



## MINUTES

### Southeast Asian Art Academic Programme (SAAAP) Programme Board

Meeting 47 (2021-22)  
9.00-11.00 | 11<sup>th</sup> November 2021 | Virtual Meeting

<b>Membership</b>	
Tamsyn Barton (TB)	Chair of Programme Board
Shane McCausland (SM)	Head of School of Arts/Interim Liaison with Alphawood
Adam Habib (AH)	SOAS Director
Heather Elgood (HE)	Course Director, Postgraduate Diploma in Asian Art
Ashley Thompson (AT)	Hiram W. Woodward Chair in Southeast Asian Art, Chair SAAAP Research and Publications Sub-board
Peter Sharrock (PS)	SAAAP Outreach and Communications Manager
Suzanne Rushforth (SR)	Philanthropy Manager (Art & Collections)
<b>Programme staff</b>	
Alan Goulbourne (AG)	Programme Manager
<b>Apologies</b>	
Mulaika Hijjas (MH)	Senior Lecturer in South East Asian Studies

Agenda item.	Agenda Item and Notes
1	<p><b>Welcome and Chair's Report</b></p> <p>TB welcomed the Programme Board members.</p>
2	<p><b>Previous minutes and actions (TB)</b></p> <p>178, 182, 183, 185, 186 were complete. On 184, the revised draft strategy is now scheduled for March 2022 and signed off May 2022</p>
3	<p><b>Liaison with Alphawood Foundation (SM)</b></p> <p>SM reported that a new Executive Director had been appointed at Alphawood – Chirag G. Badlani – and looked forward to working with him. Jim McDonough would stay as Legal Counsel in a part-time capacity for 6 months to help with the transition. Fortnightly catch-ups were paused for the time being. Once they resumed Adam would be introduced to Alphawood.</p> <p>SM said it was noteworthy that the recent Alphawood news release announcing the appointment gave some prominence to the SOAS connection - that hadn't happened before.</p>

	<p>TB said the latest SAAAP Annual Report had a good story to tell and would help foster the relationship.</p>
4	<p><b>SAAAP – Financial Report 2021/22 (AG) - Appendix 01</b></p> <p>AG explained that the report covered both the budget for the current year and a forecast for the remainder of Phase II.</p> <p>As for the budget for the current year, the total capital value of the endowments at end of August 2021 was £15.4m, compared to £12.6 million in August 2020 (a 22% increase). The forecast spend for the endowed posts was an estimate as the TR figures needed to be finalised with Finance. However, forecast income was unlikely to cover the actual costs and would require transfers from capital endowments to close the gap. Time-limited funds were on all on track – though would require the planned transfers from the ASF to balance the budgets.</p> <p>The forecast spend for Phase II, including new scholarships in 2022-23, was on course to be within the limit agreed with Alphawood. However, AT explained that there would be additional commitments to PhD students to be factored in as, under SOAS policy, they would be allowed an additional 3 terms to complete their studies (at reduced tuition fees).</p> <p>AG thought that as the PhDs were recruited under the previous Phase then it should not have a bearing on the Phase II budget. But this issue could be resolved outside the meeting.</p> <p><b>Action 187 – SM/AG to liaise with Finance to finalise the actual TR costs of endowed posts.</b>  <b>Action 188 – AH to discuss TR with Alphawood in due course.</b>  <b>Action 189 – AT to provide AG with updated forecasts for PhDs to be factored into the forecasts.</b></p>
5	<p><b>SAAAP – Strategy (TB) Appendix 02</b></p> <p>TB introduced the item saying that it was important that the vision statement should include outputs and milestones – and that it be shared, within remit and relatively brief. The window of opportunity was just 18 months until the end of Phase II – and the priority had to be the development of robust business cases and implementation plans.</p> <p>AH provided an overview of the new SOAS Strategy that comprises four strands:</p> <p>Student responsiveness – aiming to prepare a new generation of technically skilled, socially responsive graduates that are committed to building an equitable society;</p> <p>Research intensity – vision is to build a research-intensive university that is world-class but also responsive to marginalised communities;</p> <p>International partnerships – building international partnerships that develop the new knowledge base through a collective endeavour;</p> <p>Institutional community – ensuring a socially just community in which members are treated with civility and respect.</p> <p>AH encourage SAAAP to align with the new vision.  During discussion the following points were made:</p>

SM volunteered to develop the vision statement for SAAAP. Although the remit hadn't changed the world had moved on since the last iteration 7 years ago. So it was important to devise a refreshed vision. He thought it important that formal channels of communication with Alphawood be maintained in the development of the new strategy.

