallen dramatically over successive industrial revolutions (Figure 1); it can now take weeks to introduce new ideas, products, and business models but years to change the law. The potential of innovation is diminished by regulatory barriers and uncertainty while the law fails to offer protections against emerging harms.



**Figure 1. Technology adoption lags have fallen over successive industrial revolutions**

Technology adoption lag



Source: Comin, Diego, and Martí Mestieri. 2018. "If Technology Has Arrived Everywhere, Why Has Income Diverged?" *American Economic Journal: Macroeconomics*, 10 (3): 155. Table 1.

BROOKINGS

The challenge is compounded by the breadth and depth of technological change in this Fourth Industrial Revolution. Regulators have found themselves grappling with innovations whose implications lie partly outside their sectoral or geographical jurisdiction, requiring collective action with others (the "coordination problem"). The need for coordination is especially true for digital technologies, where firms are increasingly able to switch between different jurisdictions at low cost while retaining a global customer base.

Without reform, regulation is in danger of stifling the potential of technological innovation while failing to address its risks. In areas from social media to shared mobility, rigid rules and remits have led to the emergence of gray areas, where regulators struggle to intervene while faltering international cooperation has hindered



governance of risks that transcend national borders. In some cases, the social contract is imperiled, as regulators are perceived to be unable or unwilling to address novel harms.

The COVID-19 pandemic has increased not only awareness of these issues, but also the urgency of addressing them. In many areas, the pandemic has accelerated the adoption of digitally-enabled ways of producing goods or providing services, as physical interaction has become less possible. As governments rebuild afresh following the pandemic, they cannot afford to let the innovation that will power economic recovery and address social and environmental challenges be held back by outdated regulation.

While specific regulatory changes are indubitably necessary, these issues call for a fundamental rethinking of how regulation is developed and administered across the whole of government. A more adaptive and coordinated approach to regulation is needed, which leverages the role that the private sector and civil society can play.

## Limits of historic and existing policies

Historically, effective regulatory practice has centered on the concepts of proportionality, openness, and fairness. It is crucial that the costs of regulation are proportionate to its benefits, that regulation is informed by those who hold an interest in it, and that regulatory decisions are made on an objective, impartial, and consistent basis.

These tenets have led to the development of a linear and at times lengthy regulatory process, in which governments assess the impact of regulatory changes and consult on them before adding them to the statute book—at which point they are rarely changed. A 2017 analysis by Deloitte found that 67 percent of all current sections of the U.S. Code of Federal Regulations had never been edited since they were originally created.



The issue is systemic. In 2018, the OECD reviewed the practices of its members and found that “although certain laws and regulations might be obsolete, imposing unnecessary costs on business and potentially putting citizens at risk, countries still fail to systematically collect evidence, monitor implementation and evaluate results.” Countries are deemed to be “more adept” at designing regulations than reviewing them.

Perhaps as a consequence, regulatory reform initiatives have chiefly been backward-looking. Initiatives such as the U.S. “two for one” rule have sought to tackle the stock of regulation and slow the flow of new regulatory measures, yet have failed to tackle the root of the “regulate and forget” approach that bedevils governments. At worst, they have created an internal bureaucracy of their own—inhibiting timely regulatory intervention.

Moreover, such measures have failed to address the needs of businesses seeking to innovate and do things differently. In 2018, just 29 percent of U.K. businesses believed that the government’s approach to regulation enabled them to get new products and services on to the market, despite years of reforms to tackle the burden of regulation. Another survey found that 92 percent of businesses thought that they would lose revenue if regulators did not keep pace with disruptive change in the next two to three years.

The foundational ideas of proportionality, openness and fairness are necessary but not sufficient in the context of the Fourth Industrial Revolution. These ideas must be weighed against the need for agility in responding to the opportunities and challenges of innovation. The answer to the “regulate and forget” approach within government is not simply to make better regulations or institute periodic reviews, but rather to instill an “adapt and learn” mindset that acknowledges that regulation must continuously evolve to keep pace with external change.



## Policy recommendations

This report sets out a blueprint for such an agile approach to regulation, building on recent research with the World Economic Forum. As regulators around the world seek to respond to technological innovation, seven pillars of good practice can be identified. Ranging from foresight to experimentation, they address head on the need for a more adaptive, collaborative style of regulation in the Fourth Industrial Revolution.

### 1. Anticipate innovation and its implications

Regulators that are able to anticipate innovation and disruption are better positioned to seize the opportunities of technological innovation while minimizing the risks.

Governments including Canada, Singapore, Sweden, the United Arab Emirates, and the U.K. are investing in regulatory foresight to help understand what the future looks like and prepare accordingly.

Such initiatives typically examine emerging technologies and trends (e.g., through horizon-scanning) and their potential impacts on people, businesses, and the environment. The aim is to identify significant opportunities or risks and enable timely action to address them. In some cases, the insight gathered is used to develop scenarios for what the future will look like, which can be used to test the resilience of potential regulatory interventions.

The goal is not to rush to regulate and stifle innovation, but rather to allow regulators time to iterate their approach in dialogue with businesses and stakeholders as the technology develops. In this paradigm, regulators may steer the development of innovation through soft law mechanisms such as regulatory guidance or voluntary standards, codifying their approach into law only as the technology reaches full maturity.



## 2. Focus regulations on outcomes

Excessively prescriptive regulation can rapidly become obsolete as new ideas, products, and business models emerge. Governments including Denmark, Japan, and the U.K. have introduced a presumption that regulation should focus on the achievement of outcomes rather than prescribe the use of specific inputs or processes.

The idea is to enable businesses to innovate in how they achieve regulatory goals and find the most efficient way to comply. Regulation that focuses on long-term policy goals is more likely to be resilient in the context of rapid, complex technological change. Goal-based approaches can also give regulators greater flexibility in how they mobilize their powers, so that the process leads to the best possible results for citizens and the environment.

Not all businesses have the capability or capacity to interpret goal-based regulation, and in some cases (e.g. when outcomes are not easily measured or attributed) a more prescriptive regulatory approach may be warranted. Soft law mechanisms, such as regulatory guidance, codes of practice, and voluntary standards, may be used to complement goal-based regulation and reduce regulatory uncertainty for businesses while providing flexibility for those that wish to innovate.

## 3. Create space to experiment

Regulators that engage with technological development are better able to shape its evolution and learn about how their own regulatory approach needs to adapt.

In the last decade, regulators in over 50 jurisdictions have introduced mechanisms such as “sandboxes” to enable innovators to get advice on the regulatory implications of their ideas and/or trial them under regulatory supervision. Prominent examples are



found in Canada, Denmark, Germany, Japan, Italy, Singapore [1, 2, 3], South Korea, Taiwan, the UAE, and the U.K. In some cases, governments have introduced experimentation clauses into law to enable alternative approaches to be taken.

The idea is simple. As the Head of Amazon U.K. Doug Gurr described: "It's a rather progressive way of thinking about this—instead of sitting there and saying we're going to write the regulation in isolation without understanding the technology, they're going to be looking over our shoulder every step of the way and they're going to develop the regulation hand-in-hand with the technology. If we do that we get better outcomes."

But the idea of regulatory experimentation has not found favor with all. Responding to the introduction of regulatory sandboxes in other jurisdictions, the superintendent of the New York Department of Financial Services Mario Vullo said, "Toddlers play in sandboxes. Adults play by the rules." Checks and balances are certainly needed to ensure that regulatory experiments do not undermine the goals of regulation or distort markets unfairly. Mechanisms are needed to ensure that learning is gathered from regulatory experiments and timely reforms to regulation are introduced for the benefit of all.



## Box 1. Agility in practice: The UK Financial Conduct Authority

Emerging financial technologies ('fintech') are changing the way we bank, invest, insure and pay for things. Recognizing the opportunity to drive competition and deliver better outcomes, in 2014 the U.K. Financial Conduct Authority established Project Innovate to support and stimulate fintech innovation in the interest of consumers.

Activities include:

- Engagement with innovators to anticipate and shape emerging ideas, products, and business models
- Supporting businesses so they can test innovations with real consumers in the market in a controlled way through regulatory sandboxes
- Techsprints to stimulate the development of technologies with the potential to help overcome regulatory challenges in financial services
- Collaboration with other regulators to support businesses in navigating related rules, e.g. on data protection, including a potential cross-sector sandbox
- Supporting fintech businesses as they scale their ideas internationally through regulatory cooperation agreements and, since 2019, the Global Financial Innovation Network.

Evaluation by the Financial Conduct Authority suggests that Innovate has given "firms the regulatory certainty they need to develop their innovations and deliver them at speed." Using the sandbox has allowed firms to cut the



time and cost of bringing innovative ideas to market (40 percent reduction in time to receive authorization) and has improved their access to finance (£135m total equity funding raised by firms in the first cohort).

Eighty percent of firms that successfully tested in the sandbox are still in operation, with incumbents responding by competing harder and improving their own offerings. FinTech firm Assure Hedge completed the sandbox program to become a fully regulated company. Barry McCarthy said, the founder and chief executive of Assure Hedge said:

“We have effectively been given the same regulation that large banks have, so it really allows us to compete with the big players.”

But it is not only business that has reaped the benefits: Consumers have been able to access new products with better safeguards already in place, and the regulator has been able to draw on the insight it has gained into technological innovation to update its policy positions in areas such as crypto assets.

#### **4. Use data to target interventions**

Data-driven technologies are not just transforming business—they can revolutionize regulation too.

Regulators have access to more ways to gather and analyze data than ever before, including through drones, smart sensing, wearables, the Internet of Things (IoT), web-scraping, robotic process automation, big data analytics, and artificial intelligence. Taken together, these developments open up a world in which regulatory interventions may be finely targeted, outcomes may be monitored in real time, and rules may be evaluated and updated at pace.



Financial services regulators are at the forefront of this trend, using hackathons and tech sprints to develop technologies that enable them to respond in a more agile way to risks. The adoption of data-driven technologies can enable a more outcome-focused, experimental regulatory approach, as regulators are able to grant businesses greater flexibility to innovate, safe in the knowledge that they can more rapidly intervene.

## 5. Leverage the role of business

If regulators are to match the speed and complexity of the Fourth Industrial Revolution, they need to leverage the role that the private sector can play in the responsible governance of innovation.

Industry-led governance mechanisms, such as voluntary standards, codes of conduct, and industry covenants, can help deliver policy objectives more rapidly than regulatory intervention. Authorities including the European Commission have developed principles to support the greater use of self- and co-regulation approaches.

The information asymmetry between businesses and regulators means that industry is often better placed to manage the risks from technological innovation most efficiently and effectively. As already noted, industry-led governance can complement the use of goal-based regulatory approaches by providing guidance to businesses on how outcomes can be achieved.

Like regulation, industry-led governance introduces benefits and costs for those who participate in it. Where participation becomes a de facto or de jure requirement for businesses to operate (for example through statutory backing, buyer/consumer requirements, reputational incentives), care is needed to ensure that governance is proportionate, open, fair, and agile.

## 6. Work across institutional boundaries



The technological innovations that are the hallmark of the Fourth Industrial Revolution straddle sectors and institutions alike. Businesses can easily find themselves navigating a patchwork of regulations that deters them from introducing new ideas, products, and business models. In response, governments including Denmark and Japan have introduced single points of contact or “one-stop-shops” to enable businesses to engage more straightforwardly with different national regulators on their ideas and to ensure that issues are tackled in a coordinated way.

In the same way, coordination is needed to avoid unnecessary divergence in regulatory approaches across localities that would make it harder to trade or achieve shared regulatory goals. This need not mean that regulations should be the same, but rather that where possible they should be interoperable. Authorities in Japan and South Korea have exploited the potential to trial different regulatory approaches in different localities to inform decisions about how to adapt regulation more generally.

## **7. Collaborate internationally**

The Fourth Industrial Revolution is reshaping business the world over, creating common opportunities and risks that regulators in different jurisdictions must respond to. By cooperating across borders, regulators can facilitate trade and investment and address shared challenges more efficiently and effectively.

Regulators in different jurisdictions are finding new ways to cooperate on technological innovation, including through sharing foresight and joint experimentation. Such activities can create the conditions for regulators to develop more interoperable and effective rules. Plurilateral alliances have emerged in areas such as fintech and medicines, while in December 2020 the governments of Canada, Denmark, Italy, Japan, Singapore, the UAE, and the U.K. came together to establish the Agile Nations: a regulatory cooperation partnership that will cover innovations



ranging from green technologies to mobility. (Another Blueprint paper in this series provides insights on forums where international cooperation on artificial intelligence is already being pursued.)

From foresight centers to regulatory sandboxes, agile regulatory initiatives have now been introduced in over fifty different jurisdictions to respond to innovation in areas such as finance, transport, health, data, and the green economy. Notwithstanding the diversity of these initiatives, four lessons can be identified on how agile regulatory initiatives can be introduced successfully.

### **A. Engage the market**

It sounds obvious, but agile regulatory initiatives such as sandboxes need to tackle the real barriers that innovators face in introducing new ideas, products, and business models if they are to address them. Regulation is not always the limiting factor on innovation, since issues such as capability, capital, and culture may also be at play.

Even where regulation is perceived to be the issue, there may be many more opportunities for innovation within the rules than businesses realize. A well-designed scheme to provide advice to businesses on the regulatory implications of their new ideas can often have greater reach and impact than an eye-catching but resource-intensive testing environment targeted toward frontier innovations.

### **B. Build on good practice**

Care is needed to ensure that regulation remains proportionate, open, and fair. For example, industry-led governance must not reduce the voice of civil society in shaping how technological innovation is governed, while data-driven technologies must be employed in a way that does not introduce or replicate bias in regulatory decisions.



Checks and balances need to be built into the design of agile regulatory initiatives from the beginning. For example, regulators have managed the risks of sandboxes undermining the level playing field for business by ensuring that support is time-limited and awarded on a competitive basis according to clear criteria (e.g. degree of innovation, regulatory barriers faced). Such controls help minimize market distortion and ensure that it is the best ideas that succeed.

### **C. Think holistically**

While the agile regulatory initiatives in this blueprint can be employed separately, the seven pillars are mutually reinforcing and have the greatest impact when employed jointly. The example of the U.K. Financial Conduct Authority shows how these techniques can be introduced as part of a holistic regulatory strategy.

For example, regulatory sandboxes can offer a vital source of intelligence about emerging technologies and innovations. Shared industry-led governance (e.g., international standards) can underpin greater international regulatory cooperation. Data-driven enforcement can complement and enable a more outcome-focused regulatory approach.

Conversely, a lack of action under one pillar may inhibit success in another. A sandbox led by one regulator is unlikely to accelerate innovation if another regulator's actions still lead to critical delays, while the benefits of responsible industry-led governance may be diminished if the overarching regulatory regime is still heavily prescriptive.

### **D. Evaluate and learn**

Agile regulation should be considered a dynamic process that adapts to changes in the external context. As innovations emerge, existing regulatory regimes may be too rigid and greater space for experimentation may be needed. But as technological



innovation slows, the need for predictable and stable governance may outweigh the need for flexibility.

Monitoring and evaluation is critical to ensuring that initiatives have their intended effect and that the regulatory system keeps pace dynamically with innovation. Many agile regulatory approaches are novel in nature and it is essential that feedback loops are built in to ensure that they are effective.

## Conclusion

While growing in popularity, the use of more agile regulatory approaches is not yet mainstream within governments. Many regulators view innovation as outside their remit, preferring to respond to change after it has happened rather than shape events upstream—notwithstanding the resulting damage to their goals and costs to business.

A more agile regulatory approach is—often rightly—perceived to introduce novel risks and costs. Many regulators lack the capacity and capability to engage further upstream, especially where budget constraints mean that the talent needed to govern innovators is hoovered up by businesses themselves. Some regulators elect to stay in the comfort zone of their legislative silo rather than lean into disruptive change.

For those looking to introduce a more agile regulatory approach across government as a whole, the answer does not simply lie in establishing eye-catching sandboxes or foresight initiatives. Rather, they need to reflect on how to incentivize a culture shift within regulators: towards influencing upstream over reacting downstream; prioritizing outcomes over rules; adapting to change over following a plan; leveraging others over exercising sole control; and collaborating across boundaries over working in silos.

In this regard, competitive innovation funds such as those in the U.K. and Germany offer an interesting example of how governments and other organizations (e.g., development banks) can incentivize the introduction of more agile regulatory



approaches as set out in Parts A and B. Regulatory initiatives that secure funding benefit both from investment in their capability and capacity and, crucially, endorsement of the approach that they are taking—providing a vital signal to other regulators on the importance of a more agile approach.

Further work is needed at a governmental and intergovernmental level to drive this strategic shift in regulation. Testifying to the increasing importance of this shift, later this year the OECD will set out principles for its members on effective and innovation-friendly rule-making in the Fourth Industrial Revolution—and assessment of government performance in these areas will no doubt soon follow.

As the Fourth Industrial Revolution takes hold, those governments that succeed in engineering a shift to a more agile regulatory approach will gain a competitive advantage in the global economy. Governments must act now if they are to unlock the potential of this wave of technological innovation and shape it in the interest of their citizens.

#### **Acknowledgments:**

The authors are grateful to Joshua Meltzer, Elaine Kamarck, and anonymous reviewers for their insightful comments, and to David Batcheck and Daniela Gainsburg for their editorial work.





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9-418-007

SEPTEMBER 21, 2017

Belajar kepemimpinan  
dari sosok perempuan Christine Lagarde.

JULIE BATTILANA  
CARIN-ISABEL KNOOP  
VANESSA AMPELAS  
NOEMIE ASSENAT

SWOT analysis  
Goal  
Value  
Strength  
Weaknesses

## Christine Lagarde

Since becoming managing director of the International Monetary Fund (IMF) in 2011, Christine Lagarde had guided the organization through twin crises of unprecedented proportions: the leadership transition following the sudden departure of her predecessor, Dominique Strauss-Kahn, and the ongoing financial crisis in the world economy, including parts of the Eurozone.

Lagarde and her team led a complex multilateral organization with 189 member countries and dispersed voting rights (see **Exhibits 1 and 2** for an overview of the IMF's board and governance structure). The IMF's mission was to promote international financial stability and monetary cooperation.<sup>1</sup> It also facilitated international trade, promoted employment and sustainable economic growth, and helped to reduce global poverty.<sup>2</sup> To help the IMF reach its goals, Lagarde travelled extensively, visiting member countries, and pulling countless all-nighters even when jetlagged (see **Exhibit 3** for countries visited). Wherever she went, she insisted on meeting not only with government officials but also with local people, especially women and students, to hear firsthand about the challenges they faced in their daily lives.

Goal  
@  
Growth

## The Path to the IMF

Raised by "loving, very attentive, and present" parents, she was keenly aware of her leadership potential from a young age. "As a youth, I didn't know where I wanted to end up. The only thing I knew was that I had some attributes of leadership." Lagarde started her career in 1981 as a lawyer at Baker & McKenzie. The global law firm employed approximately 2,500 lawyers across 35 countries by 1999,<sup>3</sup> when she became the firm's first non-American and female chairman. Under her leadership, the firm increased revenues by 50%, reorganized its governance, and became much more prominent internationally.

Value  
dynamics  
Secure  
Confidence  
Consistent  
Responsiveness  
dedication

At the end of her term as chairman in 2005, she transitioned to the public sector, becoming France's Minister for Foreign Trade in President Jacques Chirac's administration. After Nicolas Sarkozy became President in 2007, she was one of the few ministers to stay in government, first briefly as Minister for

Professor Julie Battilana, Executive Director Carin-Isabel Knoop (Case Research & Writing Group), Vanessa Ampelas (MBA 2016), and Noemie Assenat (MBA 2017) prepared this case. It was reviewed and approved before publication by a company designate. Funding for the development of this case was provided by Harvard Business School and not by the company. HBS cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

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Agriculture and Fisheries and then as Finance Minister—the first woman ever to hold that position in the Eurozone, and a role she held through the financial crisis.

From July to December 2008, France was slated to take over the presidency of the European Union (EU), which rotated every six months. As a result, Lagarde became the EU's *de facto* finance minister when the financial crisis was most acute. In 2009, *Financial Times* voted her the best Finance Minister in the EU, calling her “a star among world financial policy-makers.”<sup>4</sup> Her peers also lauded her leadership; Timothy Geithner, former U.S. Secretary of the Treasury, publicly commented on “her lightning-quick wit, genuine warmth, and ability to bridge divides while remaining fiercely loyal to French interests.”<sup>5</sup> In 2011, after four years of relentless work as France's finance minister, she was selected to head the IMF in 2011 (see **Exhibit 4** for major milestones).

## A New IMF for a New World

Since 2011, Lagarde had worked methodically to build the foundations for the IMF's adaptation to the realities of the twenty-first century. To reflect the growing economic weight of emerging markets, she successfully pushed for the implementation of governance reforms that made each of the BRIC economies (Brazil, Russia, India, and China) a top 10 IMF shareholder for the first time, while the inclusion of China's renminbi in the IMF's SDR (Special Drawing Rights) basket of major currencies further signaled the country's increased economic significance.

To bring the IMF's finances and operations in line with the scale and complexity of the modern world, she lent her support to increasing its lending capacity to almost \$1 trillion, to reforming its lending facilities, and to expanding its capacity development work.

Finally, to reform the IMF's reputation as remote and austere—it had earned the nickname “It's Mostly Fiscal”—she emphasized the macroeconomic dimension of contemporary social and environmental concerns such as income and wealth inequality, gender inequality, and climate change.

In February 2016, the IMF's membership reselected the 60-year-old Lagarde for a second five-year term as its head. That year, *Forbes* named her the sixth most powerful woman in the world.<sup>6</sup> Yet Lagarde's globally positive reputation was challenged in December 2016 when a special tribunal in France found her guilty of “negligence,” as part of a dispute known colloquially in France as “the Tapie affair.”<sup>7</sup> Many commentators viewed the process as highly politicized—the verdict did not suggest malfeasance on her part or impose any penalty. The IMF's Executive Board, representing its entire country membership, expressed immediate and unanimous confidence in Lagarde and her ability to continue to lead the evolving IMF into the future.

It was not Lagarde's first leadership challenge. “Throughout her career,” *Forbes* reported as she assumed the IMF's managing director role, “she has faced unusual challenges—intellectual, political and otherwise—in male-dominated worlds.”<sup>8</sup> In the private and public sectors, both nationally and globally, she had fought the “goddamn glass ceiling,” as a close colleague put it, for herself and others. At each juncture, she had faced detractors skeptical about her abilities, and time and again she seemed to prove many of them wrong. “I'm not sure that I have been successful in everything,” remarked Lagarde in 2017, “but the backbone of everything I have done in both the private and public sectors has been international exposure and a drive to contribute to solving some of the world's most pressing problems.”

By 2017, shortly after Lagarde began her second term at the IMF, the world indeed faced pressing issues as a result of the rapidly-evolving, hyper-connected global economy—ongoing recovery from

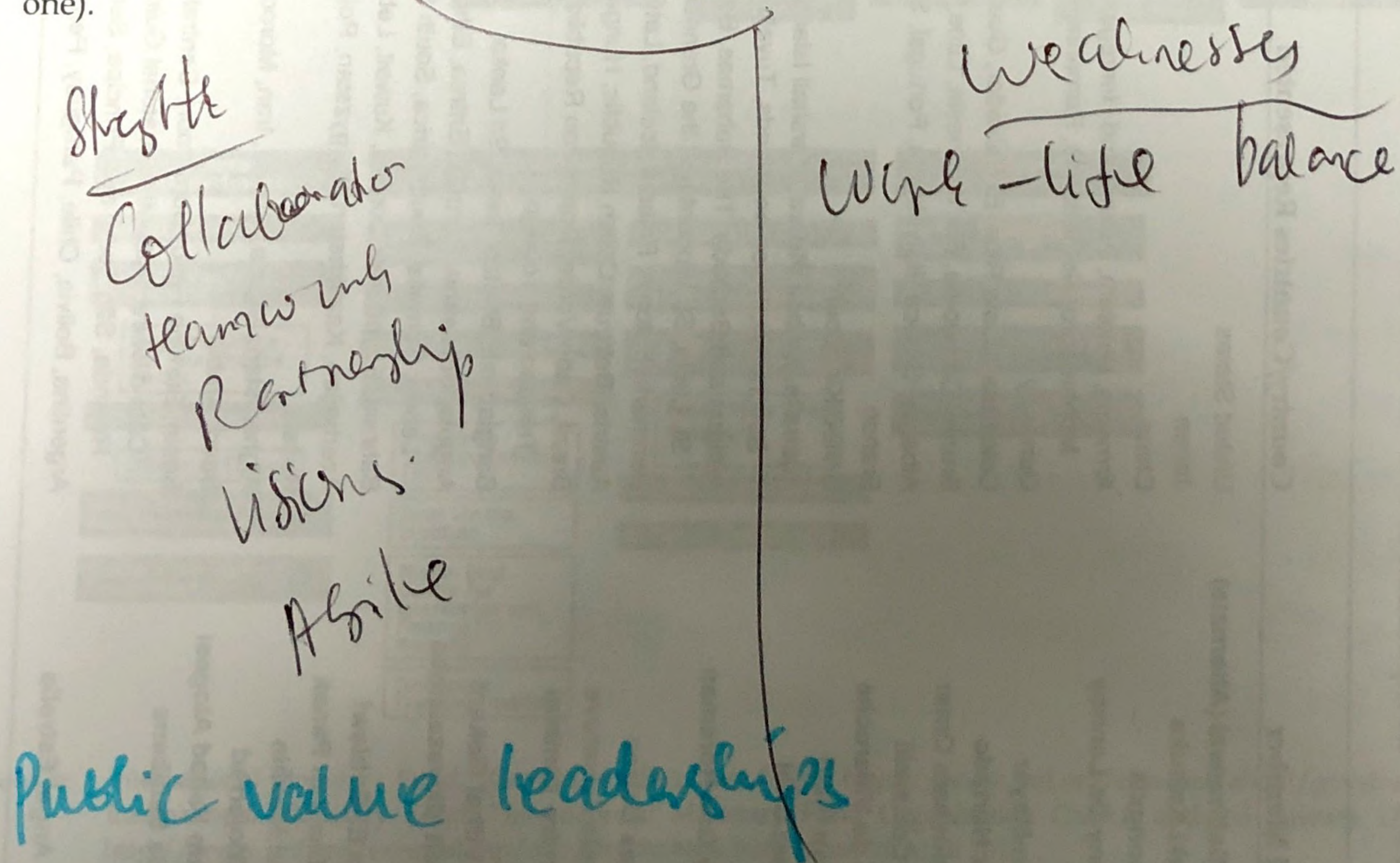


the global financial crisis, the rise of emerging economies, deeper cross-border integration, technological change, and growing wealth and income inequality within countries. These interrelated dynamics were playing out alongside heightened anxiety within the populations of some major advanced economies about what these changes meant for them. The concerns manifested themselves in an inward focus, rumblings of protectionism, and questions about the worth of international cooperation and the multilateral system itself.

In contrast, however, Lagarde believed that the challenges facing the world economy warranted not less but more global cooperation. In this context, she had to determine how the IMF—as the leading advocate of global economic cooperation since its creation out of the ashes of World War II—could better demonstrate its effectiveness. She knew that it was a critical moment. (Exhibit 5 offers a brief overview of eras in IMF history.)

In the fall of 2017, Lagarde outlined some of the key aspects of the IMF's response to the shifting global economy. The IMF was working with countries to identify the right policies to bolster growth, promote economic resilience, and harness the benefits of technology and integration for all—including policies to help those who felt “left behind” by globalization. Advocating for more resolute multilateral cooperation was a big part of this. Lagarde was also pushing to bring analysis of the macroeconomic dimensions of social issues—including equity, inequality, women's empowerment, climate change, and anti-corruption concerns—further into the mainstream of IMF work by going beyond research to provide country-specific policy advice on these issues.

To bring the IMF's governance further in line with the changing dynamics of the global economy, its Executive Board aimed to complete its next review of shareholder representation by 2019. In the meantime, Lagarde also increasingly engaged with non-state actors such as civil society organizations and communicated directly with citizens through digital tools such as social media. Moreover, she was challenging her staff to analyze long-term trends and the emerging challenges of automation, artificial intelligence, and the future of work. While leading the IMF at this pivotal juncture, Lagarde recalled her high school motto: “*Inveniam viam aut faciam*” (I will find a way—and if I don't find one, I will make one).





