

Minutes of Meeting:  
Annual Meeting UNS Board of Trustees and Rector  
October 16, 2025 at 1.00 PM – 4.30 PM  
Discussion on Annual Planning and Budgeting 2026  
Jodhipati Meeting Room, UNS Inn

**Attended by:**

1. Chairman of UNS Board of Trustees
2. Vice Chairman of UNS Board of Trustees
3. Secretary of UNS Board of Trustees
4. All the members of UNS Board of Trustees
5. Rector
6. Vice Rector for Planning, Partnership, International, and Information
7. Director of Planning, Partnership, International, and Reputation
8. Director of Finance, Assets, and General Affairs

**Opening and Presentation**

- Opening and information about the agenda by the Secretary of UNS Board of Trustees (Prof. Syamsul Hadi)
- Welcome Remarks from the Vice Chairman of UNS Board of Trustees (Prof. Mohammad Furqon Hidayatullah)
- Remarks from the Rector of UNS (Prof. Hartono)
- Presentation by the Vice Rector for Planning, Partnership, International, and Information (Prof. Irwan Trinugroho) on the Draft of 2026 UNS Planning and Budgeting

**Questions, Clarification and Suggestion from the participants**

Prof. Furqon Hidayatullah (vice chairman of board of trustees)

- Endowment fund of UNS should be strengthened to cover the UNS budget
- Some assets of UNS should be optimized in order to provide some additional revenues to UNS
- There should be a reallocation of support staff in order to help the governance transformation of UNS

Prof. Okid Parama Astirin (member of board of trustees)

- There are some numbers in the performance indicators that need more explanations

- Budget allocation should be based more on the priority programs of the university and based on the strategic plan 2024-2029 that has been established
- It needs some explanation on the difference in government allocation in 2025 and the proposed budget in 2026
- It needs integrated information system for assets
- Research roadmap of the university should be revised according to the current development
- Endowment fund of UNS should be implemented as soon as possible
- The implementation of green campus should be strengthened
- More partnership with industry especially for establishment of corporate laboratory should be the priority

Prof. Riyadi Santosa (member of board of trustees)

- Appreciation on the development of UNS especially on the international reputation and performance
- It will be good to have a comprehensive roadmap of development of facilities and infrastructure
- Appreciation on the plan to build some buildings in several faculties in 2026 especially for new faculties (Faculty of Animal Husbandry and Faculty of Psychology)

Prof. Rahmanu Hidayat (member of board of trustees)

- Human resources development through degree and non-degree trainings should also be the priority programs in 2026
- Support staff reallocation should be implemented in 2026

Prof. Yunastiti Purwaningsih (member of board of trustees)

- Budget allocation from the government should meet with the UNS needs especially for the salaries of UNS staff with civil servant status

Prof. Ari Probandari (member of board of trustees)

- Budget allocation should really be based on the key performance indicators established by the government and UNS.
- Assets optimization and partnership should be boosted to increase the revenue of the university

Prof. Syamsul Hadi (secretary of board of trustees)

- Governance on the external partnership should be more adaptive
- Some budget allocation needs explanation especially on the allocation for faculty and school
- Efficiency of bureaucracy should be continued in the implementation

Prof. Irwan Trinugroho (Vice Rector)

- Explain the budget allocation process including the detailed formula
- Explain the government policy for the allocation from the government to public universities
- Explain the governance mechanism for external partnership that has been updated
- Clarify some numbers in the key performance indicators and the priority programs in 2026 to achieve the KPI

Dr. Taufiq Arifin (Director of Finance, Assets, and General Affairs)

- Explain the strategy for asset optimization
- Explain the asset information system that has been updated

## **Conclusions**

1. Board of trustees appreciates the performance of UNS in 2025 and expects that it should be more accelerated in 2026
2. Request some minor revisions of the Draft of the 2026 Planning and Budgeting
3. Substantially approve the 2026 Planning and Budgeting