Members agreed that SM was best placed to develop the vision, given his liaison role with Alphawood and his position within SOAS, the SoA and SAAAP.

**Action 190: SM to develop the vision in consultation with colleagues.**

AT volunteered to provide academic leadership on the business cases.

PDS said Elizabeth Moore and he should lead on the development of the Professional Development case, as it was an extension of Outreach.

**Action 191: AG to manage the business case process, working with colleagues.**

AT considered SAAAP to be in a good position to build on its strengths in the region. It had a large number of alumni embedded in key positions and good contacts with key institutions, particularly in Singapore, Phnom Penh and Thammasat.

SR said there would be opportunities for AH to represent SAAAP overseas with potential partners or donors. He would be visiting South Korea with an option to go to Singapore, for instance.

**Action 192 - SM to liaise with SR about working with AH to make overseas representations in due course (accompanied by an appropriate lead).**

PDS said SAAAP had strong links with Cambodia as well as a large number of alumni - there might be good opportunities for making representations here. The Ministry of Culture had generous funding for restoration projects, for instance.

PDS remarked that Alphawood had reacted positively to SOAS' funding of Phase II from existing endowments rather than seeking additional funds. They would welcome the fact that SOAS was looking to secure other donors. Alphawood would want to extend their brand and the impact it has in the region. In which case, they might well be open to considering new propositions involving other donors. PDS noted that the position of SOAS' 'competitors' in the region – Leiden, Sydney and Cornell universities – had weakened in recent years.

AH considered the ideal strategy should lead to sustainability - and a permanent move away from time-bound programmes. He emphasised the need to produce robust business cases that identified the gaps between costs (mainly staff) and income streams (mainly scholarships) that need to be filled by endowments. Research income was largely the result of a competitive process. He re-iterated that institutional partnerships should be co-funded, co-curriculated and co-credentialised.

On the professional development programme, he thought the case would need market research to identify the income streams, such as from museums, which would be needed to cover costs.

On the online/blended learning proposition, he explained that SOAS was not in a position to provide a technical platform of its own at the moment. Much investment had to take place in the network before it would be able to carry an online system. Therefore the stop-gap would have to be an arrangement with a third party. SOAS had partnered with the University of London (UoL) in the past and for the time being this looked like the best option.

	<p>UoL's terms are not generous but they seem to be better than the alternatives, who demand 50% of revenue in some cases. Clare Ozanne is leading on this at the School level and might be able to help negotiate favourable terms with UoL.</p> <p>On the proposed timeline, Members agreed that it was realistic and should be adopted.</p> <p><b>Action 190: SM to develop the vision in consultation with colleagues.</b></p> <p><b>Action 191: AG to manage the business case process, working with colleagues.</b></p> <p><b>Action 192 - SM to liaise with SR about working with AH to make overseas representations in due course (accompanied by an appropriate lead).</b></p>
	<p><b>SAAAP Scholarships 2022-23 – Appendix 02</b></p> <p>SM explained that the Scholarships Sub-Board had met and recommended that 6 new scholarships should be made available in the new round. The exact mix of MAs and Diplomas would be decided in the selection process. The process would also take on board IFCELS recommendations concerning English Language requirements (IELTS 5.5 and above in last 2 years).</p> <p>AG confirmed there were sufficient funds in the SAAAP 2022-23 budget presented at Item 4 but would need to look again at the potential impact on the budget of PhDs being allowed an additional 3 terms to complete courses.</p> <p>Members agreed in principle to the recommendations – subject to budget availability.</p>
6	<p><b>Academic Support Fund – Updates, Reports and Applications</b></p> <p><b>UPDATE – Ongoing Projects – Appendix 04</b></p> <p>AG highlighted the following updates:</p> <p><b>SAAAP085 - Pratu</b></p> <p>Downloads of Volume 1 articles had generally increased. However while downloads of Article 1 and 3 had fluctuated, Article 2 had remained popular with downloads from the US, UK, Thailand and Cambodia peaking through August and September.</p> <p>Volume 2 was underway. Article 1 was now at final design layout stage, with two other articles and a report now undergoing final approval by the authors before going to design.</p> <p><b>SAAAP087 CSEAS-SAAAP Research Seminar Series</b></p> <p>This year's events would follow the same successful online model as last year – with 3 events being planned (Dec, Jan and Feb). Speakers were being approached.</p> <p>The exception was the symposium 'Biographies of Hindu Buddhist Objects from Java' - Wed 18 May 2022 – which would be both a live and a broadcast event at SOAS.</p> <p><b>European Study Tour 2022</b></p> <p>The preference was to revert to the in-person tour now that circumstances have changed. Risks remained of course but these could be managed. For instance, the issue of students not having the right vaccines for entry into Europe would need to be covered in the application process and</p>