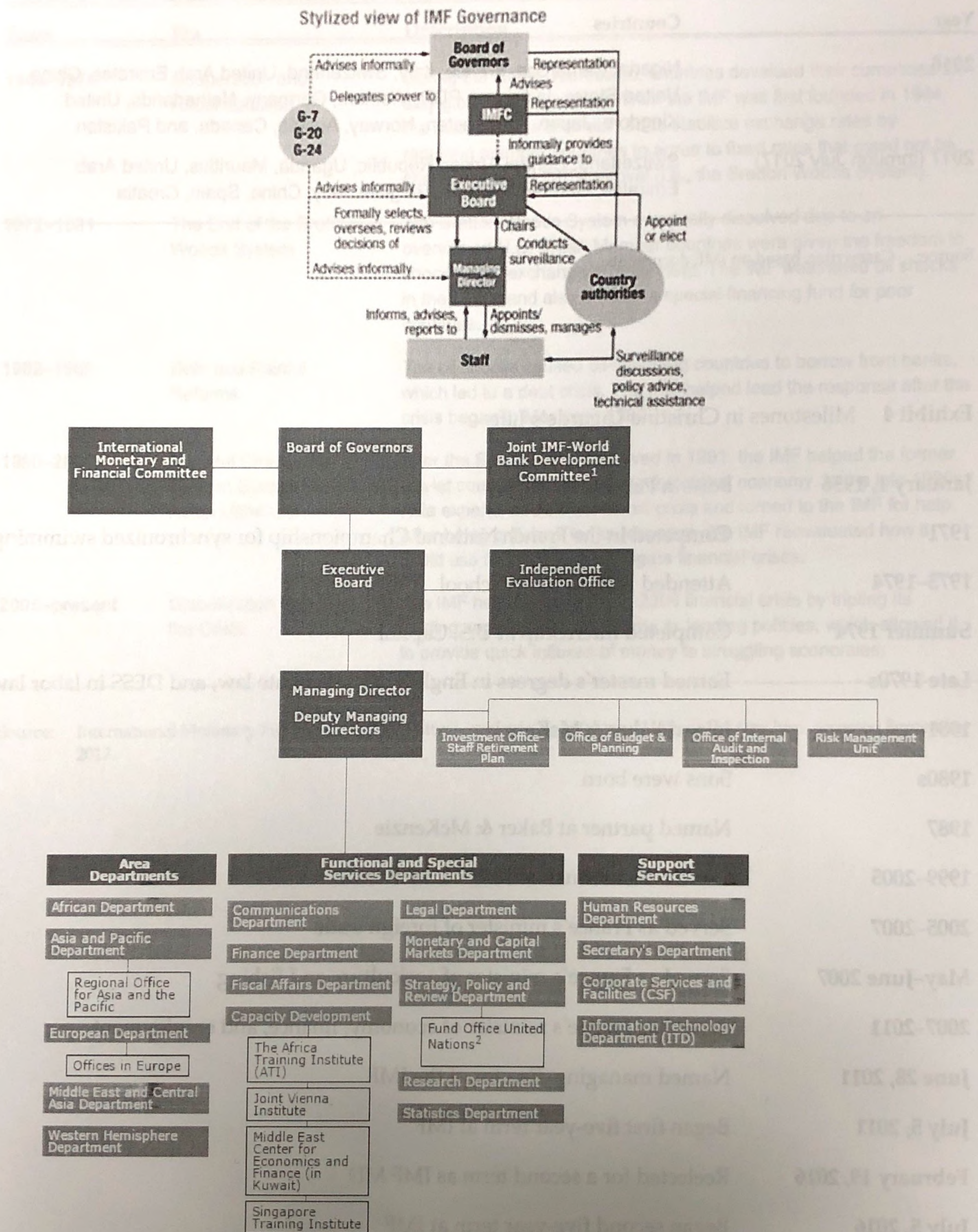
**Exhibit 1** Composition of IMF Executive Board, 2017

Board Member	Country/Countries Represented	Voting Share
<b>Sunil Sabharwal (Alternate)</b>	United States	16.53%
<b>Masaaki Kaizuka</b>	Japan	6.16%
<b>Jin Zhongxia</b>	China	6.09%
<b>Anthony De Lannoy</b>	Armenia, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Georgia, Israel, Luxembourg, Macedonia, Moldova, Montenegro, Netherlands, Romania, Ukraine	5.43%
<b>Steffen Meyer</b>	Germany	5.32%
<b>Carlos Hurtado</b>	Colombia, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Spain, Venezuela	5.31%
<b>Marzunisham Omar</b>	Brunei, Cambodia, Fiji, Indonesia, Laos, Malaysia, Myanmar, Nepal, Philippines, Singapore, Thailand, Tonga, Vietnam	4.34%
<b>Carlo Cottarelli</b>	Albania, Greece, Italy, Malta, Portugal, San Marino	4.13%
<b>Hervé de Villeroché</b>	France	4.04%
<b>Stephen Field</b>	United Kingdom	4.04%
<b>Heenam Choi</b>	Australia, Kiribati, Korea, Marshall Islands, Micronesia, Mongolia, Nauru, New Zealand, Palau, Papua New Guinea, Samoa, Seychelles, Solomon Islands, Tuvalu, Uzbekistan, Vanuatu	3.90%
<b>Nancy Gail Horsman</b>	Antigua and Barbuda, The Bahamas, Barbados, Belize, Canada, Dominica, Grenada, Ireland, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines	3.38%
<b>Thomas Östros</b>	Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway, Sweden	3.29%
<b>Michaela Erbenova</b>	Austria, Belarus, Czech Republic, Hungary, Kosovo, Slovakia, Slovenia, Turkey	3.23%
<b>Alexandre Tombini</b>	Brazil, Cabo Verde, Dominican Republic, Ecuador, Guyana, Haiti, Nicaragua, Panama, Suriname, Timor-Leste, Trinidad and Tobago	3.07%
<b>Subir Vithal Gokarn</b>	Bangladesh, Bhutan, India, Sri Lanka	3.05%
<b>Maxwell Mkwezalamba</b>	Angola, Botswana, Burundi, Eritrea, Ethiopia, Gambia, Kenya, Lesotho, Liberia, Malawi, Mozambique, Namibia, Nigeria, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe	2.97%
<b>Hazem El-Beblawi</b>	Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Maldives, Oman, Qatar, Syrian Arab Republic, United Arab Emirates, Yemen	2.96%
<b>Miroslaw Jan Panek</b>	Azerbaijan, Kazakhstan, Kyrgyzstan, Poland, Serbia, Switzerland, Tajikistan, Turkmenistan	2.75%
<b>Aleksei Mozhin</b>	Russia	2.59%
<b>Jafar Mojarrad</b>	Afghanistan, Algeria, Ghana, Iran, Morocco, Pakistan, Tunisia	2.20%
<b>Hesham Fahad Alogeel</b>	Saudi Arabia	2.02%
<b>Daouda Sembene</b>	Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Comoros, Democratic Republic of the Congo, Republic of Congo, Côte d'Ivoire, Djibouti, Equatorial Guinea, Gabon, Guinea, Guinea-Bissau, Madagascar, Mali, Mauritania, Mauritius, Niger, Rwanda, São Tomé and Príncipe, Senegal, Togo	1.61%
<b>Jorge Angel Estrella</b>	Argentina, Bolivia, Chile, Paraguay, Peru, Uruguay	1.59%

Source: International Monetary Fund, "IMF Executive Directors and Voting Power," May 1, 2017, <https://www.imf.org/external/np/sec/memdir/eds.aspx>, accessed May 2017.



## Exhibit 2 Basic Overview of IMF Governance Structure and Organization Chart



Source: International Monetary Fund, "Governance Structure," n.d., <https://www.imf.org/external/about/govstruct.htm>; International Monetary Fund, "International Monetary Fund Organization Chart," updated January 11, 2017, <http://www.imf.org/external/np/obp/orgcht.htm>; both accessed April 2017.



**Exhibit 3** Countries Visited by Christine Lagarde as IMF Managing Director, 2016 and 2017

Year	Countries
<b>2016</b>	Nigeria, Cameroon, France, Italy, Switzerland, United Arab Emirates, China, United States, India, Lao PDR, Vietnam, Germany, Netherlands, United Kingdom, Japan, Kazakhstan, Norway, Austria, Canada, and Pakistan
<b>2017</b> (through July 2017)	Switzerland, Central African Republic, Uganda, Mauritius, United Arab Emirates, Germany, Austria, Belgium, Italy, China, Spain, Croatia

Source: Casewriter, based on IMF documents.

**Exhibit 4** Milestones in Christine Lagarde's Life

<b>January 1, 1956</b>	Born in Paris
<b>1971</b>	Competed in the French National Championship for synchronized swimming
<b>1973-1974</b>	Attended Holton-Arms School
<b>Summer 1974</b>	Completed internship at U.S. Capitol
<b>Late 1970s</b>	Earned master's degrees in English and corporate law, and DESS in labor law
<b>1981</b>	Joined Baker & McKenzie
<b>1980s</b>	Sons were born
<b>1987</b>	Named partner at Baker & McKenzie
<b>1999-2005</b>	Served as chairman at Baker & McKenzie
<b>2005-2007</b>	Served as France's minister of foreign trade
<b>May-June 2007</b>	Served as France's minister of agriculture and fishing
<b>2007-2011</b>	Served as France's minister of economy, finance, and employment
<b>June 28, 2011</b>	Named managing director of the IMF
<b>July 5, 2011</b>	Began first five-year term at IMF
<b>February 19, 2016</b>	Reelected for a second term as IMF MD
<b>July 5, 2016</b>	Began second five-year term at IMF

Source: Casewriters.



Exhibit 5 Eras in IMF History

Years	Era	Description
1944–1971	Cooperation and Reconstruction	During the Great Depression, countries devalued their currencies to stay globally competitive. When the IMF was first founded in 1944, the member countries worked to stabilize exchange rates by requiring member countries to agree to fixed rates that could not be changed without IMF approval (i.e., the Bretton Woods System).
1972–1981	The End of the Bretton Woods System	The Bretton Woods System eventually dissolved due to an overvalued U.S. dollar. Member countries were given the freedom to choose their exchange arrangement. The IMF weathered oil shocks in the 1970s and also created a special financing fund for poor countries.
1982–1989	Debt and Painful Reforms	The oil shocks caused oil-importing countries to borrow from banks, which led to a debt crisis. The IMF helped lead the response after the crisis began in Mexico in 1982.
1990–2004	Societal Change for Eastern Europe and Asian Upheaval	After the Soviet Union dissolved in 1991, the IMF helped the former Soviet countries transition into the global economy. In the late 1990s, Asia experienced an economic crisis and turned to the IMF for help. After being criticized for its response, the IMF reevaluated how it could use fiscal policy to navigate financial crises.
2005–present	Globalization and the Crisis	The IMF helped navigate the 2008 financial crisis by tripling its lending capacity and revamping its lending policies, which allowed it to provide quick influxes of money to struggling economies.

Source: International Monetary Fund, History, n.d., <http://www.imf.org/external/about/history.htm>, accessed September 2017.



Endnotes

<sup>1</sup> International Monetary Fund, "The IMF at a Glance," April 20, 2017, <http://www.imf.org/en/About/Factsheets/IMF-at-a-Glance>, accessed July 2017.

<sup>2</sup> International Monetary Fund, "The IMF at a Glance," April 20, 2017, <http://www.imf.org/en/About/Factsheets/IMF-at-a-Glance>, accessed July 2017.

<sup>3</sup> Melody Petersen, "Her Partners Can Call Her Ms. Chairman; Baker & McKenzie Takes Small Step for a Law Firm, Giant Leap for Womankind," *The New York Times*, October 9, 1999, <http://www.nytimes.com/1999/10/09/business/her-partners-can-call-her-ms-chairman-baker-mckenzie-takes-small-step-for-law.html>, accessed May 2017.

<sup>4</sup> Ralph Atkins, Andrew Whiffin, and FT reporters, "FT Ranking of EU Finance Ministers," *Financial Times*, November 16, 2009, [http://www.ft.com/cms/s/0/3f36c9c4-d2d0-11de-af63-00144feabdc0.html?ft\\_site=falcon#axzz4TbL1ULBX](http://www.ft.com/cms/s/0/3f36c9c4-d2d0-11de-af63-00144feabdc0.html?ft_site=falcon#axzz4TbL1ULBX), accessed December 2016.

<sup>5</sup> "En Garde," *Sunday Business Post*, May 29, 2011, via ABI/ProQuest, accessed December 2016; Julian Gavaghan, "Synchronised Swimming, Flirting for France and A Very Risqué Dominatrix Drawing: The secret life of New IMF Boss Christine Lagarde," *The Daily Mail*, July 1, 2011, <http://www.dailymail.co.uk/news/article-2009973/Christine-Lagarde-Secret-life-new-IMF-boss.html>, accessed April 2017.

<sup>6</sup> "Christine Lagarde," *Forbes*, <http://www.forbes.com/profile/christine-lagarde/>, accessed December 12, 2016.

<sup>7</sup> William Horobin, "Christine Lagarde Put under Investigation by French Court," *The Wall Street Journal*, August 27, 2014, <https://www.wsj.com/articles/christine-lagarde-put-under-investigation-by-french-court-1409133953>, accessed July 2017.

<sup>8</sup> Maha Atal, "It Takes Courage: Christine Lagarde Takes Charge of a Troubled IMF," *Forbes*, September 12, 2011, <http://www.forbes.com/sites/mahaatal/2011/08/24/it-takes-courage-christine-lagarde/#482554dff180>, accessed December 12, 2016.



Day 2 = 21 July 2022

Sabri Heshi Afriani  
Head of International

Service Center

Arizona State University

# Barrett & O'Connor Washington Center Event Guide

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## Welcome

On behalf of Arizona State University, welcome to the Barrett & O'Connor Washington Center.

Located one block off of Farragut Square in downtown Washington, DC, this eight-story facility has been thoughtfully constructed to offer the faculty, students and staff of Arizona State University a variety of meeting, classroom and event spaces to accommodate large and small functions alike.

The following information has been compiled as a resource to help in planning your event. Our facility staff will also gladly assist you with your planning needs. Please don't hesitate to ask.



	TIME	WEDNESDAY July 20	TIME	THURSDAY July 21
 <b>UIN</b> <b>RADEN FATAH</b> <b>PALEMBANG</b>	7:00	Breakfast	7:00	Breakfast
		Pavilion 8th Floor		Room 211
	7:45	WELCOME & PROGRAM INTRODUCTION	7:45	MORNING WELCOME
		Pavilion 8th Floor		Room 211
	7:55	MOU SIGNING	8:00	TOUR OF BUILDING
		Pavilion 8th Floor Landry Signé Dean Khagram on Zoom		Room 211  Paolo Rivera
	8:00	LEADERSHIP TRAINING	8:30	BEST PRACTICES OF QUALITY ASSURANCE
		Room 211  GLOBAL & PUBLIC AFFAIRS IN THE 4IR ERA Landry Signé		Room 211  UIN SHARED EXPERIENCE  UIN Faculty
	10:00	Break with Snacks	10:00	Break with Snacks
		Room 211		Room 211
	10:15	LEADERSHIP TRAINING	10:15	BEST PRACTICES OF QUALITY ASSURANCE
		Room 211  GLOBAL & PUBLIC AFFAIRS IN THE 4IR ERA Landry Signé		Room 211  OVERVIEW OF THUNDERBIRD PROGRAMS Landry Signé & Jennifer Betancur
	12:00	Lunch	11:30	Lunch
		Pavilion 8th Floor		Room 211
	13:00	LEADERSHIP TRAINING	12:40	WORLD BANK TOUR
		Room 211  GLOBAL & PUBLIC AFFAIRS IN THE 4IR ERA Landry Signé		Meet in Lobby  TOUR OF WORLD BANK  Abdoul Salam Bello
	15:30	Break with Snacks	14:00	Check-In for Tour
		Pavilion 8th Floor		Meet in Lobby
	16:00	THOUGHT LEADERSHIP SERIES	14:30	CAPITOL TOUR
		Pavilion 8th Floor  WEBINAR: CLIMATE CHANGE & UNIVERSITY CONTRIBUTIONS Landry Signé & Nyayu Khodijah		TOUR OF U.S. CAPITOL  Jordan Wilson
	17:00	Day Concludes	16:00	Program Concludes





## **LEADERSHIP TRAINING GLOBAL AND PUBLIC AFFAIRS IN THE FOURTH INDUSTRIAL REVOLUTION**

### **Professor Landry Signé, PhD**

Executive Director and Professor, Thunderbird School of Global Management  
Chair, Agile Governance Masterclasses, World Economic Forum  
Senior Fellow, Brookings Institution, Global Economy and Development  
Email: [Landry.Signé@Thunderbird.asu.edu](mailto:Landry.Signé@Thunderbird.asu.edu) - C: + 1 650-223-1470

### **INTRODUCTION**

This seminar is a high-engagement executive training on **global and public affairs in the Fourth Industrial Revolution** era and the type of **agile leadership and governance** needed to address the most complex challenges and develop solutions to succeed in a turbulent and fast-changing world. The international order is under stress due to the constantly changing nature of issues globally. This stress is evident from the climate crisis to the diffusion of governing powers, global poverty and inequality, economic and financial crises, democratic and human rights recessions, gender disparities, social unrests, infectious diseases, conflicts and security challenges, cyberattacks, water, energy, and food crises, global skill mismatches, disruptive technologies, and the crisis of multilateralism.

The world is advancing in a new technologically golden but complex era referred to as the **Fourth Industrial Revolution (4IR)**, which has had an **unprecedented impact on humanity** and is characterized by the fusion of technology with an incredible velocity, scope, and systems impact. Emerging technologies such as Artificial Intelligence and Robots, Big Data, Automation, Internet of Things, Cloud Computing, Blockchain, Augmented and Virtual Reality, Autonomous and Near-Autonomous Vehicles, Next-Generation Genomics, Metaverse, and others are increasing the power of business and civil society, and transforming the pace, effectiveness, and ethics of global and public governance. With these disruptive transformations, **global and public organizations have to reinvent their processes**. This involves collaboration with the private sector and civil society organizations to drive the structural transformation to systems of global production, labor, economy, security, governance, and development, among others, to ultimately better deliver for citizens and stakeholders.

This seminar discusses the 4IR, its drivers, enablers, challenges, opportunities, and impact on global and public affairs, including the Sustainable Development Goals (SDGs). It also discusses the broader trends shaping the world, how to navigate the world's fast-growing economies during the 4IR, and the strategies to reap the 4IR benefits and make it work for all. It concludes with the type of agile leadership and governance needed to govern effectively and succeed in an ever-changing world.

This seminar will benefit leaders interested in deepening their ability to appreciate global trends shaping the 21st century and acquire strategies to leverage new insights for effective leadership and agile governance in international and public affairs during the Fourth Industrial Revolution. The seminar will focus on:

1. Expanding insights on how the 4IR is evolving, shaping the 21<sup>st</sup> century, and framing the future of global affairs, public, and academic institutions.
2. Appreciating the broad trends shaping the global economy/global affairs, including why some countries or institutions outperform others and their implications on the strategies to become a global



outperformer.

3. Equipping leaders and managers with new methods, tips, techniques, strategies, and best practices to implement agile governance and deliver exceptional outcomes during the 4IR, including for the SDGs.
4. Empowering leaders and managers to exercise effective leadership to successfully address challenges at the forefront of local, national, and global conversations.

## DETAILED SESSION OUTLINES - WEDNESDAY, JULY 20, 2022

### Session 1 – Introduction to the Fourth Industrial Revolution and its Implications for Global and Public Affairs

- Introduction to the 4IR, its characteristics and implications for global and public affairs: What is the 4IR, and how does it differ from the previous industrial revolutions? What are its drivers, enablers, opportunities, and challenges? What are its implications for the future of the world, SDGs, systems thinking, and complex global systems?

#### Materials

##### Reading

- Schwab, Klaus. 2016. *The Fourth Industrial Revolution*: What it means and how to respond: <https://bit.ly/3AXXLqb> [Short article]

##### Case

- *Bringing the Peruvian Government Closer to its Constituents* [HKS Case Number: 2171.0] [Read pages 1 to 3 as priority]

#### Assignment

##### Reading

- You should read the required material and consider the implications of the Fourth Industrial Revolution for the world (economy, production, politics, society, inequality, academic institutions, etc.).

##### Case

- You should read the case and be ready to discuss the strengths, weaknesses, opportunities, and constraints related to the Peruvian Government's digitalization.

#### Optional Materials

Schwab, Klaus. 2016. *Welcome to the Fourth Industrial Revolution* [ROT308-PDF-ENG – Available on Harvard]

##### *United Nations Sustainable Development Goals & Data*

- <https://sustainabledevelopment.un.org/sdgs>
- <https://sustainabledevelopment.un.org>
- <https://unstats.un.org/sdgs/report/2021/>
- <https://ourworldindata.org>



## Session 2 – Navigating the World's Fast-Growing Economies in the Fourth Industrial Revolution

- From a comparative perspective, the drivers of outperforming countries in the global economy include technology, innovation, competitiveness, and education. How is the 4IR contributing to the performance of the world's fast-growing economies? How can agility help in addressing global challenges?

### Materials

#### Reading

- Landry Signé, Addisu Lashitew, and Sanjeev Khagram. 2020. *The Great Reset Needs "Agile Governance"* - <https://t-birdconnect.com/news/16097> [Short article]

#### Case

- "World-Class" Universities: Rankings and Reputation in Global Higher Education [Harvard Business School Background Note 316-065] [Read pages 6 to 8 as priority]

### Assignment

#### Broader reflection

Please think about the following questions:

1. What are the world's outperforming emerging and developing economies, and how can they be classified?
2. Why are some emerging and developing markets outperforming others, and what are the drivers of outperformance?
3. What is the role of the Fourth Industrial Revolution, and entrepreneurship, in achieving outperformance?

#### Case questions

You should read the case and be ready to discuss the following questions:

1. What is the meaning of "world-class" university?
2. Which indicators are used for major university ranking systems, and are they relevant to UIN? (QS Ranking, Times Higher Education (THE), Shanghai Jiaotong Ranking (ARWU), U.S. News & World Report Best Global Universities Ranking (USNWR), etc.)
3. How can universities better leverage faculty, students, administrators, and the internationalization strategy in building world-class academic institutions?



### Session 3 – Agile Leadership and Governance in Global and Public Organizations for the Fourth Industrial Revolution

- The Fourth Industrial Revolution is bringing disruptive transformations that are changing the nature of policy-making processes and the governance of public policy, business, and global affairs. Therefore, *Agile Leadership and Governance* are critical to quickly responding to the changing nature of the policy, business, and global challenges that exist. Especially given the reign of uncertainty, the diffusing governing power, the complexity of technology governance, and the emergence of new technologies that are fusing the physical, digital, and biological worlds. What are the definitions, benefits, approaches, tools, methods, applications, and pillars of agile leadership/governance? What are the varieties of global and public leadership, and how to lead effectively during times of change, crisis, and technological disruptions?

#### Materials

##### Reading

- Landry Signé and Stephen Almond. 2021. "A blueprint for technology governance in the post-pandemic world." <https://brook.gs/3IQnIcU> [Read the summary as priority]

##### Case

- Christine Lagarde [418007-PDF-ENG] [Read pages 1 to 3 as priority]

#### Assignment

##### Reading

- You should read the required material and think about how to implement the pillars of agile/technology governance in your institution.

##### Case

- You should read the case and be ready to discuss the strengths, weaknesses, opportunities, and constraints related to the leadership style of Christine Lagarde.

#### Optional Materials

- World Economic Forum. 2020. Agile Governance. *Reimagining Policy-making in the Fourth Industrial Revolution*. <https://bit.ly/3zg7Zko>
- Nicholas Davis, Landry Signé and Mark Esposito. 2022. "Interoperable, agile, and balanced: Rethinking technology policy and governance for the 21st century." <https://brook.gs/3aMnUxx>
- Hart, Paul & Lars Tummers. 2019. *Understanding Public Leadership*. New York: Red Globe Press.



THURSDAY, JULY 21, 2022

### UIN SHARED EXPERIENCE

#### Materials

##### Case

- MacEwan Goes Global: Internationalization at a Canadian School of Business [909M20-PDF-ENG, 13 pages]

#### Assignment

For the UIN shared experience, you should read the case and be ready to discuss the questions below:

1. How can Dean Elford define “internationalization” for her college and, more specifically, the School of Business
2. Evaluate the political, economic, social, and technological (PEST) environments and strengths, weaknesses, opportunities, and threats (SWOT) for the School of Business’s internationalization.
3. Develop measures of internationalization and a way to benchmark the School of Business’s performance and progress in the area
4. What suggestions would you give the College and School of Business’s leadership?



# Traveling to the Barrett & O'Connor Washington Center

## ASU Barrett & O'Connor Washington Center

1800 I Street, NW

Washington, DC 20006

**Metro** – The Barrett & O'Connor Washington Center is Metro accessible via Farragut West station – 18<sup>th</sup> street exit (Blue, Orange and Silver Lines). Upon exiting the station, the facility will be on the corner behind you at 18<sup>th</sup> Street and I Street. Farragut North station (Red Line) is also in walking distance – approximately three blocks walk.

**Uber/Lyft/Taxi** – Taxi cabs and rideshare options are readily available throughout Washington, DC and will be easy to access when departing the Barrett & O'Connor Washington Center.

**Parking** – The Barrett & O'Connor Washington Center does not have on-site parking, and street parking is very limited. If you cannot find a metered spot, the following local parking garages are recommended:

- Colonial Parking – 1775 I Street, NW  
Open Monday thru Thursday, 6:30AM to 8:00PM  
Friday, 6:30AM to 10:00PM  
\$12 for the first hour; \$21 daily max, \$15.95 Early Bird (enter before 8:00AM)  
\$8 Evening (enter after 5:00pm)
- Farragut Center Parking – 1725 I Street, NW  
Open Monday thru Friday, 7:00AM to 10:00PM  
\$12 for the first hour; \$20 daily max, \$8 Evening (5:00PM – 10:00PM)
- PMI – 1722 I Street, NW  
Open Monday thru Friday, 7:00AM to 7:00PM  
\$12 for the first hour; \$20 daily max, \$15 Early Bird (enter before 9:00AM, leave by 7:00PM)
- Penn Parking – 1801 Pennsylvania Avenue, NW (access via 18th Street)  
Open Monday thru Thursday, 7:00AM to 9:00PM  
Friday and Saturday, 7:00AM to 11:00PM  
Sunday, 10:00AM to 7:00PM  
\$12 for the first hour; \$20 daily max  
\$15 Early Bird (enter before 8:30AM, leave by 9:00PM), \$10 weekends



## Connecting to the ASU "Guest" Wireless Network

The updates to the ASU wireless network include a new authentication process.

Use the following information to connect to the **asu guest** Wireless network.

**NOTE:** If you are an ASU student, faculty or staff member then use the encrypted '**asu**' Wireless SSID (Service Set Identifier) instead.

Visitors can make use of a simple process to first register and then login. First register, then a username and password is emailed to the provided email address or

texted to the provided mobile phone number from the registration process. During the time period that these temporary credentials are still active (not expired) the user

will not have to go thru the login process again.

Note that the **asu guest** Wireless is limited to 10Mbps speeds.

### Connection Instructions:

1. On the device, make sure you have Wi-Fi turned on.
2. From the list of available wireless connections, connect to the SSID named **asu guest**.
3. Open a Web Browser and try and connect to the internet. If you have not recently connected to **asu guest** then the following screen will be displayed to begin the

ASU wireless network registration process.

#### Guest Portal

##### Sign In

Welcome to the Guest Portal. Sign on with the username and password provided to you. If you don't have an account please click the "Don't have an account?" link below to register.

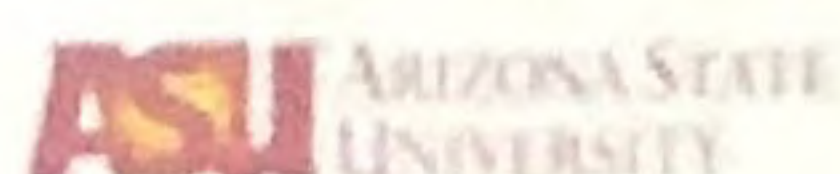
Username:

Password:

[Don't have an account?](#)

Need Help? Call 1-855-ASU-5080 (1-855-278-5080)

4. From this screen, click "Don't have an account?".



##### Create Account

Provide us with some information so we can create an account for you. You will need to provide a valid E-mail address or a SMS/Text capable phone number to receive your password.

First name:

Last name:

Email address:

Phone number 1.XXX.XXX.XXXX (you must include the leading 1):

Need Help? Call 1-855-ASU-5080 (1-855-278-5080)

\*Proper format for the phone number is 1-XXX-XXX-XXXX (You must include the leading 1 and hyphens).

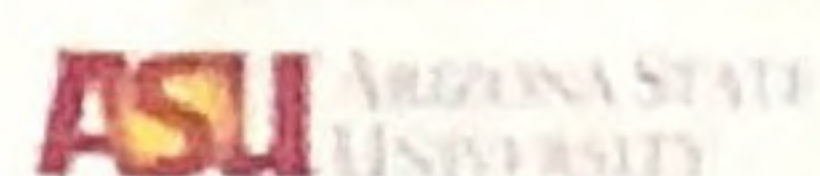
5. Fill in the registration information and click **Register**. You can enter in a valid email address **OR** mobile phone number. In the example below a mobile phone number was provided.



Once the **Register** button is clicked then you will be shown a screen like the following example. Depending on which option you filled in to receive the registration information, the

specific button for that option (**Text Me** in the example below) can be clicked to receive the registration information.

**NOTE:** The option that was not used will be unavailable to click (**Email Me** button in the example below).



#### Account Created

Use the following information to sign on to the network:

Username: mrcowart12  
First name: Mike  
Last name: Brown

6. After receiving the username and password information, click **Sign On**.

7. On the **Guest Portal** sign in screen, fill in the **username** and **password** that you received via either text or email and click **Sign In**.



#### Guest Portal

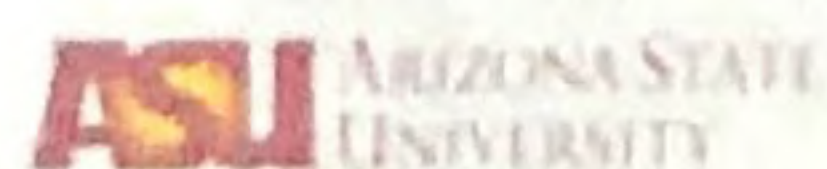
##### Sign In

Welcome to the Guest Portal. Sign on with the username and password provided to you.

Username:

Password:

8. You will be presented with the ASU Acceptable Use Policy. Click **Accept** to complete the registration process to connect to the ASU Guest Wireless network.



#### Acceptable Use Policy

Please read the Acceptable Use Policy.

##### Requirements for the Use of ASU Computing and Communications Resources

1. Users must comply with all applicable local, state, and federal laws and regulations, and with ASU and ASUOR policies.
2. Users must respect academic freedom and free speech rights.
3. Users must be truthful and accurate in personal and computer identification.
4. Users must respect the rights and privacy of others, including intellectual property and personal property rights.
5. Users must not compromise the integrity of electronic networks, must avoid restricted areas, and must refrain from activities that may damage the network, or transmitted or stored data.
6. Users and individuals responsible for system administration must maintain the security of **passwords** and are required to protect and regularly change their account passwords according to standards.

This username and password will be valid for 48 hours. During that time you will not have to go thru this registration process again.

After 48 hours, you will have to repeat the registration process.



## US Capitol Tour

### *Parking and Drop off*

The nearest parking is in the Union Station parking lot. There are unloading/loading areas for passengers nearby, below are the locations.

LOADING and UNLOADING of passengers MUST occur at the east curb of:

1st and Maryland Ave., SW (east curb of Garfield Circle)

1st St., SW/NW between Pennsylvania and Maryland Avenues

1st and Pennsylvania Ave., NW (east curb of Peace Circle)

### Prohibited Items

**Policies are designed to keep visitors and staff safe and secure and to preserve the collections, facilities, and historic building and grounds for generations to come.**

Before entering the Capitol Visitor Center, all visitors are screened by a magnetometer and all items that are permitted inside the building are screened by an x-ray device. The following items are strictly prohibited in the Capitol, including the Capitol Visitor Center:

Liquid, including water

Food or beverages of any kind, including fruit and unopened packaged food

Aerosol containers

Non-aerosol spray (Prescriptions for medical needs are permitted.)

Any pointed object, e.g. knitting needles and letter openers (Pens and pencils are permitted.)

Any bag larger than 18" wide x 14" high x 8.5" deep

Electric stun guns, martial arts weapons or devices

Guns, replica guns, ammunition, and fireworks

Knives of any size

Mace and pepper spray

Razors and box cutters

Please note that the U.S. Capitol Police are authorized to make exceptions if a prohibited item is determined to be necessary and required to serve child care, medical or other special needs. If you have questions, please call the Office of Congressional Accessibility Services at 202.224.4048.

**The following restrictions apply only when visiting the House and Senate Galleries.**

Battery-operated electronic devices (medical devices are permitted)

Cameras

Cans and bottles

Creams, lotions or perfume

Packages, briefcases, backpacks or suitcases

Strollers

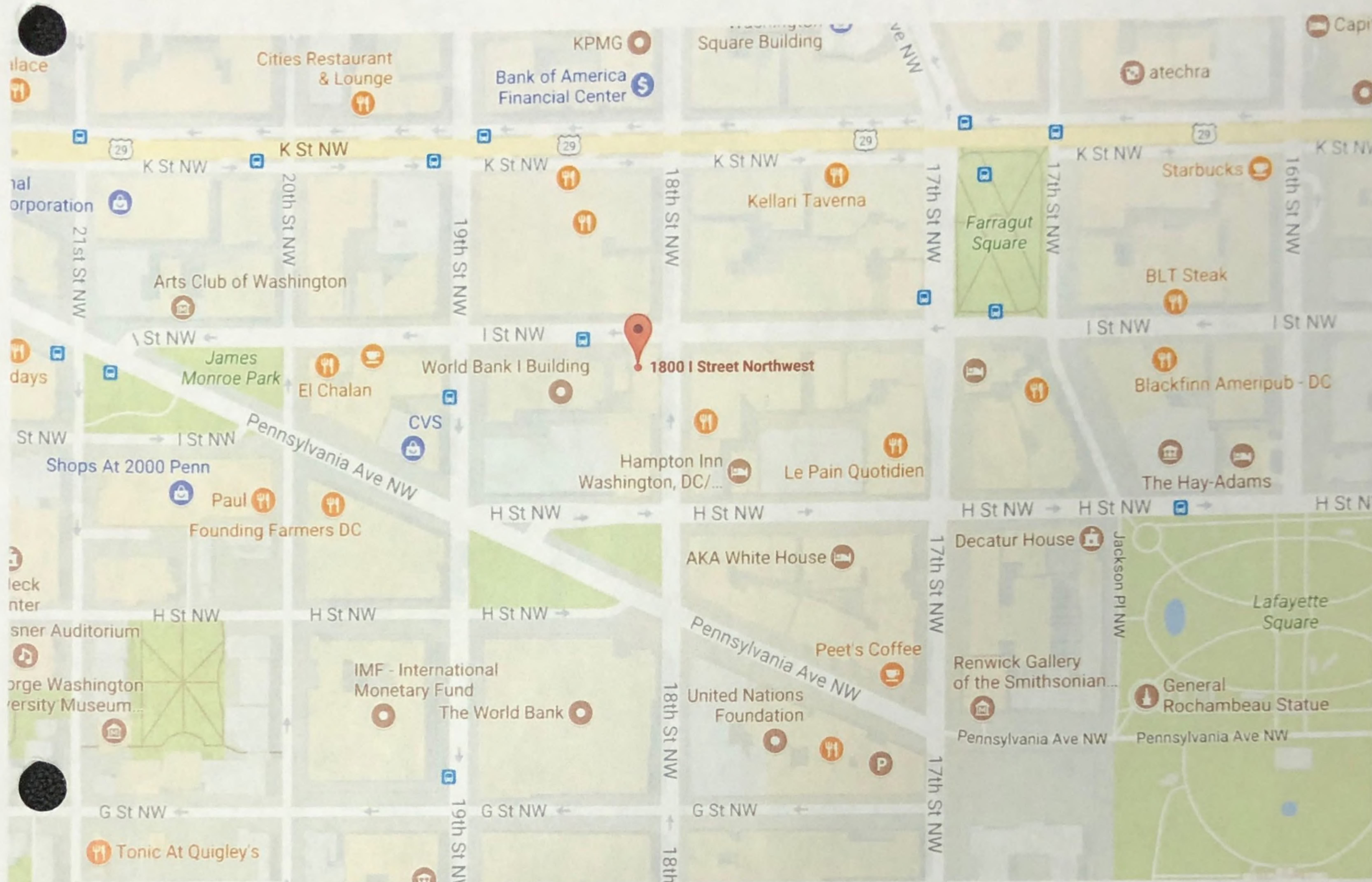
Video recorders or any type of recording device

Each Gallery operates a checkstand where visitors may store these items securely while they are visiting that Gallery.

Also, note that smoking is not permitted anywhere in the Capitol, and food and drink are only allowed in the Capitol Cafe.







### ASU Barrett & O'Connor Washington Center

1800 I Street, NW  
Washington, DC 20006

Main: (202) 446-0380

Fax: (202) 446-0390

[washingtondc.asu.edu](http://washingtondc.asu.edu)







	TIME	WEDNESDAY July 20	TIME	THURSDAY July 21
	7:00	Breakfast Pavilion 8th Floor	7:00	Breakfast Room 211
	7:45	WELCOME & PROGRAM INTRODUCTION Pavilion 8th Floor	7:45	MORNING WELCOME Room 211
	7:55	MOU SIGNING Pavilion 8th Floor Landry Signé Dean Khagram on Zoom	8:00	TOUR OF BUILDING Room 211 Paolo Rivera
	8:00	LEADERSHIP TRAINING Room 211 GLOBAL & PUBLIC AFFAIRS IN THE 4IR ERA Landry Signé	8:30	BEST PRACTICES OF QUALITY ASSURANCE Room 211 UIN SHARED EXPERIENCE UIN Faculty
	10:00	Break with Snacks Room 211	10:00	Break with Snacks Room 211
	10:15	LEADERSHIP TRAINING Room 211 GLOBAL & PUBLIC AFFAIRS IN THE 4IR ERA Landry Signé	10:15	BEST PRACTICES OF QUALITY ASSURANCE Room 211 OVERVIEW OF THUNDERBIRD PROGRAMS Landry Signé & Jennifer Betancur
	12:00	Lunch Room 211	11:30	Lunch Room 211
	13:00	LEADERSHIP TRAINING Room 211 GLOBAL & PUBLIC AFFAIRS IN THE 4IR ERA Landry Signé	12:40	WORLD BANK TOUR Meet in Lobby TOUR OF WORLD BANK Abdoul Salam Bello
	15:30	Break with Snacks Pavilion 8th Floor	14:00	Check-In for Tour Meet in Lobby
	16:00	THOUGHT LEADERSHIP SERIES Pavilion 8th Floor WEBINAR: CLIMATE CHANGE & UNIVERSITY CONTRIBUTIONS Landry Signé & Nyayu Khodijah	14:30	CAPITOL TOUR TOUR OF U.S. CAPITOL Jordan Wilson
	17:00	Day Concludes	16:00	Program Concludes



## LEADERSHIP TRAINING GLOBAL AND PUBLIC AFFAIRS IN THE FOURTH INDUSTRIAL REVOLUTION

### Professor Landry Signé, PhD

Executive Director and Professor, Thunderbird School of Global Management

Chair, Agile Governance Masterclasses, World Economic Forum

Senior Fellow, Brookings Institution, Global Economy and Development

Email: [Landry.Signé@Thunderbird.asu.edu](mailto:Landry.Signé@Thunderbird.asu.edu) - C: +1 650-223-1470

### INTRODUCTION

This seminar is a high-engagement executive training on **global and public affairs in the Fourth Industrial Revolution** era and the type of **agile leadership and governance** needed to address the most complex challenges and develop solutions to succeed in a turbulent and fast-changing world. The international order is under stress due to the constantly changing nature of issues globally. This stress is evident from the climate crisis to the diffusion of governing powers, global poverty and inequality, economic and financial crises, democratic and human rights recessions, gender disparities, social unrests, infectious diseases, conflicts and security challenges, cyberattacks, water, energy, and food crises, global skill mismatches, disruptive technologies, and the crisis of multilateralism.

The world is advancing in a new technologically golden but complex era referred to as the **Fourth Industrial Revolution (4IR)**, which has had an **unprecedented impact on humanity** and is characterized by the fusion of technology with an incredible velocity, scope, and systems impact. Emerging technologies such as Artificial Intelligence and Robots, Big Data, Automation, Internet of Things, Cloud Computing, Blockchain, Augmented and Virtual Reality, Autonomous and Near-Autonomous Vehicles, Next-Generation Genomics, Metaverse, and others are increasing the power of business and civil society, and transforming the pace, effectiveness, and ethics of global and public governance. With these disruptive transformations, **global and public organizations have to reinvent their processes**. This involves collaboration with the private sector and civil society organizations to drive the structural transformation to systems of global production, labor, economy, security, governance, and development, among others, to ultimately better deliver for citizens and stakeholders.

This seminar discusses the 4IR, its drivers, enablers, challenges, opportunities, and impact on global and public affairs, including the Sustainable Development Goals (SDGs). It also discusses the broader trends shaping the world, how to navigate the world's fast-growing economies during the 4IR, and the strategies to reap the 4IR benefits and make it work for all. It concludes with the type of agile leadership and governance needed to govern effectively and succeed in an ever-changing world.

This seminar will benefit leaders interested in deepening their ability to appreciate global trends shaping the 21st century and acquire strategies to leverage new insights for effective leadership and agile governance in international and public affairs during the Fourth Industrial Revolution. The seminar will focus on:

1. Expanding insights on how the 4IR is evolving, shaping the 21<sup>st</sup> century, and framing the future of global affairs, public, and academic institutions.
2. Appreciating the broad trends shaping the global economy/global affairs, including why some countries or institutions outperform others and their implications on the strategies to become a global



- outperformer.
3. Equipping leaders and managers with new methods, tips, techniques, strategies, and best practices to implement agile governance and deliver exceptional outcomes during the 4IR, including for the SDGs.
  4. Empowering leaders and managers to exercise effective leadership to successfully address challenges at the forefront of local, national, and global conversations.

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- Introduction to the 4IR, its characteristics and implications for global and public affairs: What is the 4IR, and how does it differ from the previous industrial revolutions? What are its drivers, enablers, opportunities, and challenges? What are its implications for the future of the world, SDGs, systems thinking, and complex global systems?

#### Materials

##### Reading

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##### Case

- *Bringing the Peruvian Government Closer to its Constituents* [HKS Case Number: 2171.0]  
[Read pages 1 to 3 as priority]

#### Assignment

##### Reading

- You should read the required material and consider the implications of the Fourth Industrial Revolution for the world (economy, production, politics, society, inequality, academic institutions, etc.).

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- You should read the case and be ready to discuss the strengths, weaknesses, opportunities, and constraints related to the Peruvian Government's digitalization.

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#### Broader reflection

Please think about the following questions:

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3. How can universities better leverage faculty, students, administrators, and the internationalization strategy in building world-class academic institutions?

↳ Collaboration (role model)  
↳ Create a strategy  
↳ high-commitment  
↳ "world-class" universities



### Session 3 – Agile Leadership and Governance in Global and Public Organizations for the Fourth Industrial Revolution

- The Fourth Industrial Revolution is bringing disruptive transformations that are changing the nature of policy-making processes and the governance of public policy, business, and global affairs. Therefore, *Agile Leadership and Governance* are critical to quickly responding to the changing nature of the policy, business, and global challenges that exist. Especially given the reign of uncertainty, the diffusing governing power, the complexity of technology governance, and the emergence of new technologies that are fusing the physical, digital, and biological worlds. What are the definitions, benefits, approaches, tools, methods, applications, and pillars of agile leadership/governance? What are the varieties of global and public leadership, and how to lead effectively during times of change, crisis, and technological disruptions?

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THURSDAY, JULY 21, 2022

## UIN SHARED EXPERIENCE

### Materials

#### Case

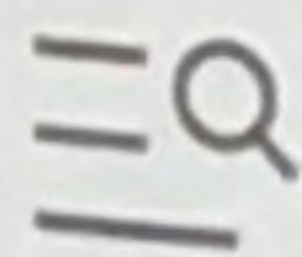
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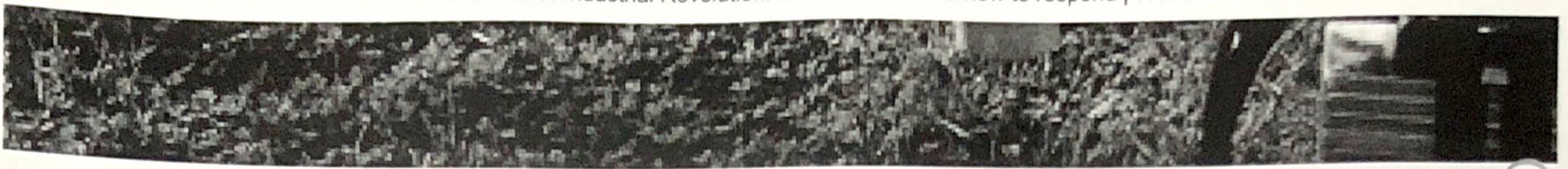
## FOURTH INDUSTRIAL REVOLUTION

# The Fourth Industrial Revolution: what it means, how to respond

Jan 14, 2016







## Klaus Schwab

Founder and Executive Chairman, World Economic Forum

We stand on the brink of a technological revolution that will fundamentally alter the way we live, work, and relate to one another. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before. We do not yet know just how it will unfold, but one thing is clear: the response to it must be integrated and comprehensive, involving all stakeholders of the global polity, from the public and private sectors to academia and civil society.

The First Industrial Revolution used water and steam power to mechanize production. The Second used electric power to create mass production. The Third used electronics and information technology to automate production. Now a Fourth Industrial Revolution is building on the Third, the digital revolution that has been occurring since the middle of the last century. It is characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres.

There are three reasons why today's transformations represent not merely a prolongation of the Third Industrial Revolution but rather the arrival of a Fourth and distinct one: velocity, scope, and systems impact. The speed of current breakthroughs has no historical precedent. When compared with previous industrial revolutions, the Fourth is evolving at an exponential rather than a linear pace. Moreover, it is disrupting almost every industry in every country. And the breadth and depth of these changes herald the transformation of entire systems of production, management, and governance.

*Read more: The surprising link between science fiction and economic history*

The possibilities of billions of people connected by mobile devices, with



unprecedented processing power, storage capacity, and access to knowledge, are unlimited. And these possibilities will be multiplied by emerging technology breakthroughs in fields such as artificial intelligence, robotics, the Internet of Things, autonomous vehicles, 3-D printing, nanotechnology, biotechnology, materials science, energy storage, and quantum computing.

Already, artificial intelligence is all around us, from self-driving cars and drones to virtual assistants and software that translate or invest. Impressive progress has been made in AI in recent years, driven by exponential increases in computing power and by the availability of vast amounts of data, from software used to discover new drugs to algorithms used to predict our cultural interests. Digital fabrication technologies, meanwhile, are interacting with the biological world on a daily basis. Engineers, designers, and architects are combining computational design, additive manufacturing, materials engineering, and synthetic biology to pioneer a symbiosis between microorganisms, our bodies, the products we consume, and even the buildings we inhabit.

### Challenges and opportunities

Like the revolutions that preceded it, the Fourth Industrial Revolution has the



potential to raise global income levels and improve the quality of life for populations around the world. To date, those who have gained the most from it have been consumers able to afford and access the digital world; technology has made possible new products and services that increase the efficiency and pleasure of our personal lives. Ordering a cab, booking a flight, buying a product, making a payment, listening to music, watching a film, or playing a game—any of these can now be done remotely.

In the future, technological innovation will also lead to a supply-side miracle, with long-term gains in efficiency and productivity. Transportation and communication costs will drop, logistics and global supply chains will become more effective, and the cost of trade will diminish, all of which will open new markets and drive economic growth.

At the same time, as the economists Erik Brynjolfsson and Andrew McAfee have pointed out, the revolution could yield greater inequality, particularly in its potential to disrupt labor markets. As automation substitutes for labor across the entire economy, the net displacement of workers by machines might exacerbate the gap between returns to capital and returns to labor. On the other hand, it is also possible that the displacement of workers by technology will, in aggregate, result in a net increase in safe and rewarding jobs.

We cannot foresee at this point which scenario is likely to emerge, and history suggests that the outcome is likely to be some combination of the two. However, I am convinced of one thing—that in the future, talent, more than capital, will represent the critical factor of production. This will give rise to a job market increasingly segregated into “low-skill/low-pay” and “high-skill/high-pay” segments, which in turn will lead to an increase in social tensions.

In addition to being a key economic concern, inequality represents the greatest societal concern associated with the Fourth Industrial Revolution. The largest beneficiaries of innovation tend to be the providers of intellectual and physical capital—the innovators, shareholders, and investors—which explains the rising gap in wealth between those dependent on capital versus labor. Technology is therefore

one of the main reasons why incomes have stagnated, or even decreased, for a



majority of the population in high-income countries: the demand for highly skilled workers has increased while the demand for workers with less education and lower skills has decreased. The result is a job market with a strong demand at the high and low ends, but a hollowing out of the middle.

This helps explain why so many workers are disillusioned and fearful that their own real incomes and those of their children will continue to stagnate. It also helps explain why middle classes around the world are increasingly experiencing a pervasive sense of dissatisfaction and unfairness. A winner-takes-all economy that offers only limited access to the middle class is a recipe for democratic malaise and dereliction.

Discontent can also be fueled by the pervasiveness of digital technologies and the dynamics of information sharing typified by social media. More than 30 percent of the global population now uses social media platforms to connect, learn, and share information. In an ideal world, these interactions would provide an opportunity for cross-cultural understanding and cohesion. However, they can also create and propagate unrealistic expectations as to what constitutes success for an individual or a group, as well as offer opportunities for extreme ideas and ideologies to spread.

### **The impact on business**

An underlying theme in my conversations with global CEOs and senior business executives is that the acceleration of innovation and the velocity of disruption are hard to comprehend or anticipate and that these drivers constitute a source of constant surprise, even for the best connected and most well informed. Indeed, across all industries, there is clear evidence that the technologies that underpin the Fourth Industrial Revolution are having a major impact on businesses.

On the supply side, many industries are seeing the introduction of new technologies that create entirely new ways of serving existing needs and significantly disrupt existing industry value chains. Disruption is also flowing from agile, innovative competitors who, thanks to access to global digital platforms for research,

development, marketing, sales, and distribution, can oust well-established



incumbents faster than ever by improving the quality, speed, or price at which value is delivered.

Major shifts on the demand side are also occurring, as growing transparency, consumer engagement, and new patterns of consumer behavior (increasingly built upon access to mobile networks and data) force companies to adapt the way they design, market, and deliver products and services.

A key trend is the development of technology-enabled platforms that combine both demand and supply to disrupt existing industry structures, such as those we see within the “sharing” or “on demand” economy. These technology platforms, rendered easy to use by the smartphone, convene people, assets, and data—thus creating entirely new ways of consuming goods and services in the process. In addition, they lower the barriers for businesses and individuals to create wealth, altering the personal and professional environments of workers. These new platform businesses are rapidly multiplying into many new services, ranging from laundry to shopping, from chores to parking, from massages to travel.

On the whole, there are four main effects that the Fourth Industrial Revolution has on business—on customer expectations, on product enhancement, on collaborative innovation, and on organizational forms. Whether consumers or businesses, customers are increasingly at the epicenter of the economy, which is all about improving how customers are served. Physical products and services, moreover, can now be enhanced with digital capabilities that increase their value. New technologies make assets more durable and resilient, while data and analytics are transforming how they are maintained. A world of customer experiences, data-based services, and asset performance through analytics, meanwhile, requires new forms of collaboration, particularly given the speed at which innovation and disruption are taking place. And the emergence of global platforms and other new business models, finally, means that talent, culture, and organizational forms will have to be rethought.

Overall, the inexorable shift from simple digitization (the Third Industrial Revolution) to innovation based on combinations of technologies (the Fourth Industrial

Revolution) is forcing companies to reexamine the way they do business. The bottom



line, however, is the same: business leaders and senior executives need to understand their changing environment, challenge the assumptions of their operating teams, and relentlessly and continuously innovate.

## The impact on government

As the physical, digital, and biological worlds continue to converge, new technologies and platforms will increasingly enable citizens to engage with governments, voice their opinions, coordinate their efforts, and even circumvent the supervision of public authorities. Simultaneously, governments will gain new technological powers to increase their control over populations, based on pervasive surveillance systems and the ability to control digital infrastructure. On the whole, however, governments will increasingly face pressure to change their current approach to public engagement and policymaking, as their central role of conducting policy diminishes owing to new sources of competition and the redistribution and decentralization of power that new technologies make possible.

Ultimately, the ability of government systems and public authorities to adapt will determine their survival. If they prove capable of embracing a world of disruptive change, subjecting their structures to the levels of transparency and efficiency that will enable them to maintain their competitive edge, they will endure. If they cannot evolve, they will face increasing trouble.

This will be particularly true in the realm of regulation. Current systems of public policy and decision-making evolved alongside the Second Industrial Revolution, when decision-makers had time to study a specific issue and develop the necessary response or appropriate regulatory framework. The whole process was designed to be linear and mechanistic, following a strict “top down” approach.

But such an approach is no longer feasible. Given the Fourth Industrial Revolution’s rapid pace of change and broad impacts, legislators and regulators are being challenged to an unprecedented degree and for the most part are proving unable to cope.

How, then, can they preserve the interest of the consumers and the public at large



while continuing to support innovation and technological development? By embracing “agile” governance, just as the private sector has increasingly adopted agile responses to software development and business operations more generally. This means regulators must continuously adapt to a new, fast-changing environment, reinventing themselves so they can truly understand what it is they are regulating. To do so, governments and regulatory agencies will need to collaborate closely with business and civil society.

The Fourth Industrial Revolution will also profoundly impact the nature of national and international security, affecting both the probability and the nature of conflict. The history of warfare and international security is the history of technological innovation, and today is no exception. Modern conflicts involving states are increasingly “hybrid” in nature, combining traditional battlefield techniques with elements previously associated with nonstate actors. The distinction between war and peace, combatant and noncombatant, and even violence and nonviolence (think cyberwarfare) is becoming uncomfortably blurry.

As this process takes place and new technologies such as autonomous or biological weapons become easier to use, individuals and small groups will increasingly join states in being capable of causing mass harm. This new vulnerability will lead to new fears. But at the same time, advances in technology will create the potential to reduce the scale or impact of violence, through the development of new modes of protection, for example, or greater precision in targeting.

### **The impact on people**

The Fourth Industrial Revolution, finally, will change not only what we do but also who we are. It will affect our identity and all the issues associated with it: our sense of privacy, our notions of ownership, our consumption patterns, the time we devote to work and leisure, and how we develop our careers, cultivate our skills, meet people, and nurture relationships. It is already changing our health and leading to a “quantified” self, and sooner than we think it may lead to human augmentation. The list is endless because it is bound only by our imagination.

I am a great enthusiast and early adopter of technology, but sometimes I wonder



whether the inexorable integration of technology in our lives could diminish some of our quintessential human capacities, such as compassion and cooperation. Our relationship with our smartphones is a case in point. Constant connection may deprive us of one of life's most important assets: the time to pause, reflect, and engage in meaningful conversation.

One of the greatest individual challenges posed by new information technologies is privacy. We instinctively understand why it is so essential, yet the tracking and sharing of information about us is a crucial part of the new connectivity. Debates about fundamental issues such as the impact on our inner lives of the loss of control over our data will only intensify in the years ahead. Similarly, the revolutions occurring in biotechnology and AI, which are redefining what it means to be human by pushing back the current thresholds of life span, health, cognition, and capabilities, will compel us to redefine our moral and ethical boundaries.

## Shaping the future

Neither technology nor the disruption that comes with it is an exogenous force over which humans have no control. All of us are responsible for guiding its evolution, in the decisions we make on a daily basis as citizens, consumers, and investors. We should thus grasp the opportunity and power we have to shape the Fourth Industrial Revolution and direct it toward a future that reflects our common objectives and values.

To do this, however, we must develop a comprehensive and globally shared view of how technology is affecting our lives and reshaping our economic, social, cultural, and human environments. There has never been a time of greater promise, or one of greater potential peril. Today's decision-makers, however, are too often trapped in traditional, linear thinking, or too absorbed by the multiple crises demanding their attention, to think strategically about the forces of disruption and innovation shaping our future.

In the end, it all comes down to people and values. We need to shape a future that



works for all of us by putting people first and empowering them. In its most pessimistic, dehumanized form, the Fourth Industrial Revolution may indeed have the potential to “robotize” humanity and thus to deprive us of our heart and soul. But as a complement to the best parts of human nature—creativity, empathy, stewardship—it can also lift humanity into a new collective and moral consciousness based on a shared sense of destiny. It is incumbent on us all to make sure the latter prevails.

This article was first published in Foreign Affairs

Author: Klaus Schwab is Founder and Executive Chairman of the World Economic Forum

Image: An Aeronavics drone sits in a paddock near the town of Raglan, New Zealand, July 6, 2015. REUTERS/Naomi Tajitsu

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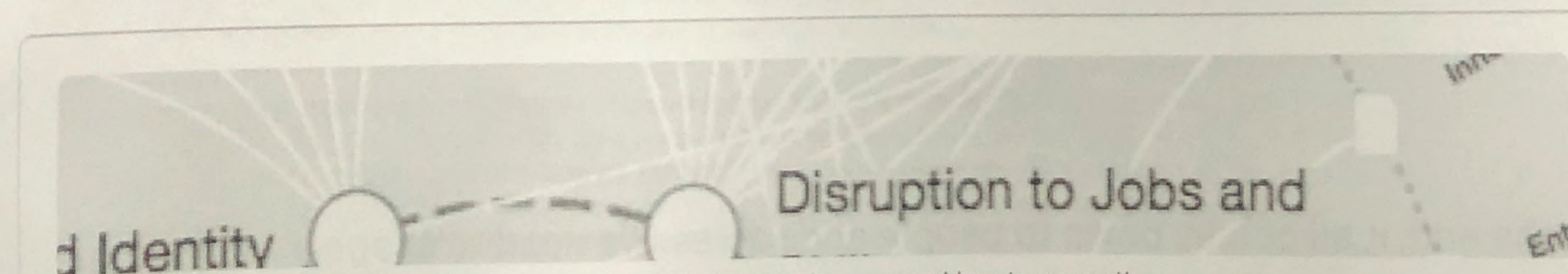
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## Bringing the Peruvian Government Closer to Its Constituents

The Peruvian government saw the opportunity to leverage digital technologies to increase transparency, rebuild trust, competence and credibility, and get closer to its constituents. In October of 2016, with the mandate to "bring the Government closer to its citizens through innovation," the government launched the Innovation Unit. In Peru, there was an increasing disconnect between society, markets, and public institutions. Lower than expected economic growth, a growing number of middle class citizens with unmet aspirations, and corruption, had widened the gap between governments and its constituents. In 2015, almost 94% of Peruvians perceived their central governments as corrupt (vs OECD average of 65%).<sup>1</sup> The Peruvian government saw an opportunity to use digital technologies as one tool to tackle the challenge.

The Innovation Unit set the product vision for increasing transparency and rebuilding trust with government. They built the Single Domain unified site GOB.PE to bring the Government closer to its constituents by solving their most pressing needs. The Innovation Unit aimed for the unified site to allow easy and simple access to all government-related information and transactional services. The team expected the Single Domain to start a true digital transformation of the Peruvian government, that puts the citizen at the center and prioritizes its needs of the citizen over those of public entities. This case explores the product discovery and product management aspects of bringing the Peruvian government closer to its constituents.

### Discovery Sprint

Since its inception, the Innovation Unit adopted a user-centered approach to achieve its mission. Its first step was to understand how citizens perceived the government and how they related to it. The team turned to conduct field research to inform their assessment. The Innovation Unit interviewed Peruvian youth from different socio-demographic backgrounds. They first targeted people specifically between 15 and 35 years of age because citizens of this age range constituted the bulk of the population (Exhibit 1: Demographics), were starting to have their first interactions with the government (perception was unbiased and could be positively shaped), and were more likely to be digitally literate.

Interviews revealed that this group of 15 - 35 year-old citizens perceived the government as distant and fragmented. Research found that there were three key elements that influenced youth perception of the government:

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*This case was written by Santiago Melo and Kathy Pham, Adjunct Lecturer in Public Policy at the Harvard Kennedy School (HKS). HKS cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management. KS1301*

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- Knowledge about the government: Young constituents felt that communication with the government was non-existent. On the one hand, interviewees thought that there were no channels for them to communicate with the public institutions. On the other hand, they thought the government did not use the appropriate media to communicate with them. Communication channels used by the government were not compatible with the way youth consumed information. For example, the government did not have a digital presence, when youth were increasingly going online for information, entertainment, and social media (see exhibit for demographics and internet access).
- Government Interests: Youth interviewed believed that the government acted on behalf of elites, and not on behalf of all constituents. Youth also did not believe they benefited from government.
- Trust: the youth had general mistrust about government that resulted from bad experiences when trying to perform transactional services or interact with public institutions.

The Innovation Unit discovered that individuals who felt positive about those listed dimensions were more prone to engage with public institutions, and have a positive perception about the government. The team realized that the element that presented the most opportunity for improvement was knowledge about the government. While some of the interviewees said that the government helped them in some way and others said that they trusted the government, none of the interviewees asserted that they understood the government.

As a result, the Innovation Unit posed itself the following question: How can we empower citizens to meet their objectives, through timely, understandable, and reliable information about the government's services? Their goal was to create a solution for the citizens to have an official and effective channel to provide information about the government and its related agencies, and for the citizens to be able to understand the information provided.

The Innovation Unit evaluated and tested several digital and non-digital options. In considering the youth's preferred media channels, such as increasing internet coverage throughout the country and the widespread adoption of smartphones (Exhibit 2: Internet Access), the team decided to leverage technology to create a centralized government information repository where citizens throughout the country could learn about the government, its institutions, services and procedures. Information was to be updated, reliable and easy to access, and organized around different citizen needs or life goals, instead of organized around each institution.

With a Single Domain in mind, the team embarked on the mission to develop GOB.PE, a site to provide citizens a unique point of access to the government's information and services. Although, the platform was to be designed as "mobile first" concept, the site was to be responsive and accessible from any digital device.