	<p>budget set aside for additional vaccinations. The tour was scheduled for February 2022 – with a total of 20 people. Administration had been outsourced.</p> <p><b>SAAAP093 – Professional Development of Alumni</b></p> <p>The lecture series had been a success to date. Registration for the first 3 of 6 lectures had all exceeded 700 – with actual attendance above 500 and 300 for the first two. The third lecture took place in late October. Partnership with ACM had proved attractive and the marketing campaign had worked well – Facebook was a good route to audience. The intention was to talk to speakers to see if content could be used in a museum journal or similar.</p> <p><b>SAAAP062 HCMC Museum Catalogue</b></p> <p>Writing, editing and peer-reviewing of 20 introduction papers and 100 object entries was 95% complete for the first full catalogue of the museum’s world-leading collection on the ancient and modern culture of the Mekong Delta. Publication was now planned for early 2022.</p> <p><b>SAAAP066 The Creative South</b></p> <p>Part One of the proceedings volume from two SAAAP summer programmes in Java had now advanced through copy-editing to design and typesetting at ISEAS Publishing Singapore, who aimed to publish Part 1, named ‘Influence from the South’, in late 2021. Part Two, entitled ‘Transfers and Innovations in Mainland Southeast Asia’, contained 15 chapters and would be published in June 2022.</p> <p><b>SAAAP080 UGM Workshop and Bogem Catalogue</b></p> <p>Lockdown had delayed the 5th annual SAAAP SEA in-Region workshop in Yogyakarta in partnership with the Universitas Gadjah Mada (UGM). The workshop, now planned for July 2022, would prepare a joint catalogue of the unpublished collection of the Bogem Office of Archaeology at Prambanan.</p> <p><b>SAAAP Outreach Report Q3 2020-21 – Appendix 05</b></p> <p>SM explained that Elizabeth Moore had moved to London because of the dangerous situation in Myanmar. She continued to support both her network of alumni and new SAAAP students.</p>
7	<p><b>AOB</b></p> <p>PDS forewarned AH that a Memorandum between SOAS, UGM Archaeology and the Bogem Archaeology Office would be sent to him for signature. It had been cleared by legal services.</p>
8	<p><b>Date of Next Meeting – 3 March 2022</b></p>

**SAAAP Project Board Actions 2021-2022**

<b>Action</b>	<b>Added</b>	<b>Action Points</b>	<b>Deadline</b>	<b>Owner</b>	<b>Complete?</b>
<b>184</b>	06/05/2021	AG/SM to aim for a draft SAAAP strategy in place in March 2022.	March 2022	AG/SM	<b>Ongoing</b>
<b>187</b>	11/11/2021	SM/AG to liaise with Finance to finalise the actual TR costs of endowed posts	March 2021	AG	<b>Ongoing</b>
<b>188</b>	11/11/2021	AH to discuss TR with Alphawood in due course.	ASAP	AH	<b>Ongoing</b>
<b>189</b>	11/11/2021	AT to provide AG with updated forecasts for PhDs to be factored into the forecasts.	ASAP	AT	<b>Ongoing</b>
<b>190</b>	11/11/2021	SM to develop the vision in consultation with colleagues.	March 2022	SM	<b>Ongoing</b>
<b>191</b>	11/11/2021	AG to manage the business case process, working with colleagues.	March 2022	AG	<b>Ongoing</b>
<b>192</b>	11/11/2021	SM to liaise with SR about working with AH to make overseas representations in due course (accompanied by an appropriate lead).	ASAP	SM	<b>Ongoing</b>