The Innovation Unit, spearheaded by Daniella Raffo, hired Public Digital, a consulting firm led by former leaders of UK's digital transformation, to help the organization in the launch of GOB.PE and collaborate with the recruiting of the Innovation Unit's team expansion. Together, they focused on building a multi-disciplinary team that brought together skills that most governments are not used to recruiting for: designers, user researchers, product owners, content strategists, and developers. The Innovation Unit made the conscious decision to have an in-house centralized team in charge of the development of digital products for all government agencies. This was mainly to ensure faster product



delivery, long-term sustainability, user-centricity, and to reduce costs. If outsourcing was necessary, the centralized team established guidelines and gave advice on procurement. Heidi Uchiyama, user experience strategy and product owner, and Zoila Palza, scrum master and software developer, were some of the key members to join the team. (See Exhibit 4 for team composition and role description.)

## User Experience Research

To guide the Single Domain development, the Innovation Unit interviewed more than 50 citizens living both in cities and rural areas. The most critical part was to approach citizens with radically different realities and understand how to develop a digital experience that could fulfill the needs of an entire country.

The Innovation Unit concluded the following:

- Citizens' points of contact with the government included informing themselves about services and performing government-related transactions.
- Government was used to communicating with its constituents based on its organizational structure rather than on the citizen's needs. For instance, to incorporate a company, citizens had to go to more than five different entities instead of having a unified interface where they could execute all the relevant processes.
- Information was scattered throughout different official sites, was often not updated, and was written in technical jargon that citizens did not understand.
- Government processes and procedures were often done in person or through phone calls. These tended to be time-consuming and burdensome.
- Citizens' journeys when executing a transaction with a public entity did not start when they filed their documents. Rather, they started when the citizens informed themselves about the service, and didn't end until they fulfilled their need.
- For citizens, "process simplification" meant achieving their goals faster, not reducing paperwork or requirements.
- Lack of information about government entities and services puts citizens in a position of vulnerability and opens space for corruption.
- It is not enough to provide information, citizens need to be guided through the process.

To provide a great user experience, the Innovation Unit needed to overcome several hurdles. First, it needed to change the traditional government mindset when providing services to citizens. It was critical to have public institutions and public servants adopt a citizen-centric approach. Second, it was necessary to articulate and group public entities in order to make it easier for citizens to find them, learn about them, and access the services they provide. Lastly, the Unit needed to re-write and update the content to offer users clear and timely information on the procedures and services offered by the State.

The Unit set to leverage Design Thinking and Agile methodologies to ensure rapid delivery of digital products that fulfilled the citizens' needs. To discover the user pain points, the team started by defining the challenge and problem at hand: how to better inform and serve citizens. Based on this, they conducted ethnographic research to understand the needs of users and collected and analyzed the information to identify areas where they could better serve the Peruvian population. After this, the Innovation Unit brainstormed ideas of how to tackle these opportunities and developed digital



prototypes. These prototypes were tested with users and based on their feedback, wireframes used to guide the technological development of the product were designed.

## Agile in Action

The Innovation Unit built GOB.PE based on user needs and iterative feedback. They used prototypes to try a variety of different designs for each of the hundreds of user needs, such as paying taxes or applying for a driver's license. Trials often began as hand-drawn sketches of what a web page may look like based on interviews with users. The Innovation Unit initially created low-fidelity prototypes to illustrate the user journey through GOB.PE. With these at hand, they went back to potential users to test for usability, gather feedback, and incorporate learnings in future prototypes. The team made sure testers appropriately represented the entirety of the Peruvian population (urban/rural, age range, gender, socioeconomic status) and created user personas and user stories to illustrate the point (Exhibit 1: Demographics). Testing was conducted either remotely or in person. The team had over 4,000 volunteer user experience testers.

Agile methodology allowed for a continuous cycle of production, launch and identification of improvements, and helped the team to develop high-quality software at low cost and low risk. The development stage was carried out by identifying key functionalities, then prioritizing them and organizing the work in weekly or bi-weekly sprints. Through a Scrum-assembled team, the Innovation Unit moved quickly from user-need to product development, turning big tasks into smaller ones that could be successfully completed in a sprint. This allowed the team to constantly make progress and to have, every two weeks, new features that could be used and tested with users.

## Product Roadmap and Feature Prioritization

The Innovation Unit decided to roll out the GOB.PE site in three phases. The first phase was to focus on providing citizens with information about government's processes and services. The second phase aimed to provide information about different public institutions and the third phase aimed to streamline and digitize transactional services.<sup>a</sup> This last phase meant not only that services would migrate to be performed online (and therefore would be accessible whenever and wherever is most convenient for users), but also that users would not need to know which department (or departments) were responsible for any particular service in order to find it online. All three phases served as learning opportunities to improve the experience with the service both online and offline.

The Innovation Unit went through analysis and conceptualization of the interface to start prioritizing the platform components. The primary goal was to have simple and clear content about procedures and services and thus including high-priority content was critical. In order to do this, the Innovation Unit had to prioritize which of the 4,000 transactional services would be digitized first. This forced the user experience and research teams to understand the biggest needs of Peruvians before designing the product and the content.

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<sup>a</sup> Transactional services cover a huge range of tasks, from paying car tax to applying for a passport, and they form a significant part of the government's work. These services involve an exchange of money, goods, services, permissions, licences or information between the government and a service user, resulting in a change to a government system. (Digital Efficiency Report)



Their criteria for prioritization was mainly based on:

- Importance of the service in the life of the citizens.
- Citizen Demand (services in process and delivered) and Internet-related searches.
- Complexity of the service. What services present the most pressing pain points?
- Feedback from ministries and other institutions that delivered those services.

The most important needs resulting from this framework were: "I want to drive a car," "I need to have a National ID," "I want to start a company," and "I want to take care of my health." The Innovation Unit, then translated these citizen's needs to government's transactional services: Driving License, National ID, Company Incorporation, and Health Insurance, correspondingly (Exhibit 10: Prioritization Matrix).

## User Experience - Designing for an Entire Country

When testing for usability and accessibility, the team made sure to "design for everyone" and thus strived to develop an intuitive, simple and informative site. To do this, The team used a Universal Design concept which aims to design for the "lowest common denominator," or the user with least digital proficiency. The idea is that, if these users were able to use the platform, all other users will be able to do so too. The Innovation Unit defined their lowest common denominator as older adults with certain levels of visual disability, a user persona that could be similar to populations with lower levels of digital literacy.

Content strategy was critical to designing a universally accessible product. One of the key challenges was to have comprehensive and clear content on the website. The Innovation Unit wanted to make sure the content was written in simple language that anyone could understand. They also strived to provide guidance throughout the website to fit every citizen's needs.

## Performance Metrics

Once the product was launched, the team kept close track of performance metrics. This served as a selling point for launching future products and as a tool to further improve user experience. Key metrics identified were:

- Traffic and visits per day
- Amount of procedures and services delivered
- Search engine results
- Rebound rates
- Average duration of a session
- Average duration of a service delivered

(See Exhibit 8 for a typical metric dashboard of an individual page.)

Users could also evaluate and provide feedback on the site. User reviews could be as simple as "Thumbs Up" or "Thumbs Down" to evaluate the usefulness/relevance of any given page. Users could additionally provide more information regarding their "negative" evaluation. Options included: a) missing information; b) incorrect information; and, c) not easy to understand. This allowed the team to get quick and actionable feedback to further improve user experience. Each team member was



assigned a day to review and resolve content problems reported by users. This strategy not only helped improve the site but also included the citizen in the creation of the content as the most important collaborator of the team.

## **Intervention in Public Agencies**

Once the team digitized the most important information and services for the citizens, it started targeting specific interventions in each of the public agencies and ministries. The first approach was made by Raffo who partnered with the executives at each agency. Once the leadership team was onboard, the Innovation Unit started its intervention.

The Innovation Unit sent in teams composed of content strategists, designers, software developers, and a product manager. The teams requested the agencies to name a Digital Leader and a Communications Lead within the organization. It was critical to engage employees of the agency as they held much of the information about the process and user experience.

All the development was performed by the Innovation Unit and didn't impose additional costs on the agency. The agency only had to contribute the time of its staff. One of the challenges was to have the agency migrate to the Single Domain as employees perceived an independent digital presence to be a critical part of their identity. Once the migration to the Single Domain was executed and the agency services were revamped and digitized, the Innovation Unit worked with the agency employees to transfer innovation methodologies and instill in them a customer-centric mindset.

## **Influencing Stakeholders and Political Capital**

Developing a unified government site required unprecedented articulation between previously siloed public entities and engagement of different government agencies, different levels of government, and other players. Mobilizing stakeholders was critical to provide an optimum customer experience.

Because the Innovation Unit was launched as a prime minister's initiative, it had the political capital and budget to get the ball rolling. It also had the credibility brought by the consulting firm Public Digital, whose founders launched one of the first government digitization efforts (GOV.UK). Peru's team was further strengthened by legal backing. In 2018, the government issued a decree mandating that "all public entities have to find a 'digital leader' to coordinate everything related to digital government projects." This decree incorporated the necessary conditions for the scaling of GOB.PE, which were emerging as key success factors as the beta progressed, including:

- Mandatory participation of all public administration entities in GOB.PE.
- Enforced all entities to: (1) adopt GOB.PE as their only communication channel, (2) digitize their procedures and services through GOB.PE according to the platform standards, (3) facilitate the infrastructure and human resources to share information through the Interoperability Platform managed by the Digital Government Office, (4) make use of digital identification mechanisms that facilitate citizens' access to public services.

One of the key elements of the decree was the allocation of the functions of GOB.PE to the Digital Government Office. At the same time that the decree was launched, the Prime Minister's Office



decided to give the functions of leading GOB.PE to the Digital Government Office. This was important because it signified that GOB.PE was not a pilot project anymore. It was part of the operation of the Prime Minister's Office and could receive official budget and administrative support.

The Innovation Unit achieved quick wins and building relationships that enabled larger and more impactful projects. With the initial version of GOB.PE, the team had a strong foundation for future projects. The team aimed to convince the rest of the government agencies about the benefits of digitization and a citizen-centered approach. They made many presentations within the different public institutions with the early version of the Single Domain website that was launched in June 2017. The success of that early version built the team/s credibility and trust in government. Soon after, the Innovation Unit was no longer pitching their projects to agencies, but it was agencies who were looking for them. After 7 months of beta phase, more than 1.5 million users, 30% of recurring users, 91% of satisfaction reported by users of the platform, and more than 3,000 reviews received, it was fair that this would be the case. The key was then to maintain or build political capital to prepare for the next phases of development.

Heidi Uchiyama		Sofia Pardo	
Current Position	Head of User Experience at Interbank, Group of Banks	Current Position	Senior Manager in Digital Transformation at Interbank, Group of Banks
Previous Position	Head of User Experience at Interbank, Group of Banks	Previous Position	Senior Manager in Digital Transformation at Interbank, Group of Banks
Education	Bachelor's in Arts in Advertising and a Bachelor's in Social Relations Policy	Education	Bachelor's in Arts in Advertising and a Bachelor's in Social Relations Policy
Experience	10 years of experience in user experience design and research	Experience	10 years of experience in user experience design and research
Skills	UX Design, User Research, Usability Testing, Wireframing, Prototyping	Skills	UX Design, User Research, Usability Testing, Wireframing, Prototyping
Projects	Interbank, Group of Banks	Projects	Interbank, Group of Banks

## Exhibit 2 – Mobile Penetration in Peru

- Smartphone user penetration rate in Peru grew from 29% in 2012 to 47.5% in 2016.
- In 2016, more than 60% of Peruvian households owned a smartphone, up from 31% in 2012.
- Peru's mobile phone penetration rate is 116.2%.
- In 2016, there were 116.2 mobile phone subscriptions per 100 inhabitants.



## Appendix

### Biographies

Digital Transformation Leaders in Peru who contributed to this case:

#### **Daniella Raffo**

Raffo is currently Managing Director at Aporta Desarrollo Sostenible, the social impact lab of the Peruvian corporate conglomerate Breca group. Prior to that, she led the Innovation Unit at the Peruvian Government (Chief of Cabinet of Ministers Office), where she oversaw the launch of Gob.pe. Raffo founded the Ensenaperu (similar to Teach for America) and was Director of Education and Planning at Innova Schools, an innovative school network that aims to provide high-quality k-12 education to all children in Peru. Prior to transitioning to the impact sector, Raffo worked at McKinsey & Company and Procter and Gamble. She holds an MBA from Stanford University, a Bachelor's in business from Universidad del Pacifico, and Bachelor of Science in Economics from Universita di Bologna.

#### **Heidi Uchiyama**

Uchiyama is currently the Head of User Experience at Interbank, one of Peru's largest financial institutions. Prior to that, she was Service Design Lead at the Peruvian Government (Chief of Cabinet of Ministers Office). She also served as Managing Director at UXlab Peru and as a partner at Amable (managing consulting firm). Previously, she was UX professor at Universidad del Pacifico and UX consultant Switch Interactive Media. She holds a Master's degree in Design for Digital Platforms, a Bachelor's of Arts in Advertising and a Bachelor's of Arts in Social Relations Policy.

#### **Zoila Palza**

Palza is a Scrum Master in Belatrix Software, where she currently leads a software development team and guides clients' digital transformation in the financial industry. Previously, she was the Scrum Master in Gob.pe, the single domain project of the Peruvian government, conceived at the Innovation Unit of the Prime Minister Office of Peru. Prior to that, Palza worked leading projects of software development in the Ministries of Health, Justice and Energy. She also worked at Infosys and BDO. She holds a Software Engineering degree from Pontifical Catholic University of Peru and also coursed project management and public administration specializations from ESAN University.

Additionally, thank you to Sergio Pancorbo, 2019 Digital Services Leader at Prime Minister's Office of Peru, for reviewing this case.



## Exhibit 1 – Peru Demographics

	Total Population, #	31,826,018
Gender, %	Men	50.1%
	Women	49.9%
Age Groups, %	0-15	27.1%
	15-35	26.5%
	35-50	21.6%
	50+	24.8%
Geographic Concentration, %	Urban Population, %	79.3%
	Rural Population, %	20.7%
	Capital City Population, %	31.7%

Source: Peru National Department of Statistics – INEI

## Exhibit 2 – Peru Internet Access

Internet Access	2012	2013	2014	2015	2016	2017
<b>Population with Internet Access, % of total population</b>	<b>38.2</b>	<b>39.2</b>	<b>40.2</b>	<b>40.9</b>	<b>45.5</b>	<b>48.7</b>
Population with Internet Access in Urban Areas, %	47.3	48.3	49.1	49.6	54.6	58.2
Population with Internet Access in Rural Areas, %	10.4	10.9	11.5	12.0	14.2	15.4
<b>Demographics of People with Internet Access</b>						
<b>Educational Attainment, % of population with Internet Access</b>						
Primary or Less	16.6	17.5	17.7	17.8	19.8	20.5
Secondary	49.6	49.2	50.6	50.7	49.3	49.9
Post Secondary	33.8	33.3	31.6	31.5	31.0	29.6
<b>Age, % of total population in age range</b>						
Younger than 16 years	44.0	45.1	45.0	44.7	47.7	48.5
Between 16 and 25 years	64.4	66.2	68.2	68.6	74.9	77.7
Older than 25 years	28.2	29.1	30.4	31.8	36.8	41.4
<b>Place of Access, % of population with Internet Access</b>						
Public Access	43.2	38.0	32.3	26.3	18.0	11.4
Work	11.2	9.6	7.6	6.0	4.1	2.1
Home	27.6	29.0	26.1	22.6	15.3	11.5
Mobile	-	-	-	-	21.5	32.0
School	3.7	3.3	3.2	3.1	2.3	1.7
Others	13.2	19.0	29.5	41.5	38.1	40.6
<b>Use of Internet, % of population with Internet Access</b>						
Information, Communication, Entertainment	41.7	43.8	44.8	44.6	44.8	
Information and Communication only	17.2	18.3	19.9	14.6	13.1	
Information only	8.7	8.7	7.1	5.6	4.7	
Information and Entertainment only	8.4	7.5	6.4	6.2	5.5	
Communication and Entertainment only	2.7	2.8	2.9	6.3	6.9	
Other	21.3	18.9	18.9	22.7	25.0	
<b>Frequency of Internet Use, % of population with Internet Access</b>						
Once a day or more	39.5	46.4	49.5	51.8	60.1	68.5
Once a Week	51.7	46.4	43.9	42.7	35.2	28.1
Once a month	8.4	6.7	6.3	5.2	4.5	3.2
Less than once a month	0.5	0.5	0.3	0.3	0.2	0.2

Source: Peru National Department of Statistics – INEI

## Exhibit 3 – Mobile Penetration in Peru

- Smartphone user penetration rate in Peru grew from 8.5% in 2012 to 47.6% in 2016.
- In 2016, more than 66% of Peruvian households owned a smartphone, up from 13.8% in 2012. Lima, Peru's capital, has a household penetration of 81.2%.
- In Peru, there were approximately 116.2 mobile phone subscriptions per every 100 inhabitants in 2016.

Source: Statista, <https://www.statista.com/statistics/802251/peru-smartphone-user-penetration/>.



## Exhibit 4 – Peruvian Innovation Unit Team Roles

The Innovation Unit team was composed of the following roles:

- **Researchers:** responsible for investigating and understanding the needs of citizens, finding opportunities for improvement and proposing solutions to improve a service. Researchers are empathic people, have the ability to relate to others, and are curious to understand people's problems, their motivations, and their concerns.
- **Designers of user experience (UX) and user interaction (UI):** they are the people who can translate the solution ideas into a tangible prototype that represents a new experience for the user or citizen. They have the ability to define a workflow according to the objective of the solution, taking care to ensure the best navigation, ease of use and possible interaction for the citizen. They are able to do tests with users, learn from these tests and constantly improve the prototypes, until they reach a final design that is the one that leads to development.
- **Content Designer:** these are the people in the team responsible for generating the necessary content for the Gob.pe platform and for the services designed. They are people with experience in communications and content writing. They have the ability to identify an issue or problem, and investigate it in depth considering all the angles that may be important for citizens. Once they become familiar with the subject, they write the necessary content for the citizen in a way that is easy to understand. In addition, they are able to write content so that it is optimized for search engines.
- **Developers:** within the team, the Innovation Unit has a team of web developers. This includes: back-end developers, front-end and full-stack. They are people with experience in solutions architecture, programming and continuous deployments, and know about programming languages, libraries, databases, web technologies and operating systems. They have the ability to work agilely and respond to changing needs or requirements. They are proactive and able to find and propose solutions to development challenges, continuously test their solutions and are able to communicate and interact with people in other roles.
- **Scrum Master:** is the person who manages the process of agile development, guiding the development team during the different sprints. He/she facilitates team meetings, helps the team prioritize functionalities and helps unlock obstacles for the team. He/she is an organized person, with a great capacity for communication and management of priorities, as well as creating a collaborative work environment. Although a master scrum does not necessarily have to know how to program, in any case, he/she must have a deep understanding of the digital environment.



## Exhibit 5 – Innovation Unit Filed Research and Testing



Full Interviews: 26 Lima // 14 Iquitos  
Contextual Interviews: 9 Lima // 8 Iquitos

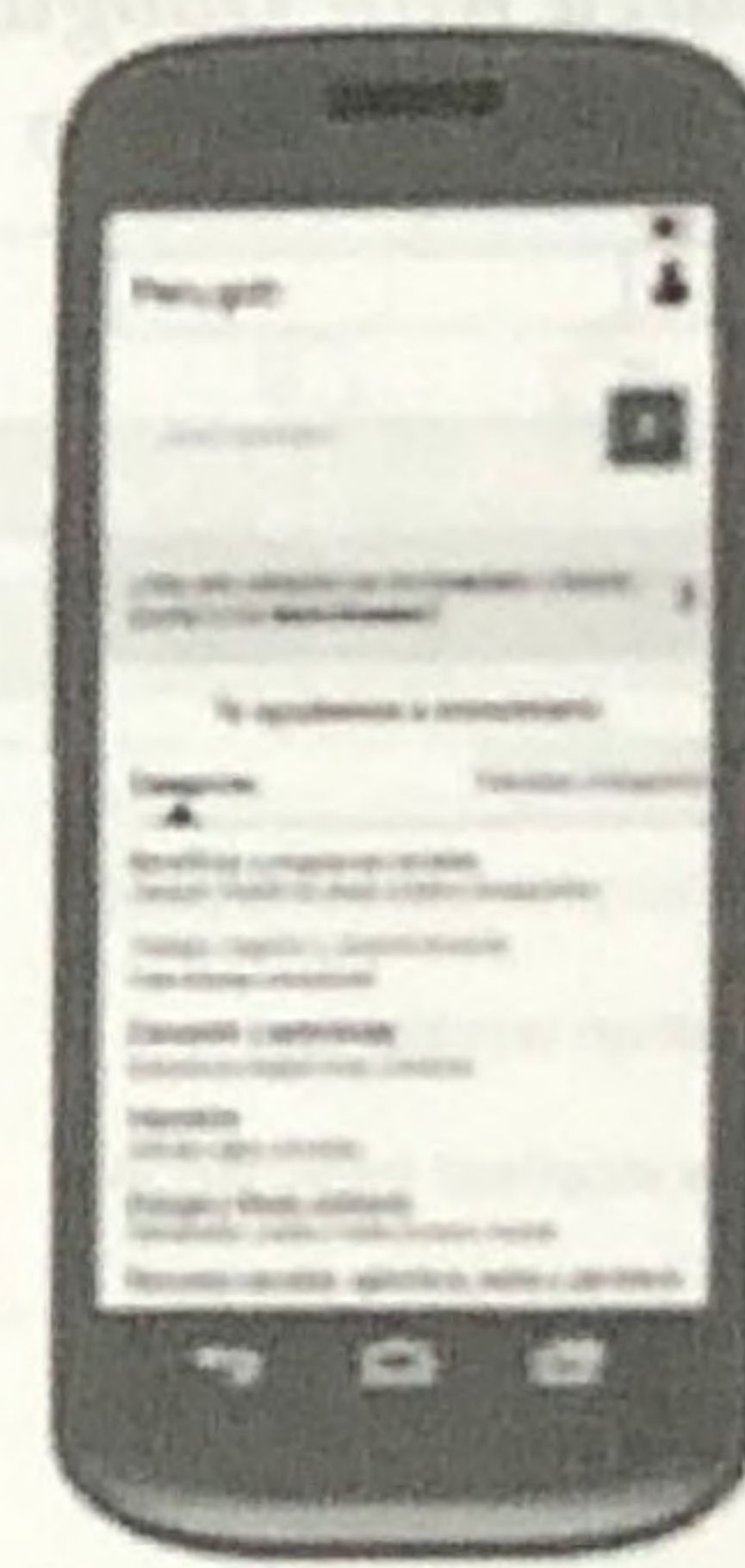
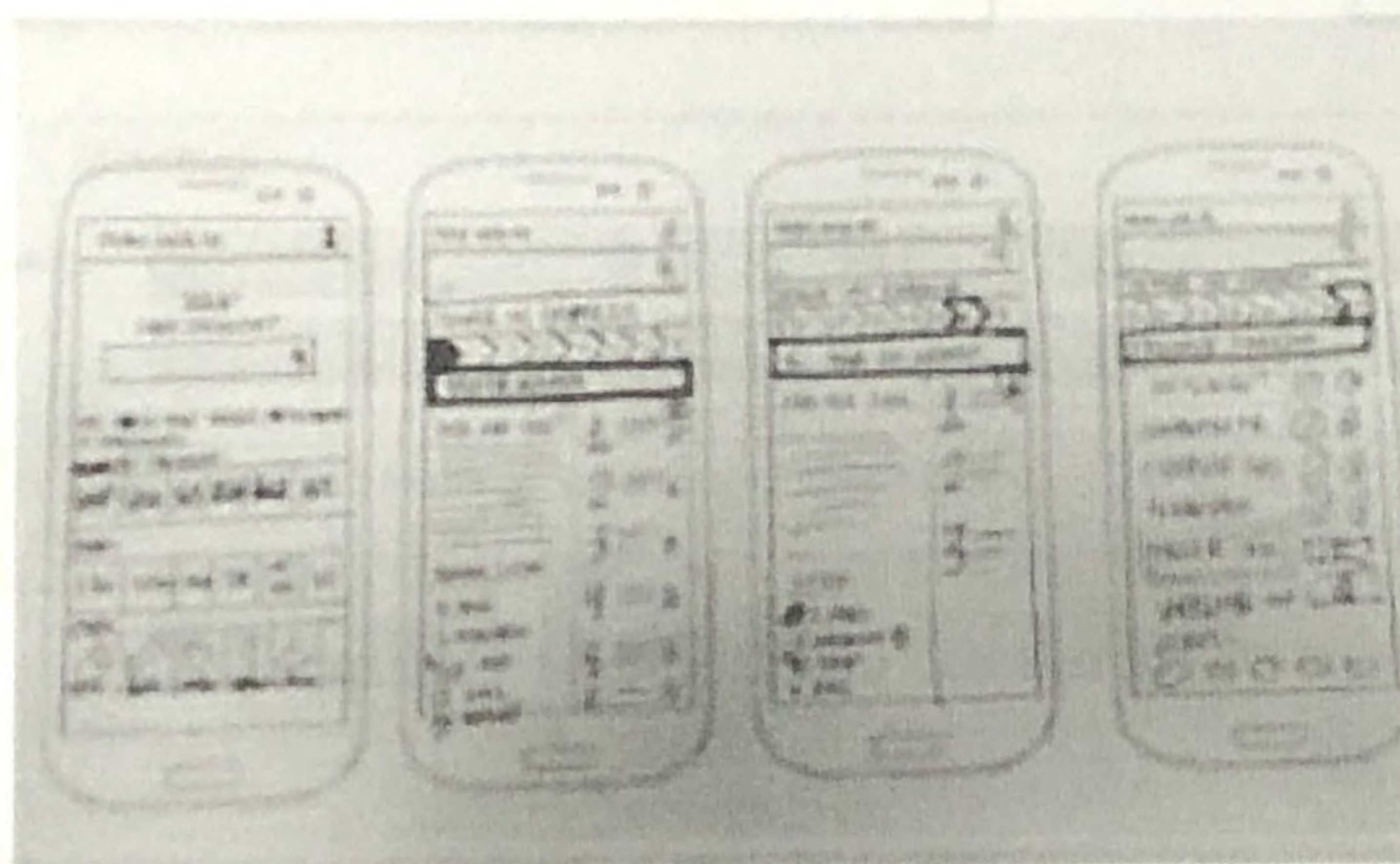


Focus Groups: 4 Lima // 2 Iquitos



Agencies and Processes: 11 Lima // 7 Iquitos

## Exhibit 6 – Gob.pe Initial Prototyping



## Exhibit 7 – Gob.pe Website Screenshot from April 2019

*Translated with Google website translation*

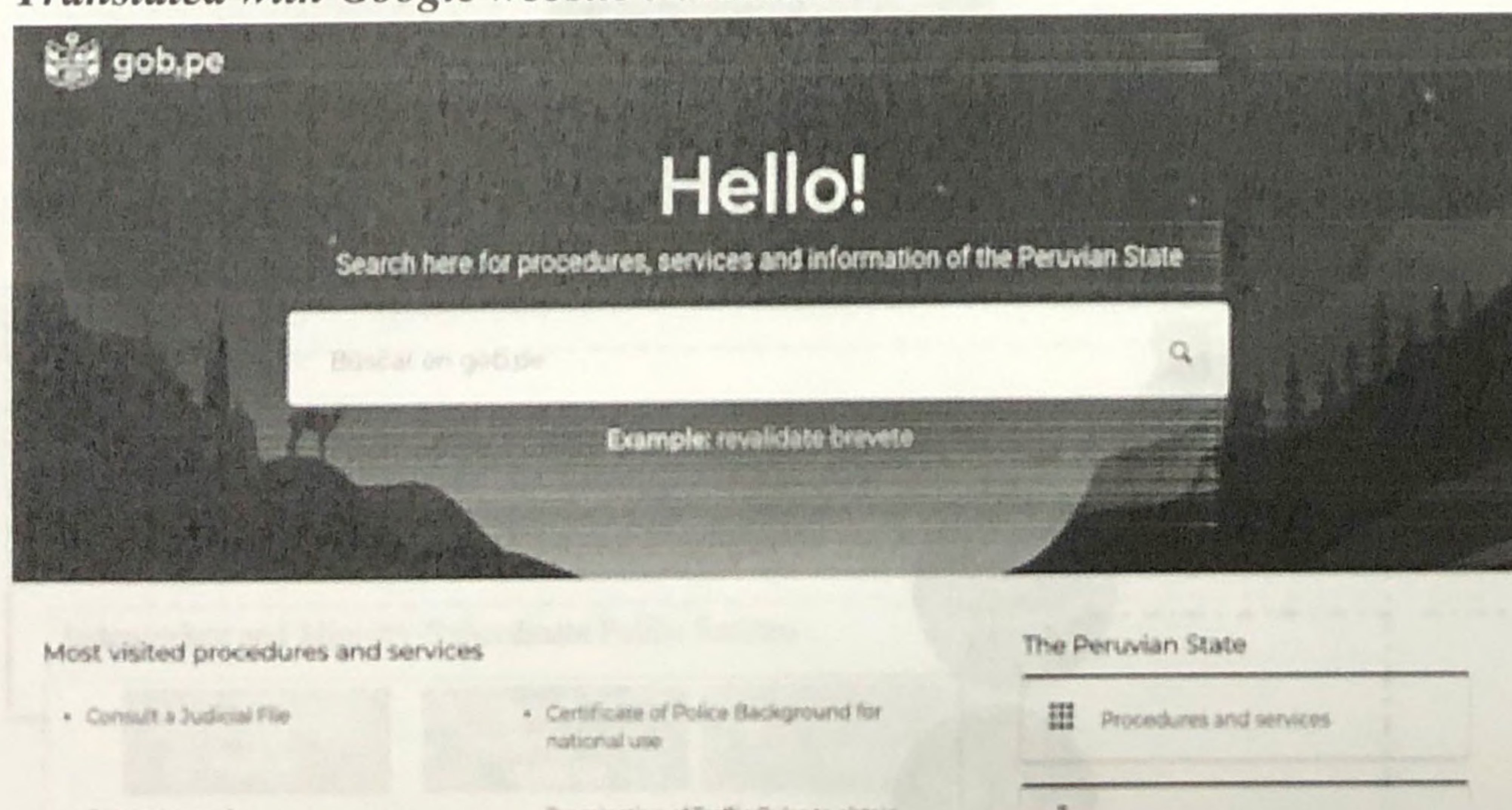




Exhibit 8 – Gob.pe Metric Dashboard for Tax Return Filing Site  
Translated with Google website translation

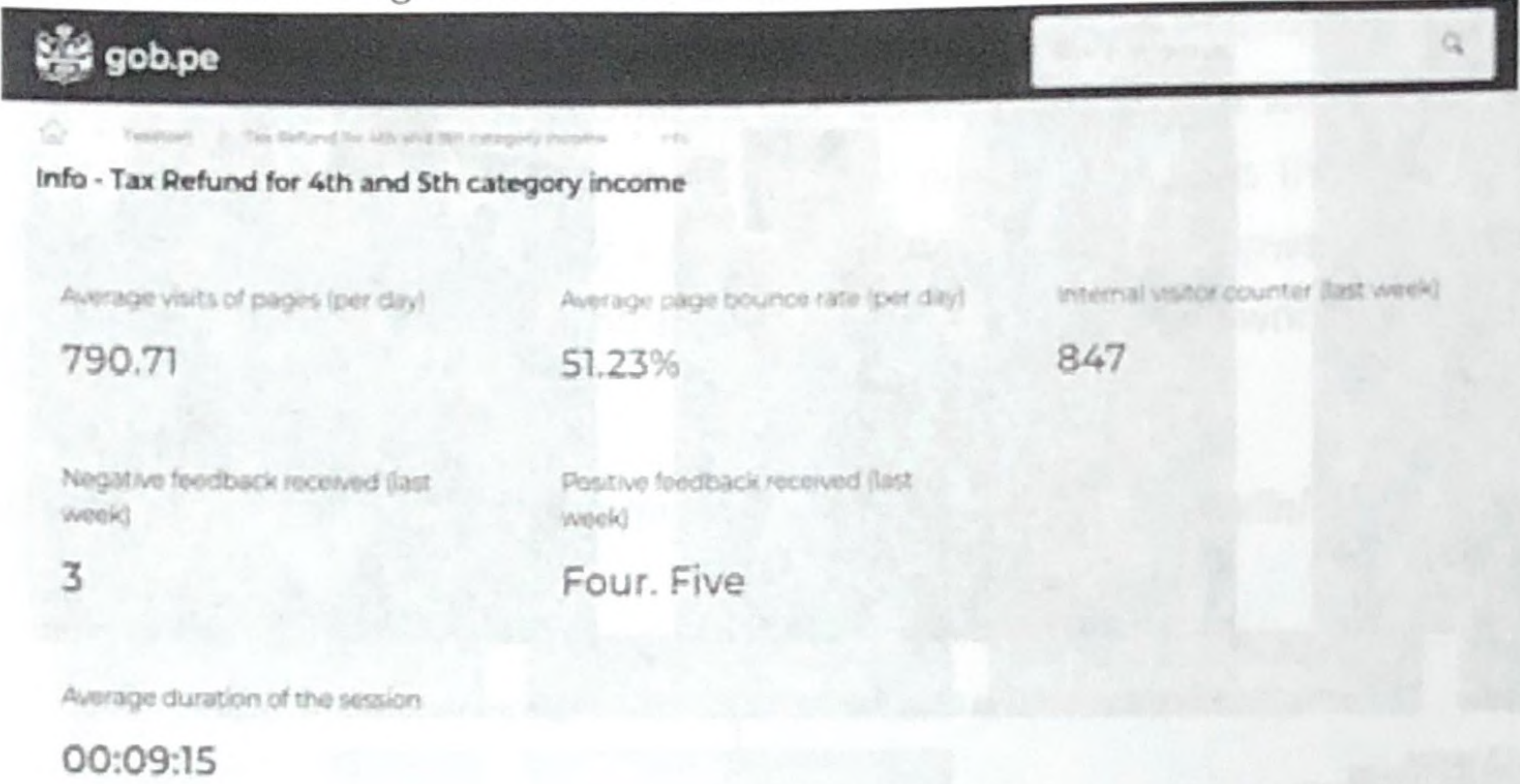


Exhibit 9 – Gob.pe Feedback Section  
Translated with Google website translation

Did the content serve you?

☐ ☐

6213 158

Tell us the problem:

Something here does not work

Information is missing

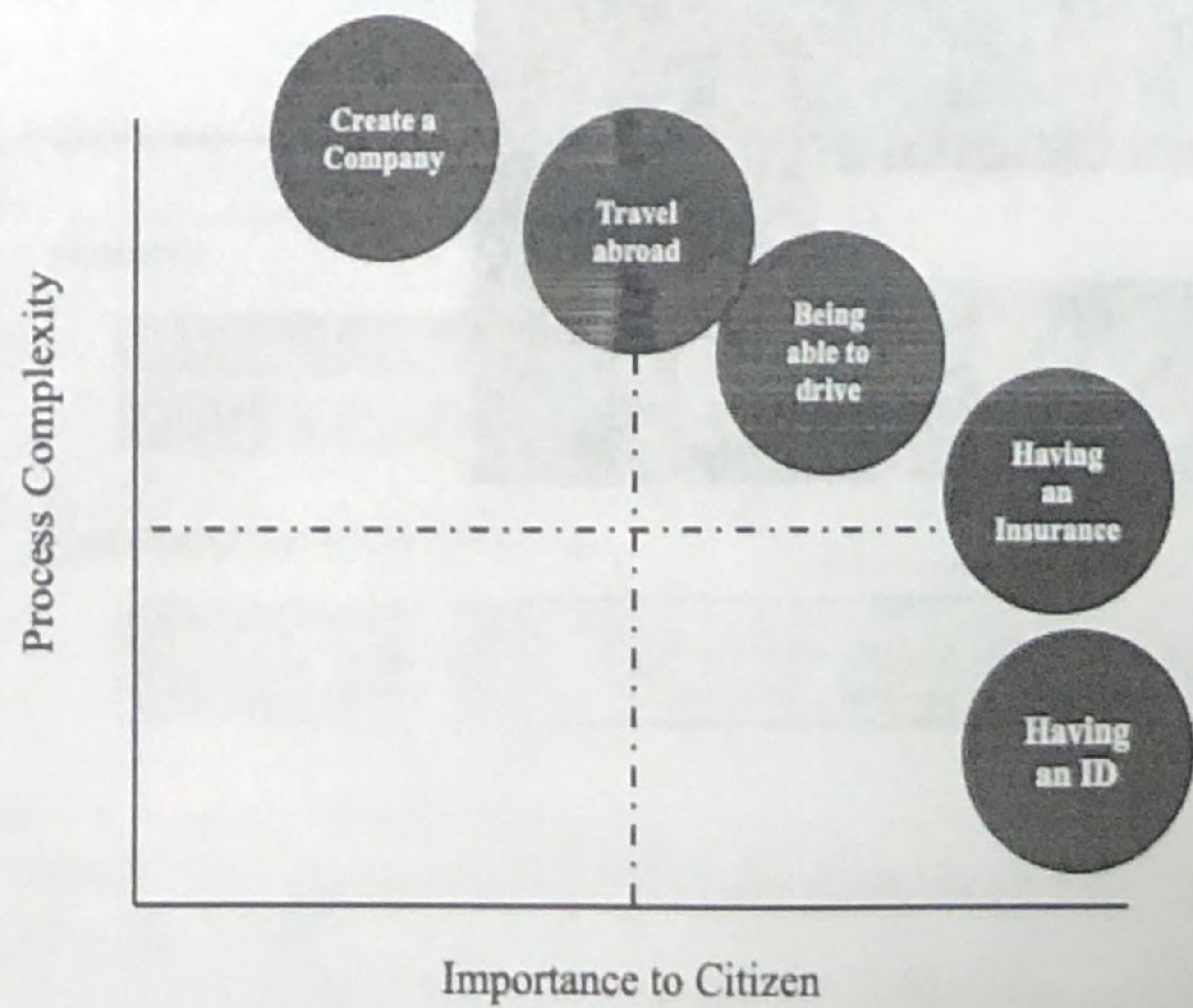
There is incorrect information

It is not easy to understand

Another reason

Submit

Exhibit 10 – Gob.pe Product and Feature Prioritization



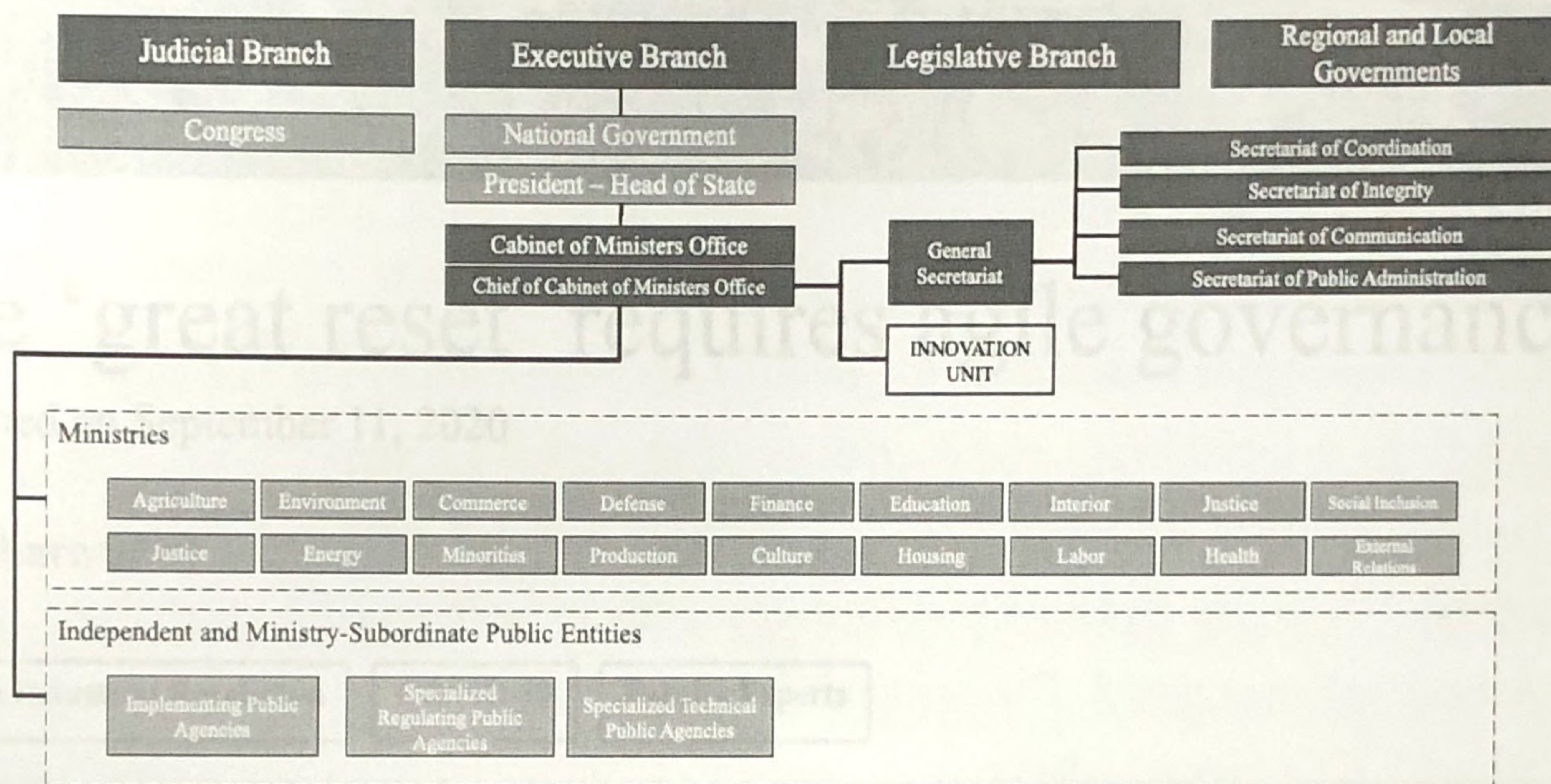


## Exhibit 11 – Organization Structure

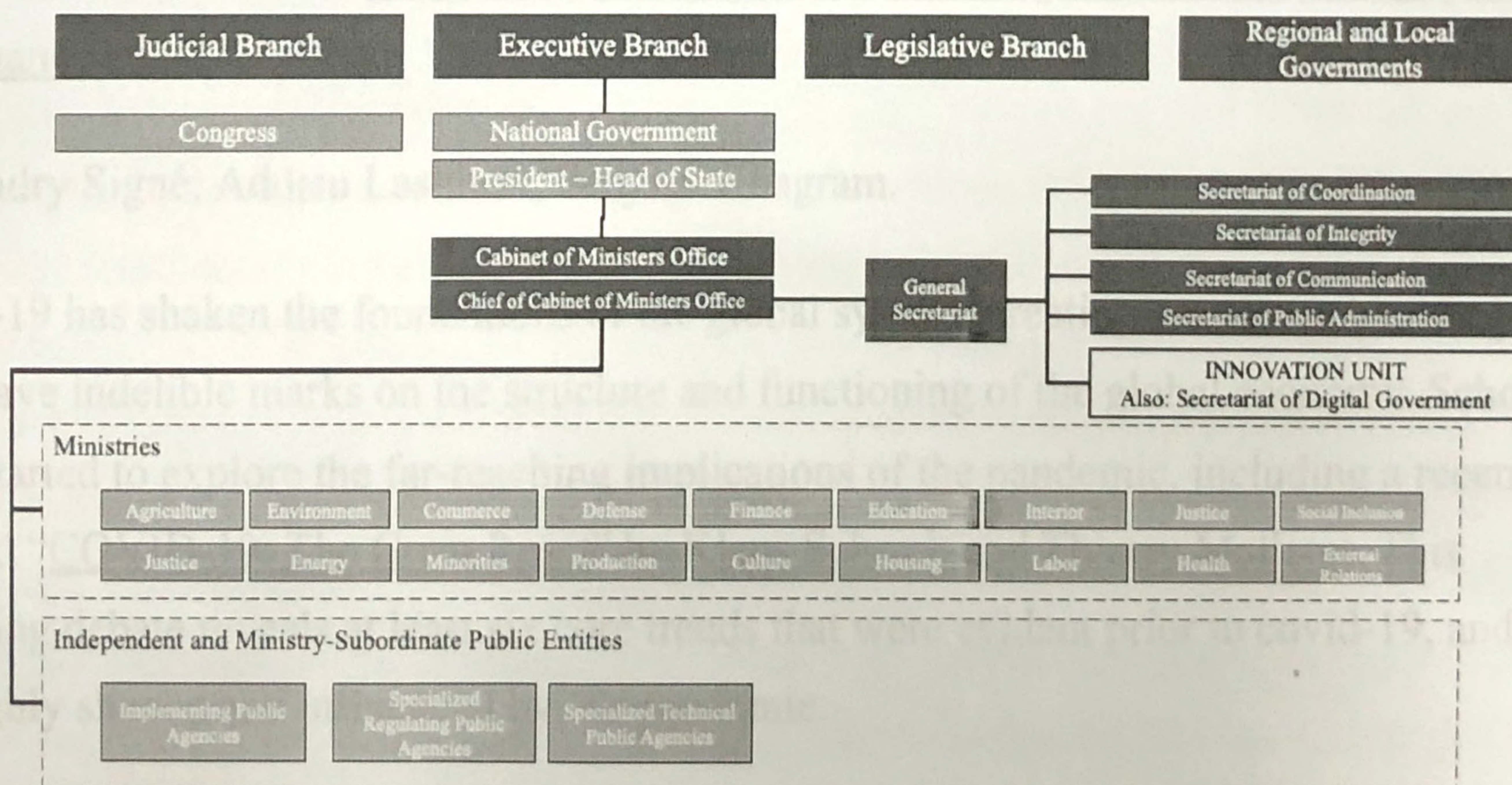
The Innovation Unit was launched at the Office of Government Compliance and Sectoral Innovation within the Cabinet of Ministers Office. It later became a Secretariat still within the Office. The Cabinet of Ministers coordinates multisectoral national policies and leads the modernization of the Public Administration. Its mission is to maintain relations with the other powers of the State in order to build a modern, articulated and decentralized country within the framework of the Government's General Policy.<sup>2</sup>

### Organization Structure of the Peruvian State and the Cabinet of Ministers Office<sup>3</sup>

#### Initial Structure - A



#### Structure after Innovation Unit Was Created

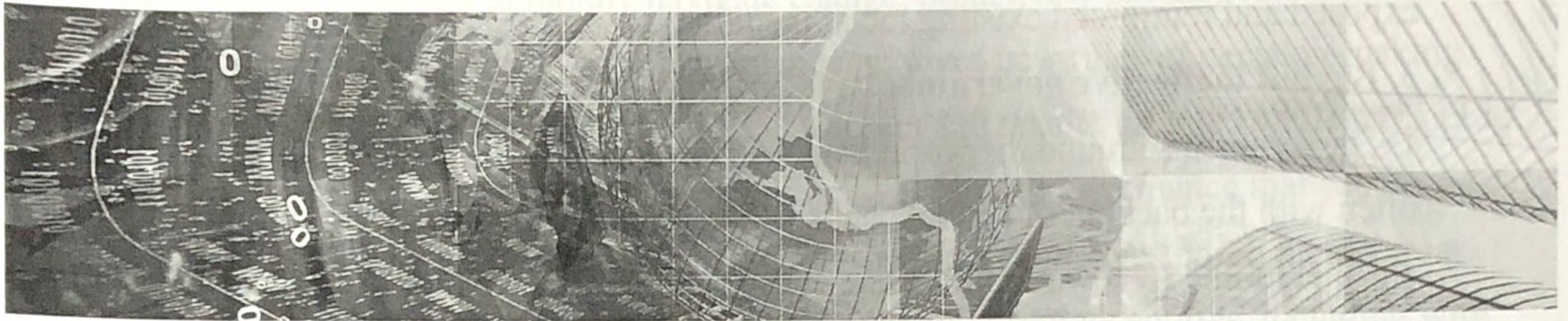


<sup>1</sup> Diario Gestion: <https://gestion.pe/peru/politica/pulso-peru-crecen-60-82-peruanos-creen-corrupcion-aumento-ultimos-cinco-anos-245988>.

<sup>2</sup> <https://www.gob.pe/716-presidencia-del-consejo-de-ministros-que-hacemos>.

<sup>3</sup> Modified from <https://www.peru.gob.pe/docs/estado.pdf> and <http://www.pcm.gob.pe/organigrama-sectorial/>.



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# The 'great reset' requires agile governance

Published on September 11, 2020

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4th Industrial Revolution

COVID-19

Faculty Experts

MIT Sloan Tech Review: <https://insights.techreview.com/the-great-reset-requires-agile-governance/>

by Landry Signé, Addisu Lashitew, Sanjeev Khagram.

Covid-19 has shaken the foundations of the global system, creating monumental changes that will leave indelible marks on the structure and functioning of the global economy. Scholars have started to explore the far-reaching implications of the pandemic, including a recent book entitled "COVID-19: The Great Reset" by Klaus Schwab and Thierry Malleret. This emerging debate reveals at least six core trends that were evident prior to covid-19, and yet are highly shaped and influenced by the pandemic.

1. **A battered economy.** Covid-19 is likely to induce a persistent "80% economy," that will potentially depress wages, raise unemployment, and exacerbate inequalities. The

pandemic has hit millions of businesses hard, many of which are likely to face



bankruptcy once the life support provided by government subsidies is removed.

**2. Inequalities and a weakening social contract.** Covid-19 will reinforce the trend of stagnant low-skill wages and rising inequalities by fostering automation and digitization. The potential widespread application of emerging technologies such as telemedicine, AI, and telerobotics is likely to jeopardize millions of jobs. The pandemic has also hit societies at their fault lines, weakening already fractured societal trust. The Black Lives Matter movement in the US has arguably been fueled by covid-19, which exposed and reinforced existing racial inequities.

**3. Big but ineffective governments.** In an effort to contain the economic cost of covid-19, governments around the world have launched multi-trillion-dollar interventions, often with the backing of central banks. However, the ability of big government to channel its energy toward productive ends such as a Green New Deal or new social protection programs will be inhibited by a legitimacy deficit, a huge debt burden, and sociopolitical instabilities and polarization.

**4. An even bigger tech industry.** Covid-19 has helped fortify the vast empires of big tech firms as lockdowns created a massive shift toward e-commerce and teleworking. Technology firms are entering new value-adding activities such as digital payment systems while also investing heavily in cost-effective solutions for internet connectivity in the developing world. The pandemic has also revealed the potential tradeoffs between efficiency and data privacy, a major dilemma that will require novel and trustworthy governance systems.

**5. Geopolitical tensions.** The ongoing economic decoupling of the US and China could take the world into yet another Cold War, which is likely to reinforce global anarchy and potentially undermine neoliberal values globally. The ensuing multipolar world will complicate global collective action as it will undermine multilateral institutions that coordinate global governance.

**6. Stakeholder capitalism.** On the positive side, covid-19 is likely to speed up the traction of sustainable corporate models that address the interests of all stakeholders through stakeholder capitalism. However, universal adoption of stakeholder capitalism will require institutional reforms that internalize societal costs (for example, pricing CO<sub>2</sub> emissions) and reward long-term corporate performance.

These shifts are complex, interrelated, and unpredictable, making it hard to articulate and design appropriate social, economic, and political policy responses. But the Great Reset also contains valuable seeds of change that can be mobilized to overcome some of the challenges it brings. Today, citizens are highly interconnected and informed, governments are armed



with big data, and corporations are teeming with ever-powerful technologies that are getting better at simulating human intelligence. They contain the right ingredients for local and global leaders and institutional entrepreneurs to craft radically agile forms of governance that can match the complex challenges of the day.

Agile governance is “adaptive, human-centered, inclusive, and sustainable policymaking, which acknowledges that policy development is ... an increasingly multi-stakeholder effort. It is the continual readiness to rapidly navigate change, proactively or reactively embrace change, and learn from change.” Agile governance involves new rules of decision-making that are flexible, responsive, human-centric, data-driven and results-oriented while remaining fair, transparent, and accountable. It thus entails a novel form of governance that can radically beef up the capacity of societal institutions to meet challenges posed by the great reset, be it at the level of local and national government or corporate entities, including with tools such as co-creation, crowdsourcing, regulatory sandboxes, design thinking, public-private dialogues, and partnerships.

For example, the UK CareQuality Commission has used regulatory sandboxes to test digital triage (instead of traditional clinical triage) in health-care services to assess its impact prior to a potential widespread rollout. A regulatory sandbox allows to test a new innovation, technology, or service which is not yet generally authorized (given the velocity of technological innovation), by working with a broad variety of stakeholders to test and explore its potential impact before a broader authorization. Such regulatory sandboxes allow big tech industries to continue to innovate at a faster speed without the preoccupation of going too fast compared to policymaking and government regulation.

An agile governance approach to the problem of big but inefficient governments could involve using real-time data to provide adaptive and human-centered policy support for mitigating poverty, reducing inequality, and advancing inclusive growth. Leaders can also better use social media to coordinate global engagement (for example, direct giving and crowdfunding), strengthen inclusive governance, and rehabilitate societal capital, while tackling the dissemination of misleading information. Crowdsourcing and AI can also be used for early detection of public health emergencies like covid-19 or social crises, wars, and violent conflict, allowing timely reactions from proactive governments. Blockchain technologies are set to power new central bank digital currencies that will create a more efficient, flexible, and inclusive monetary policy and payment systems.

Local, national, and global institutions of today need to be reinvented in order to navigate the



great reset and build more prosperous and inclusive societies. It is about time to start experimenting with novel and agile forms of governance to underpin resilient social, political, and economic systems that are suited to a changing world.

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## Other news



### **New HQ is Not Just a Building; It's a Reflection of Global Optimism** **September 14, 2020**

A lot has changed since Thunderbird School of Global Management broke ground on the new global headquarters in downtown Phoenix last October. COVID-19 has unended almost every



### **Thunderbird global affairs program harnesses historic events of 2020** **September 11, 2020**

ASU master's degree based at DC location prepares its 1st class to graduate into a turbulent geopolitical landscape. In Arizona State University's first academic program based entirely





WILLIAM C. KIRBY

JOYCELYN W. EBY

## "World-Class" Universities: Rankings and Reputation in Global Higher Education

Government leaders, academic administrators, parents, and students have been concerned with understanding and identifying "world-class" universities. As nations raced to develop innovation-driven economies, they found themselves in a global competition to nurture, attract, and retain top talent. Universities were seen as a key mechanism for accomplishing this goal.<sup>1</sup> Nowhere was this more apparent than in China, where the Central Government had poured funding<sup>a</sup> into its most elite institutions with the explicit goal of achieving "world-class" status. University administrations took the goal very seriously as well. For example, the 2011-2015 development plan of Tsinghua University included the phrase "world-class university" 27 times.<sup>2</sup>

But what did "world-class" mean? Philip Altbach, an American expert on international higher education, recognized, "Everyone wants a world-class university. No country feels it can do without one. The problem is that no one knows what a world-class university is, and no one has figured out how to get one."<sup>3</sup> For years, scholars and the media have tried to classify and quantify what makes a university great, and while no clear agreement has emerged, some common threads ran across varying conceptions of "world-class." Assessments of the quality of universities have taken various forms, but one type in particular stood out for its longevity and popularity: ranking tables. Widely disseminated and quick to read, national and international ranking tables became one of the most popular ways to quantify "world-class" achievement.

### A Brief History of Rankings

#### *Rankings in the United States*

One of the earliest examples of college rankings in the United States grew out of a more general project on the backgrounds of outstanding thinkers, led by psychologist James McKeen Cattell.<sup>4</sup> As part of a larger project on outstanding scientists, Cattell compiled a list of the thousand most

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<sup>a</sup> China's efforts began with the announcement of Project 211 in 1993, which ultimately provided increased funding for 100 universities. The even more elite Project 985 was launched in 1998 and funneled billions of RMB to 37 institutions, including 1.8 billion each to Peking University and Tsinghua University.

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Professor William C. Kirby and Research Associate Joycelyn W. Eby prepared this note as the basis for class discussion.

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distinguished "American Men of Science,"<sup>b</sup> fully ranked and then grouped by deciles. He then aggregated information on where these men had attended school and worked, and developed lists of institutions according to total number of distinguished faculty, total number of distinguished alumni, and ratio of distinguished faculty to the entire faculty body. Most important, one of his closing analyses listed the universities according to number of currently employed "Men of Science," weighted by each man's individual ranking among his peers. (See **Exhibit 1** for selected tables from Cattell's 1910 report.)

Cattell's work laid out many of the fundamental choices and tradeoffs that continued to confound ranking systems, discussed in more detail below. Cattell was able to avoid many of these issues by producing mainly single result charts and not developing a comprehensive ranking that combined multiple institutional results, such as institutional resources and numbers of distinguished faculty and alumni, into a single metric. Such a ranking would not appear for many more decades. Still, Cattell's work is an early example of one of the methodological pillars of rankings today: outcome-based analysis. Outcome-based analyses would judge universities on the basis of the various outputs and outcomes of their operations, such as famous alumni produced, prize-winning professors employed, or research papers published. The other major ranking methodology would be based on institutional reputation, usually determined by surveys of university administrators and faculty.

As Cattell was creating his early ancestor of university rankings, various other groupings and stratifications of the growing U.S. higher education sector began to appear. In 1901, fourteen doctoral-granting institutions organized themselves as the Association of American Universities (AAU). In 1911, at the behest of deans of graduate schools in the AAU, Kendric Babcock, a specialist in higher education with the U.S. Bureau of Education, published the "Classification of Universities and Colleges with Reference to Bachelor's Degrees." It was distributed "semiconfidentially" as a tool for AAU member institutions to better evaluate the growing numbers of applicants for graduate study.<sup>5</sup> Based on six months of interviews with high level administrators and reviews of the transcripts of students at the majority of the graduate schools in the United States, Babcock divided U.S. undergraduate degree-granting institutions into four tiers, labeled Classes I-IV, dependent upon how their alumni fared in their graduate studies.

Despite Babcock's intention that the report serve as an internal document, it was leaked to the press and received significant negative feedback from AAU members. This discouraged government entities from making such classifications in the future. While the bad press may have delayed the development of comprehensive classifications, many other specialized forms of classification evolved during the first half of the 20th Century. As early as 1906, the *Journal of the American Medical Association* published classifications of medical schools based on each school's graduates' passing rate on medical licensing board examinations.<sup>6</sup> Other professional associations shortly followed with similar classification systems based on professional standards, including the Council on Dental Education (1918), the American Bar Association (1923—although classification was abandoned in favor of simply listing approved schools in 1927), the American Optometric Association (1925), the American Association of Teachers Colleges (1928), and the Society of American Foresters (1935).<sup>7</sup> The growing popularity of intercollegiate sports competitions led to the formation of geographical (and sometimes hierarchical) groupings as well, from the "Big Ten" in 1905 to the "Ivy League" in 1954.

<sup>b</sup> Cattell's broader project defined "Men of Science" as those working in the "natural and exact sciences," who had "contributed to the advancement of pure science" or were members of various professional scientific organizations. This definition yielded a 4,000-strong list, which Cattell divided by field (chemistry, physics, zoology, botany, geology, mathematics, pathology, astronomy, psychology, physiology, anatomy, and anthropology), and asked ten leaders in each field to rank those listed in their field by merit. Cattell then used statistical analysis to combine the rankings of each group of ten leaders, and compiled them into an overall list of the top 1,000 scientists, with each field represented in proportion to the total number of scientists in that field.



Moving one step closer to outcome-based rankings from broad classifications, Beverly Kunkel and Donald Prentice periodically ranked universities according to lists of distinguished alumni garnered from other sources, such as *Who's Who in America* from 1930 to 1951.<sup>c,8</sup> While their original 1930 study listed the institutions in order of how many of the alumni appeared on the list, by 1951 they listed the institutions alphabetically instead, downplaying the comparative aspect of their study.

In 1924 chemist Raymond Hughes piloted a study that introduced the other pillar of modern ranking methodology: reputation-based analysis.<sup>9</sup> At the behest of the North Central Association of Schools and Colleges, he surveyed faculty members at Miami University, asking them to rate 20 disciplines at 36 universities on a scale of one to five, and then aggregated these ratings into a comprehensive list. In the following iteration of his survey in 1934, Hughes surveyed respondents from a broader spread of universities, but only made aggregated results available in alphabetical order, indicating that his intention was not to determine a ranking. His work laid the foundation for a proliferation of reputation-based graduate program ranking systems in the 1950s and 1960s.

Throughout this period, there were several attempts to develop rankings of undergraduate programs, but none were made with a transparent ranking system until the reputation ranking of 150 departments in seven fields compiled by Lewis Solmon and Alexander Astin in 1981. Solmon and Astin asked respondents to judge departments based on six criteria, and ultimately found a strong correlation between a rater's perception of overall undergraduate quality and "scholarly excellence of faculty" and "commitment to undergraduate teaching."<sup>10</sup> Later ranking systems and conceptions of "world-class" reflected a similarly high emphasis on faculty research accomplishment, if not on teaching.

It was not until 1983, with the first "America's Best Colleges" report by *U.S. News and World Report* (USNWR) that the general public gained access to and took interest in university rankings. Launched by a failing newsweekly in search of another mission, "America's Best Colleges" began as a purely reputational survey, and produced a ranking solely based on the opinions of university presidents. In response to criticism of its methodology, USNWR shifted its approach in 1988 to develop a ranking that was 25% reputational and 75% based on absolute data, including admissions and graduation rates, faculty performance, and more. From then on, the USNWR ranking dominated the sphere of U.S. university rankings at both the undergraduate and then graduate and professional levels, all now published annually.<sup>11</sup> By the early 2000s, however, domestic U.S. rankings were no longer the only ones that mattered.

### *International Rankings*

As faculty, students, jobs, and information became more globally mobile, universities found themselves in an increasingly internationalized marketplace. Globalization and the universal aspiration to "world-class" status led to a proliferation of ranking systems that compared institutions across national borders. The first of these held in high international regard was the Shanghai Jiaotong Academic Ranking of World Universities (ARWU), established in 2003.<sup>12</sup> The Times Higher Education Supplement-Quacquarelli Symonds<sup>d</sup> Rankings, based in the United Kingdom, began to be published in 2005 until a dramatic split over methodological differences led to the publishing of two separate rankings – the Times Higher Education (THE) and the Quacquarelli Symonds (QS), respectively – from

<sup>c</sup> Originally published in 1899, "Who's Who in America" attempted to be a comprehensive biographical dictionary of outstanding people in any field. While the 1899 publication included 8,602 listings, the 2015 edition contained the biographies of over 90,000 people, ranging from Macklemore and Ryan Lewis to Chris Christie.

<sup>d</sup> Quacquarelli Symonds was a firm that provided information and guidance to higher education students around the world. It was founded in 1990 by Nunzio Quacquarelli, while he worked toward an MBA at University of Pennsylvania's Wharton School.



2010 on. The QS rankings continued to use the original methodology, which was heavily reliant on reputational ratings, while THE used criteria that combined a lower ratio of reputational data with outcome data, including such information as number of publications, citations in academic journals, and industry income.<sup>13</sup> In recognition of the growing importance of international ranking systems, USNWR, long dominant in U.S. domestic university rankings, published its first international university ranking in October 2014. (See **Exhibit 2** for a comparison of the criteria used by each ranking system and **Exhibit 3** for the top 25 universities in each ranking system in 2014.)

### Trade-offs in Rankings

*Just as democracy, according to Winston Churchill, is the worst form of government except for all the others, so quality rankings are the worst device for comparing the quality of American colleges and universities, except for all the others.*

— David S. Webster, *Academic Quality Rankings of American Colleges and Universities*<sup>14</sup>

**Inputs and Outputs versus Reputation** As noted above, ranking systems were based largely on two types of information. Production-based rankings looked at various elements of a university's production function, which included both inputs (such as funding or staff-to-student ratio) and outputs (such as number of research publications by faculty or number of Nobel laureates). Reputation-based rankings looked at an institution's reputation amongst various experts in the field. Early ranking models tended to use one approach exclusively; Cattell ranked schools based on their output of scholars and their input of excellent faculty, while Hughes ranked them according to expert opinion. Of the four major international ranking systems used today, only ARWU was solely outcome-based, taking into account only quantitative data. The other three rankings all used some reputational data in addition to information about inputs and outputs.

**Absolute versus Relative Numbers** The importance of balancing the use of absolute and relative statistics was apparent from Cattell's very first ranking. Cattell's data ranked the following institutions as the top ten based on total number of scientific faculty found on his list of the top thousand "American Men of Science":

**Table 1** Top Ten Institutions by Faculty (Absolute)

Rank	Institution	Number of Men of Science Faculty
1	Harvard	79.5
2	Columbia	48
3	Chicago	47.5
4	Yale	38
5	Cornell	35
6	Johns Hopkins	33.5
7	Wisconsin	30
8	Dept. of Agriculture	28
9	Geological Survey	25.5
10	MIT	25

Note: 0.5 faculty indicates an emeritus or part-time faculty member.

Source: James McKeen Cattell, *American Men of Science: A biographical directory*, 2<sup>nd</sup> ed. (New York: Bowker, 1910), p. 589.



While Cattell did not include the rank column shown above, he did choose to order his many-columned chart based on the results of the "Number of Men of Science Faculty" column. On the other hand, another column in his chart ranked institutions by the ratio of total number of faculty to number of "Men of Science". Had Cattell ordered his chart according to this column, the final product would have implied a very different ranking, in which Clark University was, pound-for-pound, more distinguished than Harvard:

**Table 2** Top Ten Institutions by Faculty (Relative)

Rank	Institution	Ratio of Total Faculty: Men of Science Faculty
1	Clark	2
2	Johns Hopkins	5.6
3	Chicago	6
4	Stanford	6.9
5	Harvard	7.8
6	Bryn Mawr	7.8
7	Wesleyan	8.5
8	Case	8.8
9	Princeton	9.8
10	MIT	10.1

Source: James McKeen Cattell, *American Men of Science: A biographical directory*, 2<sup>nd</sup> ed. (New York: Bowker, 1910), p. 589.

By 2015, the major international rankings used a combination of both absolute and relative numbers. ARWU and THE both scaled some of the calculations against the total size of the faculty at each institution. USNWR also included some relative numbers. For example, it used both the total number of doctorates awarded per year as well as the total number of doctorates awarded per year per faculty member. The QS ranking judged research output on a citation per faculty member basis.

**Diverse Disciplines** One difficulty was how to produce fair, university-wide rankings of schools with different mixes of disciplines and specialties—a particular challenge as species and sub-species of academic specialization proliferated in the late 20<sup>th</sup> and early 21<sup>st</sup> centuries. For decades, experts avoided this issue by producing only rankings of individual departments, rather than entire universities. Even after university-wide rankings became common practice, rankings of specific schools still remained popular, especially for professional schools like business and law schools. These rankings were often formulated and published by relevant professional publications. For example, many premier business periodicals, such as *Bloomberg*, the *Financial Times*, and the *Economist*, all produced their own, divergent rankings of MBA programs.

Among university-wide rankings, methods for balancing the disciplines remained controversial. One of the reasons for the split between THE and QS was THE's belief that the ranking methodology as it stood placed too much emphasis on the sciences over humanities.<sup>15</sup> 30% of the criteria of the ARWU was based on recipients of Nobel Prizes or Fields Medals,<sup>e</sup> giving a higher weighting to mathematical and scientific achievement than to university-housed achievement in the humanities. As

<sup>e</sup> Considered by some to be the "Nobel Prize of Mathematics," the Fields Medal was awarded every four years at the International Congress of the International Mathematics Union to two to four mathematicians under the age of 40 who had made significant contributions to the field.



universities began relentlessly to pursue higher rankings, there was the potential for resources to be dedicated only to those fields likely to make the largest contributions to rankings.

## World-Class beyond the Rankings

The ranking systems all tended to place primary importance on the research produced at each university, perhaps the most easily quantifiable output of the university, with less attention given to aspects of universities like teaching quality and academic environment. Outside the ranking systems, scholars and administrators established more nuanced definitions of greatness that incorporated abstract concepts such as academic freedom and institutional autonomy as well as measureable outputs like faculty work citations and prizes won by alumni. The common ground among the many definitions of "world-class" laid in the consistent emphasis on excellence in three areas: faculty, students, and administration. More recently, and in China in particular, the definition of "world-class" often also included international and cultural exchange.<sup>16</sup>

### *Faculty*

A faculty of the highest quality that produced plentiful research was key in almost every conception of "world-class." As Henry Rosovsky, former dean of the Faculty of Arts and Sciences at Harvard, argued, the best schools "correctly assume that the quality of the faculty is the most important factor in maintaining their reputation and position. The best faculty attracts the finest students, produces the highest-quality research, gains the most outside support."<sup>17</sup> But what policies attracted high-quality faculty members? How did universities ensure that an exemplary scholar continued to produce research?

The most basic requirement for plentiful, quality research output from faculty was academic autonomy. The concepts of "freedom to teach" (*Lehrfreiheit*) and "freedom to learn" (*Lernfreiheit*) were central to what was seen as the world's first research university, the University of Berlin founded in 1810 by Wilhelm von Humboldt. As the model of the research university spread and evolved in Europe and the United States, the value of academic freedom allowed professors, as experts in the field, to pursue research in areas as they saw fit. This expanded freedom of research (never perfect to be sure) allowed universities to become centers of innovation and discovery. The protection of academic freedom was linked to an implicit social contract between the professoriate and society at large — those afforded the time and space to carry out research had a duty to share their findings with society and work toward the greater good.<sup>18</sup>

Less well defined than research contribution was the faculty's contribution as teachers. High quality teaching linked cutting-edge faculty research with the nurturing of talented students. However, as teaching quality seemed so much harder to quantify, particularly from outside the institution, it was often only vaguely represented in rankings by measures such as faculty-to-student ratios. Quality of teaching remained a relatively poorly understood aspect of world-class universities.

The centrality of faculty to the creation of world-class universities was a financial and organizational challenge for university administrations. In order to attract outstanding faculty who would be distinguished in research (and ideally also in teaching), a university needed to provide competitive compensation, time and resources for research, and opportunities for professional advancement. Tenure systems, begun in part as a means to ensure academic autonomy, in time became interlinked with competition among universities: to recruit or retain the very best in an internationally competitive environment, universities had to offer life-long tenure.



## Students

Most scholars agreed that the ability to attract top students and nurture exceptional and productive graduates (however one may define these) was another key facet of a world-class university. A world-class university needed admissions mechanisms that would allow it to recruit and admit students with the highest potential. Once admitted, students would be exposed to new ideas and inspiring research. While quality of faculty certainly affected the development of students, equally important was the quality of fellow students and, not the least, the nature of the curriculum.

Many scholars have argued in favor of a liberal arts curriculum (often in the form of general education requirements) as the best means to nurture students' future potential. James Freedman, the late president of Dartmouth, argued that a liberal arts education was key to inspiring students' curiosity, developing their humanity and capacity for empathy, and in preparing them as citizens and leaders. Not all world-class universities had liberal arts curricula, but Rosovsky found that the centrality of liberal arts education for undergraduates was common across top U.S. universities. In the early 21<sup>st</sup> century, European and Chinese universities began to emulate the practices of American liberal arts colleges, often in the form of elite honors colleges within research universities. Aspiring world-class universities sought ways of balancing the holistic development of their students with the depth of their specialist knowledge.

## Administration

Universities commonly deemed "world-class" had another distinguishing trait: they enjoyed flexible and effective governance systems, largely insulated from political interference, with sufficient resources to implement their visions. In the United States, most universities developed a governance system led by a president, at the top of the administrative hierarchy, and a board of trustees. Because of this management structure, even publicly funded universities were able to distance themselves from political influence and base decisions on the best interests of the institution without being swept up in the political tides. Jonathan Cole, former provost of Columbia, identified government intrusion as one of the key threats to great universities.<sup>19</sup> On the other hand, Jamil Salmi, former tertiary education coordinator of the World Bank, argued that in the current globalized world, "it is unlikely that a world-class university can be rapidly created without a favorable policy environment and direct public initiative and support..."<sup>20</sup> World-class universities would be able to foster cooperative, mutually-beneficial relationships with supportive, but not stifling, governments.

Regardless of political influences from outside the university, world-class universities also needed effective systems of governance within their walls. For example, in top American universities, key budgeting or potentially contentious decisions were made by appointed deans, provosts, or other administrators, rather than by faculty committees. This allowed for the making of difficult choices that might not be approved if debated through a process in which all faculty members had a vote.<sup>21</sup> University administration ideally had space to plan for the longer-term. At the same time, faculty involvement in curricular and appointment matters was deemed essential to ensure quality.

World-class universities also needed access to funding to pursue their development. Financial resources supported the university's ability to recruit top faculty, admit students regardless of need, and invest in long-term research projects. Many world-class universities amassed significant endowments, which allowed them to pursue long-term, large-scale projects.



## Internationalization

While found in only three out of the four main rankings, international engagement was mentioned increasingly often in the quest for world-class universities, especially in China. International engagement appeared in many different ways on university campuses, including everything from more basic means like recruiting non-local faculty and students to developing academic exchange programs such as stand-alone or joint-venture international branch campuses. Internationalization of universities both responded to and led economic globalization, as world-class universities began to prepare their students to be global leaders. Would-be world-class universities needed to nurture adaptable, cosmopolitan students in an international environment while still maintaining their own culture and ties to their local communities.

## The Rule of Rankings

As discussions of "world-class" universities became an academic cottage industry in the 21<sup>st</sup> century, definitions of the term grew complex and at times contradictory. Chinese officials tended to emphasize contribution to the public good as an important mark of a world-class university.<sup>22</sup> Others stressed the role of a university in innovation, while a few argued instead for the centrality of tradition.<sup>23</sup> It was unclear whether definitions would converge on a few key ideas or become more diverse over time.

The debate over the meaning of "world-class" was perhaps a healthy reaction to the culture of rankings, which had the potential to drive universities to focus only on that which was ranked, rather than on a broad mission of academic exploration and discovery. Might not rankings—all of which measured past activity—in fact impede creativity in the building of new or renewed institutions? Yet the presidents, provosts and deans around the world who ritually denounced the tyranny of rankings to their governing boards, still did their best every day to rise in them.



Exhibit 1 Selected Charts from Cattell's 1906 and 1910 Reports

**TABLE XI. THE SCIENTIFIC STRENGTH OF THE LEADING INSTITUTIONS**

	Weighted Number.	Gain or Loss.
Harvard.....	146.0	+16.3
Chicago.....	94.6	+18.0
Columbia.....	79.3	-13.3
Hopkins.....	63.4	+ 4.2
Yale.....	61.7	+12.2
Cornell.....	57.6	+ 4.6
Wisconsin.....	49.0	+22.3
Geol. Survey.....	43.8	-12.2
Dept. Agric.....	40.9	- 4.9
Mass. Inst.....	37.7	+ 9.5
Michigan.....	37.1	- 3.5
California.....	32.4	- 5.0
Carnegie Inst.....	30.9	+19.4
Stanford.....	30.0	+ 4.8
Princeton.....	28.6	+ 7.5
Smithsonian Inst.....	26.0	- 7.3
Illinois.....	25.0	+16.7
Pennsylvania.....	24.4	- 4.5
Bur. of Standards.....	18.9	+ 0.1
Clark.....	16.0	+ 2.0

Note: Gain or loss refers to gain or loss in weighted number of men between 1906 and 1910. This chart appeared in Cattell's 1910 report.



TABLE IV. ATTENDANCE OF THE THOUSAND MEN OF SCIENCE AT DIFFERENT INSTITUTIONS

	Bachelor's Degree.			Graduate Study.			Ph.D.			Grand Total.
	I.-V.	VI.-X.	Total.	I.-V.	V.-IX.	Total.	I.-V.	VI.-X.	Total.	
Harvard.....	55	51	106	38	36	74	30	27	57	237
Johns Hopkins.....	12	15	27	27	15	42	50	52	102	171
Yale.....	35	17	52	9	4	13	14	14	28	93
Columbia.....	12	16	28	9	3	12	11	27	38	78
Cornell.....	19	12	31	4	13	17	10	16	26	74
Michigan.....	23	12	35	4	4	8	8	2	10	53
Princeton.....	11	12	23	5	7	12	4	4	8	43
Chicago.....	0	2	2	3	11	14	12	11	23	39
Mass. Inst. Tech....	13	13	26	3	6	9	0	0	0	35
Amherst.....	12	11	23	2	3	5	0	1	1	29
Clark.....	0	0	0	5	11	16	4	8	12	28
Pennsylvania.....	5	10	15	2	2	4	3	6	9	28
Wisconsin.....	4	10	14	1	4	5	2	2	4	23
California.....	5	7	12	3	3	6	3	1	4	22
Wesleyan.....	9	7	16	2	3	5	0	0	0	21
Indiana.....	4	4	8	2	4	6	4	0	4	18
Nebraska.....	5	5	10	4	2	6	1	1	2	18
Williams.....	6	8	14	0	2	2	0	1	1	17
Dartmouth.....	5	5	10	2	1	3	0	1	1	14
Oberlin.....	6	4	10	2	2	4	0	0	0	14
College City N. Y....	7	4	11	1	1	2	0	0	0	13
Geo. Washington....	3	2	5	2	0	2	3	3	6	13
Brown.....	4	4	8	1	2	3	0	0	0	11
Iowa.....	2	4	6	1	2	3	1	0	1	10
Toronto.....	5	13	18	3	3	6	0	0	0	24
Edinburgh.....	2	1	3	0	3	3	2	3	5	11
Cambridge.....	2	0	2	3	5	8	0	0	0	10
Berlin.....				53	42	95	11	11	22	117
Leipzig.....				30	15	45	27	12	39	84
Göttingen.....				18	18	36	19	14	33	69
Heidelberg.....				27	14	41	7	8	15	56
Munich.....				13	5	18	6	7	13	31
Strasburg.....				13	4	17	3	3	6	23
Freiburg.....				10	5	15	3	1	4	19
Bonn.....				10	4	14	2	2	4	18
Zurich.....				5	6	11	1	2	3	14
Vienna.....				9	3	12	0	0	0	12
Würzburg.....				4	3	7	3	2	5	12
Paris.....				21	7	28	0	1	1	29
Total.....	266	249	515	351	278	629	244	243	487	1631

37

Note: This chart uses data from Cattell's 1906 list of influential scientists.



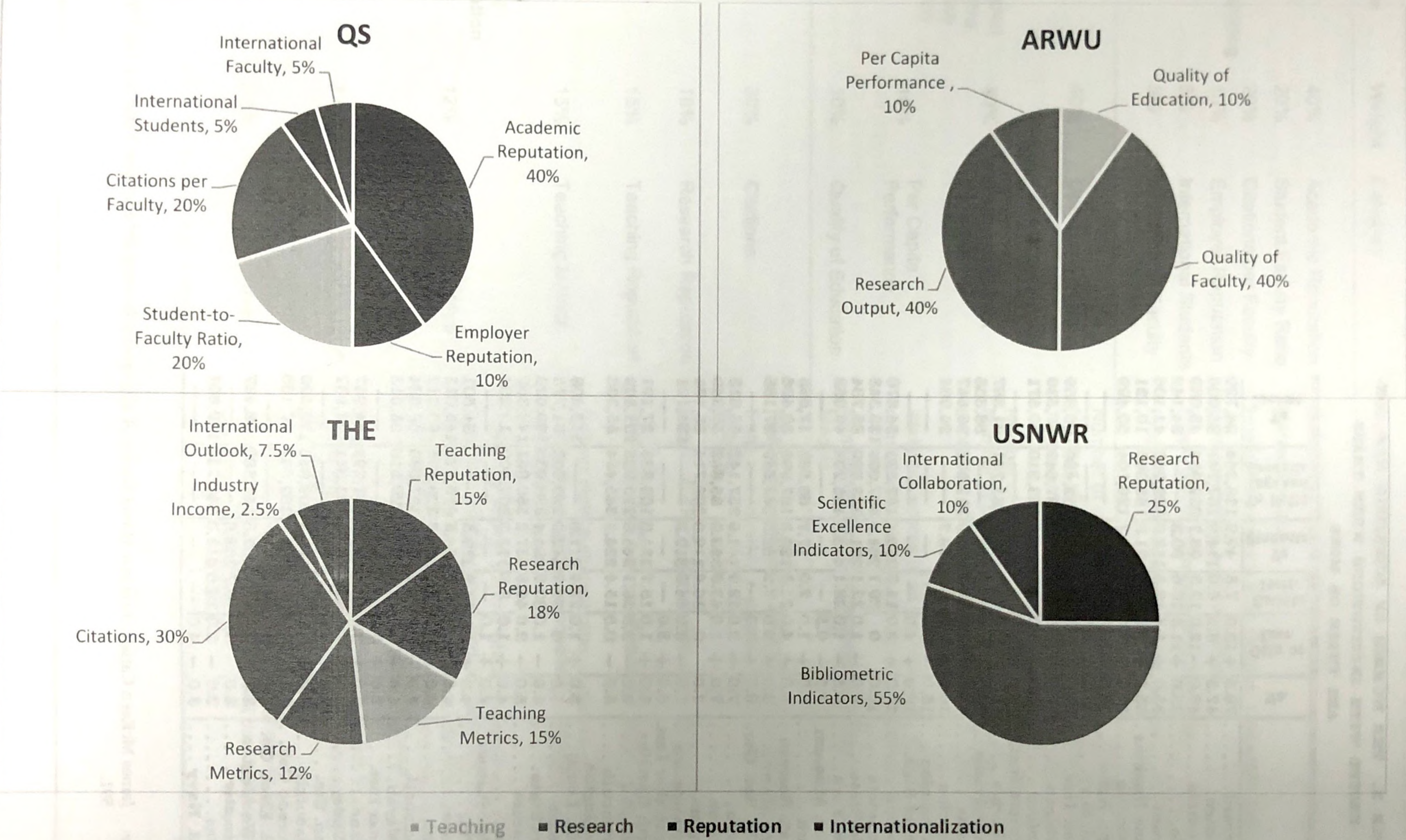
TABLE I. THE NUMBER OF SCIENTIFIC MEN CONNECTED WITH INSTITUTIONS WHEN THERE ARE THREE OR MORE

	No.	Gain or Loss.	Ratio to Instr.	To Students	To Build. and Ings and Grounds.	To Income.
Harvard.....	79.5	+13.0	7.8	49.2	138,364	24,729
Chicago.....	47.5	+ 8.5	6.0	114.9	187,741	35,986
Columbia.....	48.0	-12.0	13.3	96.7	259,954	45,989
Yale.....	38.0	+11.5	10.6	90.3	—	34,142
Cornell.....	35.0	+ 1.5	16.5	113.9	122,966	41,106
Johns Hopkins.....	33.5	+ 3.0	5.6	21.8	186,095	10,121
Wisconsin.....	30.0	+12.0	13.2	150.7	126,104	50,499
Dept. Agric.....	28.0	- 4.0	—	—	—	—
Geol. Surv.....	25.5	- 6.5	—	—	—	—
Mass. Inst.....	25.0	+ 5.5	10.1	58.5	53,480	20,859
Michigan.....	23.5	+ 3.5	12.3	200.8	87,649	57,539
Stanford.....	21.0	+ 5.0	6.9	80.3	333,810	39,571
Carnegie Inst.....	19.0	+12.0	—	—	—	—
California.....	18.5	- 8.5	21.3	191.9	281,761	81,387
Pennsylvania.....	18.0	+ 1.0	25.2	229.0	—	56,368
Illinois.....	17.0	+11.0	29.2	251.9	111,971	99,647
Princeton.....	16.5	+ 2.0	9.8	79.7	—	24,964
Smithsonian.....	16.0	- 6.0	—	—	—	—
Bur. of Stan.....	12.0	+ 4.0	—	—	—	—
Missouri.....	11.0	+ 2.0	14.7	259.4	157,591	54,870
Minnesota.....	10.0	0	20.1	264.9	387,008	133,348
Ohio State.....	9.0	- 1.0	22.1	281.7	323,889	85,784
New York.....	8.5	- 1.0	28.1	446.5	435,294	49,062
Amer. Museum.....	7.5	- 0.5	—	—	—	—
Clark.....	8.0	+ 1.0	2.0	17.7	66,562	17,585
West. Reserve.....	8.0	+ 4.0	24.5	126.3	187,996	30,496
Bryn Mawr.....	8.0	+ 2.0	7.2	52.5	243,649	37,185
N. Y. Bot. Gar.....	8.0	+ 2.0	—	—	—	—
Brown.....	7.0	+ 2.0	12.9	141.9	257,142	65,813
Indiana.....	7.0	+ 1.0	43.0	353.0	85,842	50,349
Virginia.....	7.0	0	10.4	112.0	306,714	36,194
Northwestern.....	7.0	- 2.0	44.6	319.3	—	134,191
Rockefeller Inst.....	6.0	+ 3.0	—	—	—	—
North Carolina.....	6.0	+ 1.0	15.7	131.0	103,833	27,191
Nebraska.....	6.0	- 3.0	36.1	544.3	210,225	101,509
Dartmouth.....	5.5	- 0.5	15.4	224.1	345,454	55,338
Washington (St. Louis).....	5.0	+ 1.0	27.4	211.6	—	113,408
Kansas.....	5.0	0	36.2	442.0	220,000	91,775
Iowa State.....	5.0	- 1.0	30.6	494.4	328,938	109,620
Syracuse.....	5.0	- 2.0	46.8	627.2	550,051	148,350
Case.....	4.0	+ 1.0	8.8	111.3	207,500	12,204
Field Museum.....	4.0	+ 1.0	—	—	—	—
Tufts.....	4.0	+ 1.0	54.2	279.5	—	54,501
Vassar.....	4.0	+ 1.0	25.3	254.5	616,421	145,015
Smith.....	4.0	- 1.0	29.2	393.0	329,875	90,212
Cincinnati.....	4.0	- 2.0	42.3	348.5	367,030	68,624
Wesleyan.....	4.0	- 2.0	8.5	80.5	220,616	25,613
Wistar Inst.....	3.0	+ 3.0	—	—	—	—
Tulane.....	3.0	+ 2.0	52.0	365.6	601,297	54,967
Wellesley.....	3.0	+ 1.5	35.3	427.3	423,841	127,937
Conn. Sta.....	3.0	+ 1.0	—	—	—	—
Pittsburgh.....	3.0	+ 1.0	61.0	414.3	309,844	122,529
Colorado Coll.....	3.0	0	19.0	225.3	362,667	29,166
Gen. Elect. Co.....	3.0	0	—	—	—	—
G. Washington.....	3.0	0	61.6	502.6	111,500	58,437
Worcester.....	3.0	0	16.7	162.6	—	—
Texas.....	3.0	- 2.0	28.6	611.0	340,234	110,691
U. S. Navy.....	3.0	- 4.0	—	—	—	—

Source: James McKeen Cattell, *American Men of Science: A biographical directory*, 2<sup>nd</sup> ed. (New York: Bowker, 1910), p. 561, 589, 591.



**Exhibit 2** Methodologies for Major University Ranking Systems





System	Weight	Category	Calculation Method
<b>QS Ranking</b>	40%	Academic Reputation	Calculated from a global survey
	20%	Student:Faculty Ratio	University Data
	20%	Citations per Faculty	Number of citations from Scopus; University Data
	10%	Employer Reputation	Calculated from a global survey
	5%	International Students	Proportion of international to domestic
	5%	International Faculty	Proportion of international to domestic
<b>Shanghai Jiaotong Ranking (ARWU)</b>	40%	Quality of Faculty	Number of staff winning Nobel Prizes and Fields Medals; Number of highly-cited researchers as selected by Thomson Reuters in 21 subject categories
	40%	Research Output	Number of papers published in Science and Nature; Number of papers indexed in Science Citation Index-expanded and Social Science Citation Index
	10%	Per Capita Performance	Weighted scores of all five indicators divided by the number of full-time-equivalent academic staff
	10%	Quality of Education	Number of alumni winning Nobel Prizes and Fields Medals
<b>Times Higher Education</b>	30%	Citations	Bibliometric data from Elsevier to examine number of times a university's published work is cited by scholars globally
	18%	Research Reputation	Based on THE's annual Academic Reputation Survey
	15%	Teaching Reputation	Based on THE's annual Academic Reputation Survey
	15%	Teaching Metrics	Include staff-to-student ratio, doctorate-to-bachelor ratio, doctorates-awarded-to-academic-staff-ratio, and institutional income
	12%	Research Metrics	Include research income which is scaled against academic staff numbers and adjusted for purchasing power parity and research productivity which is calculated by counting the number of papers published in the academic journals indexed by Elsevier's database
	7.5%	International Outlook	Include international-to-domestic-student ratio, international-to-domestic-staff ratio, and international collaboration
	2.5%	Industry Income	Account for how much research income an institution earns from industry scaled against the number of academic staff it employs



<b>U.S. News &amp; World Report Best Global Universities Rankings</b>	55%	Bibliometric Indicators	Include the number of publications (based on the total number of scholarly papers that contain affiliations to the university and are published in high-quality, impactful journals), books (to better represent universities that have a focus on social sciences and humanities), conferences, normalized citation impact (total number of citations per paper normalized to overcome differences in research area, the publication year of the paper and publication type), total citations (calculated by multiplying publications ranking factor by the normalized citation impact factor), number of publications that are among the 10% most cited by field, percentage of total publications that are among the 10% most cited by field
	25%	Research Reputation	Global (calculated by a global survey); regional (calculated by U.N.-defined regional survey)
	10%	Scientific Excellence Indicators	Include the number of highly cited papers that are among the top 1% most cited in their respective field, and percentage of total publications that are among the top 1% most highly cited papers
	10%	International Collaboration	Proportion of the institution's total papers that contain international co-authors divided by the proportion of internationally co-authored papers for the country that the university is in

Source: Compiled from <http://www.topuniversities.com/qs-world-university-rankings/methodology>; <http://www.usnews.com/education/best-global-universities/articles/methodology>; <https://www.timeshighereducation.com/world-university-rankings/methodology-world-university-rankings-2016-2017>; <http://www.usnews.com/education/best-global-universities/articles/methodology>; accessed November 2016.



**Exhibit 3** Top 25 Global Universities by 4 Major Rankings Systems

Rank	Times Higher Education 2016-2017	Shanghai Ranking (ARWU) 2016	Quacquarelli Symonds (QS) 2016-2017	US News and World Report 2017
1	University of Oxford	Harvard University	MIT	Harvard University
2	Caltech	Stanford University	Stanford University	MIT
3	Stanford University	UC Berkeley	Harvard University	Stanford University
4	University of Cambridge	University of Cambridge	University of Cambridge	UC Berkeley
5	MIT	MIT	Caltech	Caltech
6	Harvard University	Princeton University	University of Oxford	University of Oxford
7	Princeton University	University of Oxford	University College London	University of Cambridge
8	Imperial College London	Caltech	ETH Zurich	Princeton University
9	ETH Zurich	University of Oxford	Imperial College London	Columbia University
10	UC Berkeley	University of Chicago	University of Chicago	UC Los Angeles
11	-	Yale University	Princeton University	Johns Hopkins
12	Yale University	UC Los Angeles	National University of Singapore	University of Washington
13	University of Pennsylvania	Cornell University	Nanyang Technological University	University of Chicago
14	UC Los Angeles	UC San Diego	Ecole Polytechnique Federale de Lausanne	Yale University
15	University College London	University of Washington	Yale University	UC San Diego
16	Columbia University	Johns Hopkins	Cornell University	UC San Francisco
17	Johns Hopkins University	University College London	Johns Hopkins University	University of Michigan, Ann Arbor
18	Duke University	University of Pennsylvania	University of Pennsylvania	University of Pennsylvania
19	Cornell University	ETH Zurich	University of Edinburgh	-
20	Northwestern University	University of Tokyo	Columbia University	Duke University
21	University of Michigan, Ann Arbor	UC San Francisco	King's College London	Imperial College London
22	University of Toronto	Imperial College London	Australian National University	University of Toronto
23	Carnegie Mellon University	University of Michigan, Ann Arbor	University of Michigan, Ann Arbor	Cornell University
24	National University of Singapore	Washington University in St. Louis	Tsinghua University	University College London
25	London School of Economics and Political Science	Duke University	Duke University	UC Santa Barbara
				Northwestern University

Source: Compiled from <http://www.iu.qs.com/university-rankings/>; <http://www.shanghairanking.com/>; <http://www.timeshighereducation.co.uk/world-university-rankings/>; and <http://www.usnews.com/education/best-global-universities/>, accessed November 2016.



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## Endnotes

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- <sup>3</sup> Philip G. Altbach, "Costs and Benefits of World-Class Universities," *Academe* 90(2004): 21.
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- <sup>6</sup> David S. Webster, *Academic Quality Rankings of American Colleges and Universities* (Springfield, IL: Charles C. Thomas, 1986), p. 46.
- <sup>7</sup> Webster, 49-51.
- <sup>8</sup> Meyers and Robe, p. 9; Webster, p. 17; "Who's Who in America-2015 Edition," <http://www.marquiswhoswho.com/images/stories/publications/wa69web.pdf> accessed August 20, 2015.
- <sup>9</sup> Meyers and Robe.
- <sup>10</sup> Meyers and Robe, p. 16.
- <sup>11</sup> Meyers and Robe, p. 17.
- <sup>12</sup> "Top of the Class," *The Economist*, March 28, 2015, <http://www.economist.com/news/special-report/21646987-competition-among-universities-has-become-intense-and-international-top-class> accessed August 17, 2015.
- <sup>13</sup> David Jobbins, "New THE Split Throws Rankings World into Turmoil," *University World News*, November 20, 2014, Issue No. 344. <http://www.universityworldnews.com/article.php?story=20141120074833487>, accessed August 2015.
- <sup>14</sup> Webster, p. 6.
- <sup>15</sup> Phil Baty, "Ranking Confession," *Inside Higher Ed*, March 15, 2010. <https://www.insidehighered.com/views/2010/03/15/baty>, accessed August 2015.
- <sup>16</sup> William C. Kirby, "On Chinese, European & American Universities," *Daedalus* 137(3, 2008): 139-146.
- <sup>17</sup> Henry Rosovsky, *The University: An Owner's Manual* (New York: W. W. Norton, 1990), p. 33.
- <sup>18</sup> Justin Thorens, "Liberties, Freedom and Autonomy: A Few Reflections on Academia's Estate," *Higher Education Policy* 19 (2006): 87-110, cited in Kai Ren and Jun Li, "Academic Freedom and University Autonomy: A Higher Education Policy Perspective," *Higher Education Policy* 26(2013): 509.
- <sup>19</sup> Jonathan R. Cole, *The Great American University: Its Rise to Preeminence, Its Indispensable National Role, Why It Must Be Protected* (New York: Public Affairs, 2009), p. 8.
- <sup>20</sup> Jamil Salmi, *The Challenge of Establishing World-Class Universities* (Washington D.C.: World Bank, 2009), p. 7.
- <sup>21</sup> Rosovsky, p. 34.
- <sup>22</sup> See for example Qinghua University Educational Research Institute's "Creating First-Class Universities: Combining National Determination with the University Spirit: Round-Up of an Academic Seminar on the Theory and Practice of Establishing First-Class Universities" in *Chinese Education and Society* Vol. 37(6), Nov/Dec 2004.
- <sup>23</sup> See for example the discussion by Jamil Salmi in his *The Challenge of Establishing World-Class Universities* (Washington D.C.: World Bank, 2009), p. 6-7.



## Thought Leadership By Prof Nyayu Khodijah at Thunderbird School of Management













## *Best Practice Quality Assurance*









## Site Visit Washington





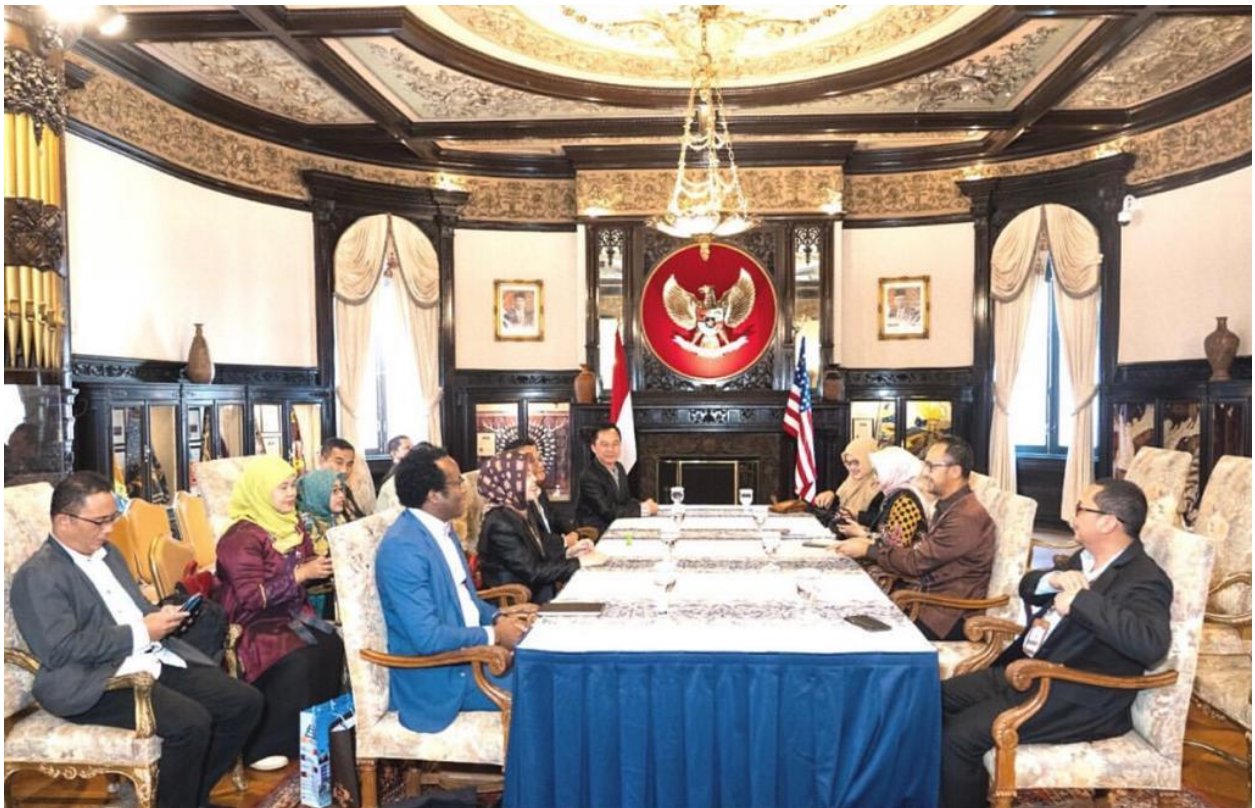




## Meet and Greet Kedutaan Besar Republik Indonesia di Washington Dc

















Kunjungan Silaturahmi dan MoU dengan Pengurus Imam Center









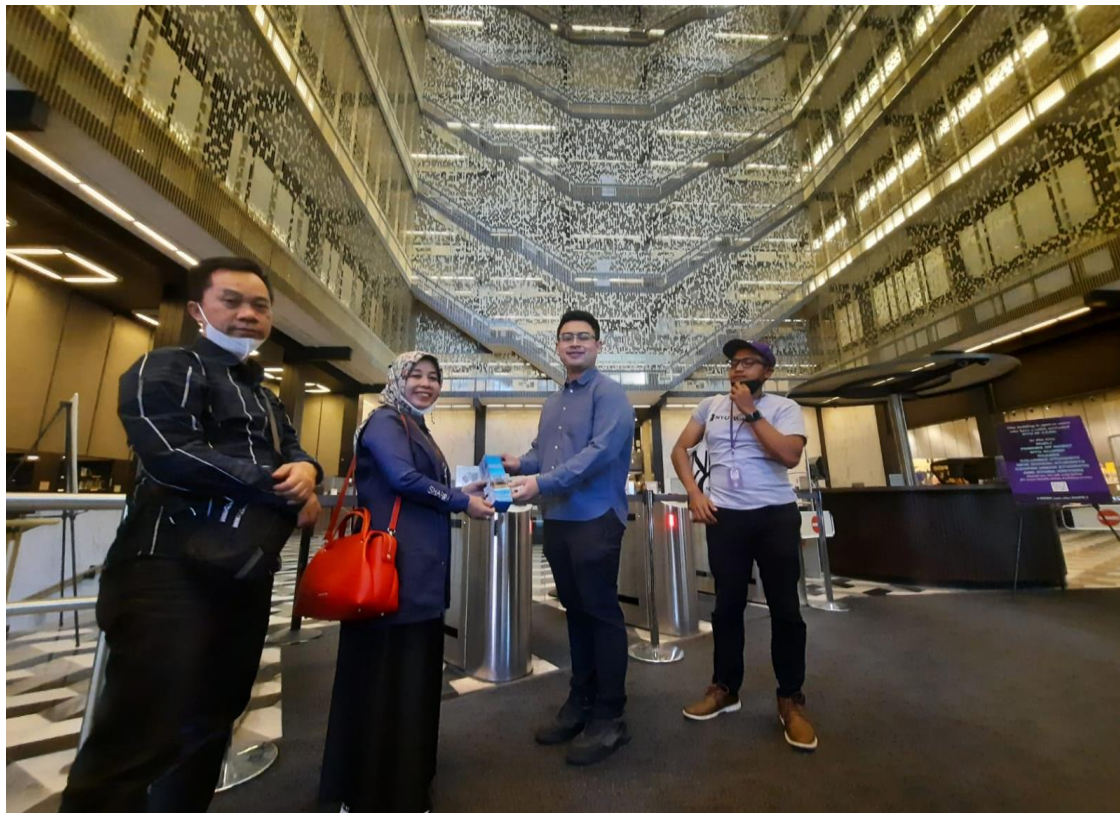








## Kerjasama antara UIN Raden Fatah Palembang dan New York University











## GIAT UIN RF

Prof. Dr. Nyayu Khodijah, S.Ag., M.Si  
Rektor UIN Raden Fatah

# Mark J Farr, President of Sustained Dialog Institute Sambut Hangat Delegasi UIN Raden Fatah



Mark J Farr, President of Sustained Dialog Institute menerima kunjungan tim dari UIN Raden Fatah Palembang, Indonesia, Selasa (20/07/2022) di Washinto DC, USA.

**PALEMBANG, MEDIASRIWIJAYA-** "Saya sangat berterimakasih dan senang sekali dengan kedatangan tim dari UIN Raden Fatah Palembang, Indonesia. Ini adalah pertama kali saya berdialog dengan para akademisi dari Indonesia, khususnya dari Sumatera. Pertemuan yang luar biasa dan semoga bisa berlanjut." Hal itu disampaikan langsung oleh Mark J Farr, President of Sustained Dialog Institute, Selasa (20/07/2022) di Washinto DC, USA.

Sustained Dialog Institute sendiri adalah sebuah lembaga non pemerintah bertaraf internasional yang khusus membahas resolusi konflik berbasis dialog. Lem-

baga yang bermarkas di North Capitol ST. New Suite, Washington DC, USA ini sudah lama bercorak dalam mengkampanyekan mekanisme dialog, serta turut dalam mendorong implementasi dialog di berbagai kasus. Seperti pada konflik Arab-Amerika Eropa tahun 2004-2007 dan kasus perang Rusia vs Ukraina, termasuk juga mendorong komunikasi dalam menyelesaikan masalah ras di AS.

"Terus terang saya belum pernah ke Indonesia, tapi saya banyak tahu dari media massa. Dengan pertemuan ini saya semakin tahu seperti apa Indonesia, negeri yang ternyata memiliki ragam kultur, etnis, agama, kepulauan, yang se-

muanya membutuhkan dialog-dialog untuk membuat harmoni hubungan," ujar Mark lebih lanjut.

Kedatangan tim dari UIN Raden Fatah sendiri, adalah bagian dari kunjungan luar negeri untuk mendorong pencapaian visi internasional. "Kita wajib perbanyak kerjasama luar negeri karena itu terkait visi yang dibawa. Untuk itu pertemuan kita dengan pihak Sustained Dialog ini patut kita syukuri, karena ini adalah lembaga besar dan wajib menjadi mitra kita ke depannya. Alhamdulillah sambutan dari Presidenya sendiri, Mr Mark J Farr sangat luar biasa," ujar Prof Nyayu Khodijah, Rektor UIN Raden Fatah selaku pimpinan delegasi.

Pertemuan yang difasilitasi oleh Pusat Layanan Internasional (PLI) UIN Raden Fatah dengan pihak Sustained Dialog yang diwakili Sonia Suryani selaku Program Manager berlangsung selama sekitar 2 jam. Hadir dalam kesempatan tersebut, delegasi UIN Raden Fatah yang diketuai oleh Rektor Prof Nyayu Khodijah, didampingi oleh Wakil Rektor I, II, Dekan Fak Adab Humaniora Dr. Endang Rochmatun, Kepala LPM Dr. Syahril Jamil, Ketua PLI Susi Herti Afrani, Ph.D, ketua SPI Dekky Anwar, Ph.D, Wakil Dekan I FISIP Dr. Yenzirizal, M.Si, Kaprodi Ekonomi Syariah Dr. Mafukhatussolihah, dan Kabiro AAK Jumari. (ref)



CeremonialSpace





**NOTA KERJASAMA** | Rektor UIN Raden Fatah, Prof. Dr. Nyayu Khodijah, S.Ag., M.Si menandatangani nota kerjasama dengan Thunderbird School of Management-Arizona State University di Pavilion 8th Floor ASU, Washington DC, Rabu (20/07/2022). Foto: latimewa

**WASHINGTON DC, PE** – Universitas Islam Negeri (UIN) Raden Fatah Palembang bekerjasama dengan Thunderbird School of Management-Arizona State University di Pavilion 8th Floor ASU, Wash-

ington DC, Rabu (20/07/2022). Kerjasama ini dilakukan sebagai usaha dari civitas akademika UIN Raden Fatah menuju internasionalisasi kampus.

Thunderbird School of Management-Arizona State University menduduki peringkat ke-56 dunia kategori World University Ranking-Masters In Management versi QS Top Universities. Di Indonesia, UIN Raden

# Pertama di Indonesia, UIN Raden Fatah MoU dengan Thunderbird School of Management Arizona State University

Fatah Palembang menjadi satu-satunya perguruan tinggi yang melakukan penandatanganan nota kesepahaman (MoU) dengan Thunderbird School of Management-Arizona State University.

Penandatanganan MoU sendiri langsung dilakukan oleh Rektor UIN Raden Fatah, Prof. Dr. Nyayu Khodijah, S.Ag., M.Si dengan Director General and Dean Thunderbird School of Management-Arizona State University, Prof. Sanjeev Khagram.

Terlihat hadir, Wakil Rektor I, Dr. M. Adil, WR II Dr. Abdul Hadi, Dekan FAJUM Dr. Endang Rochmawati, Ketua SIP Deky Anwar, Ph.D, Ketua LPM Dr. Syahril Jamil, Kepala PLI Suci Heri Ariani, Ph.D, Wakil Dekan I FISIP Dr. Yusrizal, Ketua Prodi Ekonomi Syariah Dr. Mahmutus-solihah, dan Kepala Biro AAKK Jumiari Aswari.

Prof. Sanjeev mengemukakan kerjasama ini merupakan terobosan baru bagi Thunderbird. Mengingat, baru UIN Raden Fatah menjadi satu-satunya perguruan tinggi di Indonesia yang bekerjasama dengan kampus nomor 1 di bidang manajemen di Ame-



rika Serikat ini.

"Saya sangat senang dan ini adalah sebuah hal yang mengembirakan karena kita bisa memulai kerjasama yang baik. Saya berharap bisa datang ke Indonesia suatu saat nanti untuk meminalakn kerjasama ini," ujarnya.

Prof. Sanjeev Khagram mengatakan, Thunderbird School banyak menjalin kerjasama serta menjadi rujukan dari berbagai lembaga lain. Adanya kerjasama dengan

UIN Raden Fatah adalah sesuatu yang menarik karena tentu banyak hal baru yang bisa didapatkan, terutama perspektif Asia dan Islam.

"Kita berharap kerjasama ini bisa memberikan sesuatu yang berharga baik untuk Thunderbird School of Management-Arizona State University maupun UIN Raden Fatah," harapnya.

Sementara itu, Rektor UIN Raden Fatah Prof. Dr. Nyayu Khodijah, S.Ag., M.Si menga-

ku bahwa kerjasama ini sebagai upaya bagi civitas akademika untuk mewujudkan visi internasional.

"Kita tidak hanya fokus pada kerjasama di negara ASEAN, Timur Tengah atau Eropa yang sudah dilakukan, tapi AS juga kita datangi. Ini adalah pertama kali kerjasama kita dengan USA, dan ini adalah proses panjang yang kemudian bisa sampai pada tahap ini," ujar Nyayu Khodijah. **DVI**

## PROF NYAYU BAHAS PERUBAHAN IKLIM BERSAMA NATIONAL GEOGRAPHIC

**WASHINGTON DC, PE** – Rektor UIN Raden Fatah Palembang, Prof. Dr. Nyayu Khodijah, S.Ag., M.Si menjadi pembicara di Thunderbird School of Management-Arizona State University (ASU), Rabu (20/07/2022). Prof. Nyayu tidak sendiri, dia bersama Editor in Chief National Geographic, Prof. Susan Goldberger.

Di sana, Prof. Nyayu membahas perubahan iklim bersama editor di media bersejarah lingkungan hidup ini. Menurut Prof. Nyayu, perubahan iklim akan terus menjadi ancaman jika tidak didukung dan dilibatkan oleh semua pihak.

Seperti diketahui, UIN Raden Fatah menjadi salah satu konsentrasinya mewujudkan kampus berbasis lingkungan. Dalam mewujudkan EcoGreen Campus, UIN Raden Fatah Palembang rutin melakukan penanaman pohon bekerjasama dengan Balai Pengelolaan Daerah Aliran Sungai dan Hutan Lindung (BPDASHL) Musi.

"Sungguh senang sekali karena ini kesempatan yang langka. Nat Geo sebagaimana diketahui adalah media besar yang memiliki jaringan media cetak dan TV di seluruh dunia. Karena saya membawakan

materi tentang perubahan iklim, Nat Geo seperti tertarik dan ikut bergabung. Sangat penting sekali ini," ujar Rektor.

Oleh sebab itulah, gagasan keterlibatan semua stakeholder dalam mengantisipasi perubahan iklim ini juga membangun kerjasama dengan National Geographic. "Tanpa dukungan semua pihak, tanpa keterlibatan bersama, maka soal iklim akan



**PENYAMPAIAN** | Rektor UIN Raden Fatah Palembang, Prof. Dr. Nyayu Khodijah, S.Ag., M.Si saat menjadi narasumber di Thunderbird School of Management-Arizona State University (ASU), Rabu (20/07/2022).

di seluruh negara di dunia. Adanya gagasan tentang kon-

tribusi PT dalam penyelamatan iklim, menjadi sesuatu yang menarik dan penting.

"Melalui Nat Geo kita terus dorong upaya penyelamatan lingkungan. Fokus kita adalah pada kampanye kepada publik tentang masalah lingkungan hidup. Kita sajikan secara menarik, komunikatif, dan tentu saja berpihak," jelasnya.

Prof. Susan mengakui bahwa masalah perubahan iklim adalah masalah semua orang. Semua terlibat karena itu kesadaran harus dibangun.

"Kita fokus ke situ, kita tampilkan sajian yang menarik, sehingga ada kesadaran bersama. Kita kampanye soal plastik, perlindungan satwa, ketersediaan air, polusi dan sebagainya. Semua demi makhluk di bumi ini," ucapnya. **DVI**

**Update Jadwal**

**Penerimaan Mahasiswa Baru (PMB)**

**Jalur Ujian Seleksi Mandiri (USM)**

**Tahun Akademik 2022/2023**

No	URAIAN KEGIATAN	JADWAL
1	Pendaftaran Online	02 Juni - 06 Juli 2022
2	Download Aplikasi Ujian Seleksi Mandiri dan Cetak Kartu Ujian	1 Juli 2022
3	Batas Finalisasi Pendaftaran	09 Juli 2022
4	Uji Coba Ujian Seleksi Mandiri Berbasis Komputer/Daring/Online	13 - 15 Juli 2022
5	Pelaksanaan Ujian Seleksi Mandiri Berbasis Komputer/Daring/Online	18 - 23 Juli 2022
6	Tes Wawancara	-
7	Pengumuman Hasil Ujian Seleksi Mandiri Berbasis Komputer (USM-BK)	31 Juli 2022
8	Pendaftaran Ulang Dan Verifikasi UKT Online	1 - 10 Agustus 2022
9	Pembayaran Uang Kuliah Tunggal (UKT)	1 - 11 Agustus 2022
10	Kuliah Witak	25 Agustus 2022
11	Perkuliahan Perdana	29 Agustus 2022

website : <http://pmb.radenfatah.ac.id>

Informasi UKT : <https://registrasi.radenfatah.ac.id>

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**Update Jadwal**

**Penerimaan Mahasiswa Baru (PMB)**

**Program Magister dan Doktor**

**Tahun Akademik 2022/2023**

No	URAIAN KEGIATAN	JADWAL
1	Pendaftaran Online	04 April - 05 Juli 2022
2	Download Aplikasi Ujian Seleksi Mandiri dan Cetak Kartu Ujian	1 Juli 2022
3	Batas Finalisasi Pendaftaran	9 Juli 2022
4	Uji Coba Ujian Seleksi Mandiri Berbasis Komputer/Daring/Online	13 Juli 2022
5	Pelaksanaan Ujian Seleksi Mandiri Berbasis Komputer/Daring/Online	23 Juli 2022
6	Tes Wawancara	28 - 30 Juli 2022
7	Pengumuman Hasil Ujian Seleksi Mandiri Berbasis Komputer (USM-BK)	31 Juli 2022
8	Pendaftaran Ulang Dan Verifikasi UKT Online	1 - 10 Agustus 2022
9	Pembayaran Uang Kuliah Tunggal (UKT)	1 - 11 Agustus 2022
10	Kuliah Witak	-
11	Perkuliahan Perdana	29 Agustus 2022

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# Prof Landry Signe Yakin UIN Rafah Bertaraf Internasional

WASHINGTON DC, PE  
- Executive Director Thunderbird School of Global Management, Prof Landry Signe, memberikan leadership training kepada pimpinan UIN Raden Fatah Palembang, 20-21 Juli 2022. Selama pelatihan, Prof Landry yakin kampus berbasis Islam di Palembang ini bisa bertaraf internasional.

"Saya sangat yakin, UIN Raden Fatah akan bisa menjadi universitas bertaraf internasional yang terbaik. Anda memiliki potensi dan kemampuan itu. Anda sudah punya visi yang jelas, punya tim yang solid dan berkualitas, punya pemimpin yang visioner. Semua sudah dimiliki, tinggal mantapkan rencana dan memaksimalkan implementasi," ujar Prof Landry.

Profesor yang sudah me-



**LEADERSHIP** | Executive Director Thunderbird School of Global Management, Prof Landry Signe, memberikan leadership training kepada pimpinan UIN Raden Fatah Palembang, 20-21 Juli 2022.

miliki 9 penghargaan bergensi di tingkat internasional

ini mengingatkan kepada pimpinan UIN Raden Fatah

terkait pentingnya menerapkan Agile Leadership dalam

menjalankan organisasi. "Ini (Agile Leadership,

red) model kepemimpinan yang dibutuhkan saat ini dan masa depan. Kepemimpinan yang lincah, adaptif, inovatif, solutif, fleksibel, dan melek teknologi. Dua hari ini kita belajar dan diskusi, saya yakin ini bisa diimplementasikan sehingga visi internasional bisa dicapai," tegas Prof Landry.

Menurutnya, UIN Raden Fatah sudah memiliki dukungan internal dan eksternal dalam mewujudkan kampus berstandar Internasional.

"Tinggal lagi bagaimana memperkuat jejaring internasional dan memperbanyak kiprah SDM yang ada ke level dunia. Kerjasama dan program yang dilakukan ini adalah bagian dari itu, saya akan terus berkomunikasi dengan anda," ujarnya.

Untuk itulah, sebagai wujud apresiasi dan keyakinan-

nya dengan UIN Raden Fatah, Prof Landry memberikan pin khusus berlogo AS yang didalamnya tertera tandatangan Barack Obama. "Ini adalah special gift dari saya untuk Ibu Rektor. Saya sangat menikmati pelatihan ini dan saya sangat kagum dengan semangat tim dari UIN Raden Fatah. Bravo UIN Raden Fatah," ucapnya.

Sementara itu, Rektor UIN Raden Fatah Palembang, Prof. Dr Nyayu Khodijah mengaku bersyukur atas segala materi dan metode yang disampaikan.

"Banyak oleh-oleh baru yang akan kita bawa ke Palembang, bagaimana manajemen yang baik, tata kelola, peningkatan fasilitas, jejaring internasional. Ini sangat luar biasa dan saya semakin optimis bahwa UIN Raden Fatah akan mendunia," ujarnya. **DVI**

## PODIUM

Oleh : Kms.H.Andi Syarifuddin

## PERAHU BATANGAN

WARTA Batangasana media

komunikasi dan kebudayaan

sektor pariwisata









masyarakat dapat mendukung pekerjaan PT Bukit Asam yang ada di daerah tersebut, yang rencananya akan dibangun rel

membantu pemerintah daerah dalam menyelesaikan pekerjaan ataupun program pembangunan daerah yang belum terse-

kan batu pertama pembangunan Masjid Al Amin. Ia juga melaporkan bahwa sebelumnya Masjid Al Amin

Mariana, Kapten Inf Sumant-ri, Camat Banyuwasin I, Lakoni Safran dan Para Kepala OPD Prov. Sumsel. (\*)

kerumahnya, tanya apa kendala. Peran kita juga jangan sampai anak-anak di Muba ini putus sekolah karena hal-hal

ucapnya. Sang ibu Diana, mengucapkan rasa Terima kasih kepada Bupati Apriyadi yang sengaja

"Sementara saya tidak punya biaya untuk beli HP Android dan kuota untuk kebutuhan anak saya sekolah," tandasnya. (ril)



## GIAT UIN RF



Prof. Dr. Nyayu Khodijah, S.Ag., M.Si.  
Rektor UIN Raden Fatah

### Wakil Duta Besar RI di AS Sambut Kedatangan Delegasi UIN Raden Fatah

#### Beserta Atase Pendidikan Dan Kebudayaan RI

**PALEMBANG, MEDIASRIWI-JAYA** - "Selamat datang delegasi dari UIN Raden Fatah Palembang, selamat datang di Washington DC USA. Disinilah rumah kita, rumahnya orang Indonesia di AS. Kami sambut baik karena inilah pertama kali delegasi dari perguruan tinggi agama yang berkunjung ke kami, khususnya dari Sumatera," demikian disampaikan oleh Sade Bimantara, Wakil Duta Besar Indonesia untuk

AS, didampingi oleh Poppy Rufaidah Atase Pendidikan dan Kebudayaan RI, saat menerima kedatangan delegasi UIN Raden Fatah yang sedang melakukan perjalanan luar negeri ke USA, Jumat (23/07/2022).

Delegasi UIN Raden Fatah yang dipimpin langsung oleh Rektor Prof Nyayu Khodijah meneng sedang melakukan kunjungan luar negeri dengan serangkaian kegiatan sejak 18 Juli 2022. Dijadwalkan lawatan akan berakhir tanggal 25 Juli untuk selanjutnya bertolak lagi ke tanah air.

Nyayu Khodijah dalam sambutannya menyatakan bahwa kedatangan tim ini ke Washington DC adalah untuk melakukan sejumlah agenda bersama Thunderbird School of Global Management Arizona State University (ASU), mulai

dari tandatangan MoU, leadership training, though leadership program bersama Nat Geo, diskusi dengan World Bank sampai dengan ceramah dan kerjasama dengan IMAAM Center.

"Kita sedang dorong pencapaian visi internasional lembaga, karena itu kerjasama dengan perguruan tinggi di luar negeri dan lembaga lain harus kita lakukan. Alhamdulillah semua program yang direncanakan telah berjalan lancar. Bahkan sekarang kita juga didampingi oleh Profesor Landry Signe dari ASU, yang sudah menjadi mitra kita," ujar Rektor.

Sementara itu Poppy Rufaidah selaku Atase Kebudayaan, berharap apa yang sudah disepakati dan direncanakan akan bisa berlanjut secara konkrit. Bahkan Kedubes RI siap memfasilitasi

jika ada kerjasama luar negeri lainnya yang akan dilakukan. "Jika perlu ditambah jumlah mahasiswa kita yang kuliah di AS," Ujarnya.

Sebagai bentuk kehangatan sambutannya, Poppy mengajak delegasi Indonesia mengunjungi berbagai sudut ruangan di Kedubes RI. Gedung yang merupakan bangunan asli di AS ini dan sudah berumur puluhan tahun, masih tetap asri dan sangat sejuk. Arsitektur kayu tampak mendominasi dan tidak lupa suasana Indonesia masih terasa sangat kental.

"Pada momen tertentu kita sering berkumpul dengan WNI di sini, silaturahmi, makan bareng, dan membuat bermacam-macam kegiatan. Ya ini adalah rumahnya orang Indonesia di AS," ujar Poppy (HUMAS-UINRF)







# GIAT UIN RF



Prof. Dr. Nyayu Khodijah, S.Ag., M.Si.  
Rektor UIN Raden Fatah

## Agenda Padat Selama Di AS, Kunjungan UIN Raden Fatah Buahkan Banyak Hasil

**MEDIASRIWIJAYA.** - Delegasi UIN Raden Fatah telah melakukan kunjungan akademik ke USA, tepatnya ke Washington DC dan New York, sejak keberangkatan 17 Juli dan pulang ke tanah air 27 Juli 2022. Delegasi UIN dipimpin langsung oleh Rektor Prof. Nyayu Khodijah dan didampingi oleh tim yang terdiri dari Wakil Rektor I Dr. Muhammad Adil, Wakil Rektor II Dr. Abdul Hadi, Dekan Fakultas Adab dan Humaniora Dr. Endang Rochmatus, Ketua Lembaga Penjaminan Mutu Dr. Syahril Jamil, Ketua Pusat Layanan Internasional Susi Herti Afriani, Ph.D, Ketua Satuan Pengawas Internal Dedy Anwar, Ph.D, Wakil Dekan I FISIP Dr. Yenzilal, M.Si, Ketua Program Studi Ekonomi Syariah Dr. Maftukhatul Solihah, dan Kepala Biro AAKK Jumari Iswadi.

Lawatan selama 10 hari diawali dengan diskusi dan International Community Services bersama Sustained Dialog Institute, dan besoknya dilanjutkan penandatangan kesepakatan kerjasama dengan Thunderbird School of Global Management Arizona State University, dilanjutkan dengan agenda Global Leadership Training, Though Leadership bersama Editor in Chief National Geographic. Hari kedua dilanjutkan dengan Sharing session bersama Direktur Eksekutif World Bank langsung di kantor pusat World Bank, dilanjutkan dengan Capitol Hill visit. Hari berikutnya adalah silaturahmi dan sharing session bersama Kedutaan Besar Indonesia di AS. Agenda berikutnya adalah diskusi dan penandatangan kerjasama dengan Indonesian Moslem Association in America (IMAAM), dilanjutkan berikutnya adalah International Community Services di IMAAM Center. Semua kegiatan ini dilaksanakan di Washington DC.

Agenda berikutnya adalah ke New York City. Kota bisnis di AS dan terkenal dengan sebutan kota yang tak pernah tidur ini didatangi oleh tim

UIN Raden Fatah. Agenda penting adalah peninjauan kerjasama dengan New York University serta melakukan site visit ke kampus NYU.

"Memang agenda kita padat sekali, karena semua sudah terjadwalkan. Selain itu banyak pula tambahan-tambahan agenda baru atas fasilitas dari Thunderbird. Ini sangat kita syukuri, sambutan mereka sangat hangat sekali, bersahabat, dan teramat ramah dengan kita. Saya betul-betul merasa tersanjung dan juga menjadi tantangan bahwa semua ini harus berlanjut dengan kerjasama konkrit," ujar Prof. Nyayu Khodijah.

Dari serangkaian agenda tersebut, maka diperoleh beberapa hal penting untuk kemudian menjadi langkah konkrit yang harus diwujudkan. Pertama, unsur pimpinan di UIN Raden Fatah telah mendapatkan suntikan ilmu dan keterampilan baru yang bertajuk Global Leadership Training. Ini tidak mudah dicapai karena situasi dan kondisi yang ada selama ini.

Kedua, tampilnya Rektor sebagai pembicara pada forum kelas dunia dan berhasil bergandengan dengan sebuah lembaga pemberitaan terbesar di dunia, National Geographic.

Ketiga, terlaksananya International Community Services dengan Sustained Dialog Institute yang sangat penting dalam meningkatkan rekognisi dosen pada level internasional.

Keempat, terbukanya peluang pembukaan program pendidikan non gelar berlevel internasional bersama Sustained Dialog Institute. Program ini bisa menjadi sebuah program khusus yang akan menaikkan rating lembaga dalam pengabdian pada masyarakat. Kelima, terbukanya peluang untuk mengadakan berbagai program dengan kerjasama World Bank. Hal ini menjadi perhatian tersendiri karena fokus UIN Raden Fatah bisa dikolaborasi dengan misi yang dibawa oleh World Bank.

Keenam, UIN Raden Fatah menjadi satu-satunya lembaga pendidikan



tinggi keagamaan di Indonesia yang berhasil berdialog langsung dengan Executive Director World Bank dan kemudian juga menjadi yang pertama menjalin kerjasama internasional dengan perguruan tinggi besar di AS. Ketujuh, UIN Raden Fatah menjadi satu-satunya lembaga pendidikan tinggi keagamaan (UIN) di Indonesia yang berkolaborasi dengan lembaga pendidikan manajemen terbaik dan nomor 1 di AS. Ini berdampak besar pada rasa kepercayaan diri UIN Raden Fatah untuk bisa mengambil langkah konkrit.

Kedelapan, pertamakalinya lembaga pendidikan keagamaan di Indonesia yang mampu tampil sebagai pembicara di Thunderbird dan duet dengan Editor in Chief National Geographic. Hal ini berpengaruh besar dalam menaikkan nama besar UIN Raden Fatah.

Kesembilan, terbukanya tawaran beasiswa pendidikan S2 dan S3 di AS melalui kerjasama dengan Kedutaan Besar RI di AS dan dengan Thunderbird School of Global Management.

Ini sangat bermanfaat untuk meningkatkan kualitas dan kapasitas SDM di UIN Raden Fatah.

Sepuluh, terlaksananya MoU antara UIN Raden Fatah dengan komunitas muslim Indonesia di AS yaitu IMAAM. Ini menjadi bentuk MoU internasional yang sangat mungkin ditindaklanjuti. Kuantitas kerjasama internasional UIN bertambah kuat.

Sebelas, terbukanya peluang melakukan pengabdian masyarakat pada level internasional atas kerjasama dengan IMAAM Center. Pada jadwal tertentu, tim dari UIN Raden Fatah akan menjadi penerjemah di IMAAM Center melalui aplikasi online meeting. Semakin banyak dosen UIN tampil pada pengabdian masyarakat internasional akan berpengaruh besar pada akreditasi lembaga.

Duabelas, terbukanya peluang kerjasama riset dan penerbitan jurnal internasional dengan Thun-

derbird School of Global Management. Ini sangat membantu sekali dalam meningkatkan publikasi dosen, reputasi lembaga, dan percepatan guru besar.

Tigabelas, terbukanya peluang kerjasama dengan New York University di masa datang. Ini penting karena akan berkaitan dengan reputasi lembaga di level internasional dan bisa membentengi dosen dan mahasiswa untuk melanjutkan studi.

Empatbelas, dimungkinkannya

diadakan kelas double degree internasional dengan lembaga pendidikan tinggi ternama di AS. Thunderbird dan NYU sudah membuka peluang dan ini merupakan langkah strategis.

Dari semua hasil tersebut, tampak bahwa reputasi UIN untuk mengejar visi internasional akan semakin mudah diwujudkan. "Insyaallah kita segera siapkan langkah konkrit, bentuk tim, dan segera eksekusi. Kita gerak cepat," tegas Rektor. (HUMAS-UINRF)

Universitas Islam Negeri  
Raden Fatah Palembang

### Info Penting

**Pelaksanaan Wisuda Ke-81**

Terkait dengan Agenda Nasional, yaitu Penentuan Sidang Kelulusan UMPKIN 2022, dimana UIN Raden Fatah Palembang menjadi Bendahara Nasional UMPKIN 2022, dan hasil Keputusan Rapat Pimpinan





## Giliran New York University Tawarkan Kerjasama

**NEW YORK, PE** - Kunjungan Delegasi Universitas Islam Negeri (UIN) Raden Fatah di Amerika Serikat memberikan dampak positif bagi kemitraan kampus-kampus masyarakat Sumatera Selatan.

Jika sebelumnya delegasi yang dipimpin Rektor UIN Raden Fatah Prof. Dr. Nyayu Khodijah, S.Ag., M.Si menandatangani kerjasama dengan Arizona State University melalui Thunderbird School of Global Management, kali ini giliran New York University yang berkeinginan membangun kerjasama dengan kampus berbasis Islam tersebut.

Hal ini disampaikan perwakilan New York University (NYU), Profesor Paul Smoke saat berdiskusi melalui virtual dengan Delegasi UIN Raden Fatah di New York, USA, Jumat (24/07/2022).

Profesor Paul Smoke sangat berkeinginan untuk menjalin kerjasama dengan UIN Raden Fatah Palembang, Oleh sebab itulah, pihaknya berharap agar civitas kampus ini bisa merumuskan poin-poin yang nantinya bisa dikerjasamakan.

"Sakian dibahas dan dirincikan apa saja yang bisa dikerjakan di masa datang. Prinsipnya NYU siap menerima tawaran-tawaran kerjasama yang sejalan dengan visi NYU. Saya sendiri memiliki keahlian di bidang Public Finance, tentu bisa juga dikerjakankan," ujar

Prof Paul Smoke.

Lebih jauh Prof Paul menjelaskan, NYU merupakan perguruan tinggi swasta besar di USA dan berpusat di tengah kota New York. Paul juga menjelaskan bahwa NYU adalah perguruan tinggi yang memberikan otonomi besar kepada masing-masing Dekan.

"Posisi Rektor hanya mengkoordinir dan segala kebijakan termasuk kebijakan kerjasama ada di tangan Dekan," ucapnya.

Selain itu, NYU banyak menerima mahasiswa dari luar, termasuk Indonesia. NYU memiliki banyak departemen seperti Public Finance, Public Administration, Public Health, dan yang paling banyak peminat adalah Arts/Seni.

"Selama ini banyak Profesor dari NYU yang sudah berkunjung di berbagai negara memberikan asesment kepada berbagai lembaga negara. Indonesia sendiri juga pernah melakukan kerjasama dengan NYU, dan Prof Smoke adalah tenaga ahli yang pernah bermukim di Jakarta dalam beberapa waktu," katanya.

Sementara itu Rektor UIN Raden Fatah mengharapkan adanya langkah konkret dalam kerjasama yang akan dilakukan nanti. Ini adalah langkah

awal yang nanti akan dirumuskan dalam naskah kerjasama lebih lanjut.

"Kita tahu NYU sudah memiliki nama besar, memiliki pengalaman panjang dalam mengelola pendidikan tinggi. Bisa saja nantinya kita kirimkan dosen untuk belajar ke sini baik dalam skema studi doktoral, post doc ataupun kursus-kursus. Bisa juga kita kembangkan kerjasama riset atau penelitian buku dan artikel jurnal ilmiah," jelas Prof Nyayu.

Menurut Prof Nyayu, tawaran ini diawali dengan diskusi dengan Editor in Chief National Geographic. Selanjutnya, sharing session bersama Direktur Eksekutif World Bank langsung di kantor pusat World Bank, dilanjutkan dengan Capitol Hill visit. Hari berikutnya adalah silaturahmi dan sharing session bersama Kedutaan Besar Indonesia di AS.

Selanjutnya, Delegasi UIN Raden Fatah melakukan diskusi dan penandatanganan kerjasama dengan Indonesia Modern Association in America (IMAAAM) dan International Community Services di IMAAM Center.



**DELEGASI** | Delegasi UIN Raden Fatah saat melakukan kunjungan ke Washington D.C dan New York City selama 10 hari, 17-27 Juli 2022.

## Jalan UIN Raden Fatah Menuju World Class University Terbuka

**USA, PE** - Kunjungan akademik yang dilakukan Delegasi UIN Raden Fatah ke Washington DC dan New York membuka jalan kampus berbasis Islam ini menuju World Class University. Selama 10 hari, 17-27 Juli 2022, di Negeri Paman Sam, delegasi UIN Raden Fatah bertemu dengan sejumlah stakeholders.

Setelah mengadakan pertemuan, delegasi UIN Raden Fatah melakukan site visit ke kampus NYU. Kampus yang berada di tengah-tengah kawasan terbeluk New York ini, ternyata mampu menjadi sebuah ikon tersendiri. Gedung-gedung megah dan tinggi tampak berjejer rapi, dan semuanya dimiliki oleh NYU. Model arsitektur dan penataan kawasan menjadi daya tarik sendiri, dan menunjukkan bahwa NYU adalah PT modern serta memiliki independensi pada masing-masing fakultas untuk mengembangkan diri. UIN

Training, Though Leadership bersama Editor in Chief National Geographic.

Selanjutnya, sharing session bersama Direktur Eksekutif World Bank langsung di kantor pusat World Bank, dilanjutkan dengan Capitol Hill visit. Hari berikutnya adalah silaturahmi dan sharing session bersama Kedutaan Besar Indonesia di AS.

Selanjutnya, Delegasi UIN Raden Fatah melakukan diskusi dan penandatanganan kerjasama dengan Indonesia Modern Association in America (IMAAAM) dan International Community Services di IMAAM Center.

Selain di Washington DC, delegasi juga melakukan kunjungan ke New York

City. Kota bisnis di AS dan terkenal dengan sebutan kota yang tak pernah tidur ini didatangi oleh tim UIN Raden Fatah. Agenda penting adalah peninjauan kerjasama dengan New York University serta melakukan site visit ke kampus NYU.

"Memang agenda kita padat sekali, karena semua sudah terjadwal. Selain itu banyak pula tambahan agenda baru atas fasilitasi dari Thunderbird. Ini sangat kita syukuri, sambutan mereka sangat hangat sekali, bersahabat, dan teramat ramah dengan kita. Saya betul-betul merasa teranjung dan juga merasa tantangannya bahwa semua ini harus berjalan

dengan kerjasama konkret," ujar Prof Nyayu Khodijah.

Delegasi ini dipimpin langsung Rektor Prof Nyayu Khodijah dan didampingi oleh tim yang terdiri dari Wakil Rektor I Dr. Muhammad Adil, Wakil Rektor II Dr. Abdul Huda, Dekan Fakultas Adab dan Humaniora Dr. Endang Rochmatus, Ketua Lembaga Penjaminan Mutu Dr. Syahril Jamal, Ketua Pusat Layanan Internasional Suci Hiri Azzini, Ph.D, Ketua Satuan Pengawas Internal Dedy Anwar, Ph.D, Wakil Dekan I FISIP Dr. Yennizal, M.Si, Ketua Program Studi Ekonomi Syariah Dr. Mufidhulhusnawati, dan Kepala Biro AAKK Jumiari Leswidi DWI

## UIN Raden Fatah Berpeluang Dapat Beasiswa Magister dan Doktor di Amerika



**TAWARKAN KERJASAMA** | Rektor UIN Raden Fatah Prof. Dr. Nyayu Khodijah, S.Ag., M.Si saat bertemu dengan perwakilan New York University. Dalam pertemuan New York University menawarkan kerjasama dengan UIN Raden Fatah.

**WASHINGTON DC, PE** - Usaha pimpinan Universitas Islam Negeri (UIN) Raden Fatah Palembang dalam memperluas jaringan di luar negeri akhirnya berbuah manis. Di dalam kunjungan ke Washington DC, kampus berbasis Islam ini berpeluang mendapatkan beasiswa magister dan doktor di Amerika.

Peluang tersebut setelah Rektor UIN Raden Fatah Palembang, Prof. Dr. Nyayu Khodijah, S.Ag., M.Si menyampaikan gagasan dalam mengembangkan kelembagaan menuju World Class University.

Gagasan ini langsung direspon Satker Pendidikan dan



**FOTO BERSAMA** | Rektor UIN Raden Fatah Palembang, Prof. Dr. Nyayu Khodijah, S.Ag., M.Si saat bertemu dengan Asisten Pendidikan dan Kebudayaan, di Amerika Serikat, Poppy Rulaidah dan Executive Director Thunderbird School of Global Management dari Arizona State University, Profesor Landry Signe.

Kebudayaan, di Amerika Serikat (AS), Poppy Rulaidah saat berdialog dengan dele-

gasi UIN Raden Fatah di Gedung RI di AS, Jumat (23/07/2022) kemarin.

Satuan kerja di bawah Kementerian Pendidikan dan Kebudayaan (Kemendikbud) RI ini akan berkoordinasi dengan perguruan tinggi di Amerika yang menyediakan beasiswa pendidikan.

"Kami sangat baik gagasan UIN Raden Fatah untuk pengembangan kebergagaannya demi mencapai visi internasional. Kami dari KBRI di AS siap memfasilitasi segala kebutuhan ini. Peluang beasiswa akan kami urus dan kami carikan, yang penting UIN bisa menyiapkan mahasiswa yang tentu saja kualitas bahasa asing," ujar Poppy. Poppy memastikan jika

beasiswa khusus program magister dan doktor masih tersedia. Oleh sebab itulah, pihaknya meminta kepada civitas UIN Raden Fatah untuk menyiapkan calon penerima beasiswa yang memiliki nilai IELTS atau International English Language Testing System minimal 7.

"Inyallah kita siap. Saya akan fasilitasi dari akan saya hubungkan ke berbagai perguruan tinggi di AS. Kita punya jejaring itu. Beasiswa juga tersedia. Tinggal kesiapan UIN Raden Fatah untuk mengisi peluang itu. Siapakah mahasiswa atau dosen yang punya keinginan kuat, mampu bersaing, dan terampil punya kemampuan bahasa Inggris yang aktif," tegasnya.

Dalam kesempatan yang sama, Rektor UIN Raden Fatah Palembang, Prof. Dr. Nyayu Khodijah, S.Ag., M.Si mengucapkan terima kasih kepada KBRI di AS atas sambutan dan dukungan yang diberikan. Beliau juga berharap agar UIN Raden Fatah dapat menjalin kerjasama dengan perguruan tinggi di Amerika Serikat.

"Sepulang ke Indonesia, kita segera mantapkan program ini, saya yakin banyak mahasiswa dan dosen kita memenuhi standar IELTS tersebut. SDM kita banyak yang berkualitas kok, saya yakin itu," tegas Rektor DWI

### Update Jadwal

#### Penerimaan Mahasiswa Baru (PMB) Jalur Ujian Seleksi Mandiri (USM) Tahun Akademik 2022/2023

NO	URAIAN	WAKTU
1	Pendaftaran Online	01 Juni - 04 Juli 2022
2	Pendaftaran Offline (Ujian Seleksi Mandiri dan Ujian Masuk Ujian)	05 Juli 2022
3	Ujian Seleksi Mandiri	06 Juli 2022
4	Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	07 Juli 2022
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8	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	11 Juli 2022
9	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	12 Juli 2022
10	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	13 Juli 2022
11	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	14 Juli 2022
12	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	15 Juli 2022
13	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	16 Juli 2022
14	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	17 Juli 2022
15	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	18 Juli 2022
16	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	19 Juli 2022
17	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	20 Juli 2022
18	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	21 Juli 2022
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26	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	29 Juli 2022
27	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	30 Juli 2022
28	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	31 Juli 2022
29	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	01 Agustus 2022
30	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	02 Agustus 2022
31	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	03 Agustus 2022
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59	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	31 Agustus 2022
60	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	01 September 2022
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89	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	30 September 2022
90	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	01 Oktober 2022
91	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	02 Oktober 2022
92	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	03 Oktober 2022
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97	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	08 Oktober 2022
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99	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	10 Oktober 2022
100	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	11 Oktober 2022

### Update Jadwal

#### Penerimaan Mahasiswa Baru (PMB) Program Magister dan Doktor Tahun Akademik 2022/2023

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8	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	11 Juli 2022
9	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	12 Juli 2022
10	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	13 Juli 2022
11	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	14 Juli 2022
12	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	15 Juli 2022
13	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	16 Juli 2022
14	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	17 Juli 2022
15	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	18 Juli 2022
16	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	19 Juli 2022
17	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	20 Juli 2022
18	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	21 Juli 2022
19	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	22 Juli 2022
20	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	23 Juli 2022
21	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	24 Juli 2022
22	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	25 Juli 2022
23	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	26 Juli 2022
24	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	27 Juli 2022
25	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	28 Juli 2022
26	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	29 Juli 2022
27	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	30 Juli 2022
28	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	31 Juli 2022
29	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	01 Agustus 2022
30	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	02 Agustus 2022
31	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	03 Agustus 2022
32	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	04 Agustus 2022
33	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	05 Agustus 2022
34	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	06 Agustus 2022
35	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	07 Agustus 2022
36	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	08 Agustus 2022
37	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	09 Agustus 2022
38	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	10 Agustus 2022
39	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	11 Agustus 2022
40	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	12 Agustus 2022
41	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	13 Agustus 2022
42	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	14 Agustus 2022
43	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	15 Agustus 2022
44	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	16 Agustus 2022
45	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	17 Agustus 2022
46	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	18 Agustus 2022
47	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	19 Agustus 2022
48	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	20 Agustus 2022
49	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	21 Agustus 2022
50	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	22 Agustus 2022
51	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	23 Agustus 2022
52	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	24 Agustus 2022
53	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	25 Agustus 2022
54	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	26 Agustus 2022
55	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	27 Agustus 2022
56	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	28 Agustus 2022
57	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	29 Agustus 2022
58	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	30 Agustus 2022
59	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	31 Agustus 2022
60	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	01 September 2022
61	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	02 September 2022
62	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	03 September 2022
63	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	04 September 2022
64	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	05 September 2022
65	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	06 September 2022
66	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	07 September 2022
67	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	08 September 2022
68	Pendaftaran Ujian Seleksi Mandiri Berbasis Komputerisasi (USM-BK)	09 September 2



## Universitas Musi Charitas Palembang Rayakan Puncak Acara Dies Natalis ke - 7

**PALEMBANG, MEDIASRIWIJAYA** - Menjadi salah satu hari yang memiliki kesan mendalam bagi civitas akademika Universitas Katolik (Unika) Musi Charitas. Sejak tujuh tahun berlalu bergabungnya tiga Sekolah Tinggi yakni, STT Musi, STIE Musi, dan STIKes Charitas Perduki menjadi Universitas Katolik Musi Charitas (UKMC). Hari ini merupakan puncak perayaan Dies Natalis ke-7 Unika Musi Charitas. Perayaan pencapaian usia 7 tahun Unika Musi Charitas ini diawali dengan Ekaristi Kudus yang dipimpin oleh Pastor Andreas Suparman SCJ dalam pengantar Romo - romo yang berkarya di Unika Musi Charitas. Ekaristi Kudus syukur ini dihadiri undangan dan melalui live

streaming UKMC TV. Selesai masa syukur, acara dilanjutkan pemotongan tumpeng kemudian dilaksanakan sidang Syariat terbuka dan orasi ilmiah. Semim, (25/7).

Mengawali pembukaan Ekaristi Romo Donatus Kusumarto SCJ menyampaikan harapan dalam kegemilangan syukur atas 7 tahun UKMC dan menambahi semangat pelayanan untuk setia sampai akhir. Melalui tema "Bangkit Bersama untuk Unika Musi Charitas Unggul" dalam kotbahnya Pastor Teja Antara SCJ berharap sungguh bisa menciptakan cita-cita sebagaimana terumus dalam visi misi UKMC menjadi komunitas akademika yang sungguh dalam terang dan kebenaran demi terwujudnya pembentukan ma-

nusia seutuhnya "Cerdik seperti ular, tulus seperti mimpai". Untuk itu dibutuhkan kebangkitan bersama. Bukan menunjukkan kehebatan masing-masing, justru dengan kelemahan yang dimiliki membuat masing-masing lebih mengandalkan Allah, sehingga tampak indah dalam pelayanan di UKMC.

Sebelum dilaksanakan sidang senat terbuka dan orasi ilmiah ditampilkan beberapa video kegiatan dalam rangka Dies Natalis Unika Musi Charitas ke-7 seperti turnamen Volley, Seminar pendidikan yang bekerjasama dengan Ikatan Sarjana Katolik DPC Palembang, bakti sosial bertempat di Kelurahan Tuan Kentang dan kegiatan lainnya. Dalam laporannya Rektor UKMC DR. Antonius Singgih Setiawan SE, M.Si,



mengungkapkan syukur pada Dies Natalis ke-7 dapat dilaksanakan secara meriah, baik dan dengan hybrid (tatap muka) ataupun live pada channel UKMC TV, Zoom dan terselenggara dengan penuh kekhormatan di mana pada Dies natalis ke-6 tahun lalu acara semacam ini tidak dapat terselenggara karena adanya Covid-19. "Universitas Katolik Musi Charitas harus siap untuk menjalankan tahap lanjutan untuk mewujudkan kualitas dan unggul dalam melayani yang terbaik bagi masyarakat," Ungkap Singgih Setiawan.

Orasi ilmiah yang disampaikan oleh Bapak Ferry Doringin PhD Sekjen Ikatan Dosen Katolik, DKI, Direktur Refraksi Optisi dan optometrik Gapokan

dan Dosen di Universitas Multi Media Nusantara, Sekretaris Pendidikan KWI Jakarta mengambil tema Dies Natalis ke-7 Universitas Katolik Musi Charitas "Bangkit Bersama untuk UKMC Unggul Dengan Suka Cita, Mengukuhkan Harmoni untuk Unika Musi Charitas Unggul". Tema ini merupakan turunan dari visi Universitas Katolik Musi Charitas untuk lima tahun kedepan "MEMBANGUN REPUTASI UNIVERSITAS KATOLIK MUSI CHARITAS MENUJU PTS UNGGUL 2025". Sebagai sebuah universitas yang menapak di usia 7 tahun Bapak Ferry Doringin mengungkap segenap civitas UKMC untuk berjalan bersama beradaptasi dengan perubahan yang menub-

uhkan fleksibilitas meliputi beradaptasi dengan perubahan tekanan eksternal yang dihadapi, menyesuaikan gaya manajemen dengan situasi yang berubah, menerima perubahan sebagai hal positif dan merevisi rencana seperlunya sehingga terwujud kampus merdeka belajar.

UKMC di bawah naungan Yayasan Musi Palembang bersama, Kongregasi Fransiskan Charitas (FCh) dan Keuskupan Agung Palembang ibarat sebuah pohon yang memiliki batang, akar, ranting maka harus sejalan dan bergandengan melalui nilai spiritualitas yang membakar bagian dalam untuk menyalaikan sehingga berjalan bergerak bersama. (doris)

# GIAT UIN RF

Prof. Dr. Nyayu Khodijah, S.Ag., M.Si.  
Rektor UIN Raden Fatah

## New York University Tawarkan Kerjasama dengan UIN Raden Fatah



**PALEMBANG, MEDIASRIWIJAYA** - Perwakilan dari New York University (NYU), Profesor Paul Smoke berharap UIN Raden Fatah bisa bekerjasama apa saja yang bisa dikerjakan di masa datang. Prinsipnya NYU siap menerima tawaran-tawaran kerjasama yang sejalan dengan visi NYU. Saya sendiri memiliki keahlian di bidang Public Finance, tentu bisa juga bekerjasama," ujar Prof Paul Smoke.

pin Rektor Prof Nyayu Khodijah sedang berada di New York, USA.

"Silahkan dibahas dan dirincikan apa saja yang bisa dikerjakan di masa datang. Prinsipnya NYU siap menerima tawaran-tawaran kerjasama yang sejalan dengan visi NYU. Saya sendiri memiliki keahlian di bidang Public Finance, tentu bisa juga bekerjasama," ujar Prof Paul Smoke.

Dijelaskan juga bahwa NYU adalah perguruan tinggi swasta besar di USA dan berpusat di tengah-tengah kota New York. Paul juga menjelaskan bahwa NYU adalah perguruan tinggi yang memberikan otonomi besar kepada masing-masing Dekan. Posisi Rektor hanya pengkoordinir dan segala kebijakan termasuk kebijakan kerjasama ada di tangan Dekan.

NYU juga adalah perguruan tinggi swasta dan banyak menerima mahasiswa dari luar, termasuk Indonesia. NYU memiliki banyak departemen seperti Public Finance, Public Administration, Public Health, dan yang paling banyak peminat adalah Arts Seni. Selama ini banyak Profesor dari NYU yang sudah berkiprah di berbagai negara memberikan assessment kepada berbagai lembaga negara. Indonesia sendiri juga pernah melakukan kerjasama dengan NYU, dan Prof Smoke adalah tenaga ahli yang pernah bermukim di Jakarta dalam beberapa waktu.

Sementara itu Rektor UIN Raden Fatah mengharapkan adanya langkah konkret dalam kerjasama yang akan dilakukan nanti. Ini adalah langkah awal yang nanti akan dituangkan dalam naskah kerjasama lebih lanjut. "Kita tahu NYU sudah memiliki nama besar, memiliki pengalaman panjang dalam mengelola pendidikan tinggi. Bisa saja nantinya kita kirimkan dosen untuk belajar kesini baik dalam skema studi doktoral, post doc ataupun kursus-kur-

sus. Bisa juga kita kembangkan kerjasama riset atau penulisan buku dan artikel jurnal ilmiah," jelas Prof Nyayu.

Menurut Nyayu, tawaran dari NYU akan disambut positif. "Juga disampaikan keunggulan-keunggulan yang dimiliki serta fokus konsentrasi yang ada pada UIN Raden Fatah. Insyaallah ini akan terwujud sehingga nantinya di AS ini kita akan memiliki 2 PT nratra yaitu Arizona State University melalui Thunderbird School of Global Management dan berikutnya New York University," jelasnya.

Setelah mengadakan pertemuan,

delegasi UIN Raden Fatah melakukan site visit ke kampus NYU. Kampus yang berada di tengah-tengah kawasan tersibuk New York ini, ternyata mampu menjadi sebuah ikon tersendiri. Gedung-gedung megah dan tinggi tampak berjejer rapi, dan semuanya dimiliki oleh NYU. Model arsitektur dan penataan kawasan menjadi daya tarik sendiri, dan menunjukkan bahwa NYU adalah PT modern serta memiliki independensi pada masing-masing fakultas untuk mengembangkan diri.

(HUMAS-UINRF)

### Update Jadwal

#### Penerimaan Mahasiswa Baru (PMB) Jalur Ujian Seleksi Mandiri (USM) Tahun Akademik 2022/2023

No	URAIAN KEGIATAN	JADWAL
1	Pendaftaran Online	03 Juni - 08 Juli 2022
2	Download Aplikasi Ujian Seleksi Mandiri dan Cetak Kartu Ujian	1 Juli 2022

### Update Jadwal

#### Penerimaan Mahasiswa Baru (PMB) Program Magister dan Doktor Tahun Akademik 2022/2023

No	URAIAN KEGIATAN	JADWAL
1	Pendaftaran Online	04 April - 08 Juli 2022
2	Download Aplikasi Ujian Seleksi Mandiri dan Cetak Kartu Ujian	1 Juli 2022

### Info Penting

#### Pelaksanaan Wisuda Ke-81

Terkait dengan Agenda Nasional, yaitu Penentuan Sidang Kelulusan UMPTKIN 2022, dimana UIN Raden Fatah Palembang menjadi Bendahara Nasional UMPTKIN 2022, dan hasil keputusan Rapat Pimpinan tanggal 15 Juni 2022, diputuskan bahwa Jadwal Pelaksanaan Wisuda ke-81, sebagai berikut:

Semula

Sabtu, 25 Juni 2022

→

Menjadi

Rabu, 29 Juni 2022



