



**MEMORANDUM OF AGREEMENT  
BETWEEN  
FACULTY OF ENGINEERING, UNIVERSITAS NEGERI MALANG (UM)  
AND  
FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES, BAŞKENT UNIVERSITY**

**ON  
EDUCATION, RESEARCH, AND COMMUNITY SERVICE**

UM Ref. No. 16.6.97/UN32.5/KS/2025

Başkent University Ref. No. \_\_\_\_\_

This Memorandum of Understanding (MoU) is entered into force on June 16<sup>th</sup>, 2025 by and between:

1. **Faculty of Engineering, Universitas Negeri Malang (UM)**, an established unit at Universitas Negeri Malang whose address is Jalan Semarang 5 Malang (65145), Indonesia, hereinafter represented by Prof. Dr. Andoko, S.T., M.T., and referred to as Party 1, and
2. **Faculty of Economics and Administrative Sciences, Başkent University**, an established unit at Başkent University whose address is Bağlıca Kampüsü Fatih Sultan Mahallesi Üniversite Caddesi No:42/1 06790 Etimesgut, ANKARA, hereinafter represented by Prof. Yelda h. Ogun, and referred to as Party 2.

Both Party I and Party II shall hereinafter be collectively referred to as **"THE PARTIES"**.

Article I  
General Provisions

**THE PARTIES** herewith state the following:

- a. that **PARTY ONE** is an academic unit administered by Universitas Negeri Malang, a public university owned by the Government of the Republic of Indonesia under the Presidential Decree No. 93 of 1999 dated August 4, 1999, which administers higher education and is engaged in Education, Research, and Community Service and is responsible to the Rector Universitas Negeri Malang.
- b. that **PARTY TWO** is that PARTY ONE is an academic unit administered by Başkent University, a foundation (private) university established in the Republic of Turkey under the provisions of Law No. 2547 on Higher Education, founded by the Başkent University Foundation with the Council of Ministers Decision No. 94/5593 dated January 13, 1994, which administers higher education and is engaged in Education, Research, and Community Service and is responsible to the Rector of Başkent University.
- c. that each **PARTY** is able to provide support in a mutually beneficial Memorandum of Agreement.

Initialed by Party I  
Initialed by Party II


IT IS AGREED AS FOLLOWS:

**ARTICLE 1  
OBJECTIVE**

The Parties to this agreement wish to expand their activities for mutual benefit and in a spirit of academic cooperation and friendship. The objective of this Memorandum of Agreement (MOA) in the areas of **Development of Education, Research, Community Service, and Human Resources** is to further develop and carry out long term collaborations as described under Article 1.

**ARTICLE 2  
SCOPE OF ACTIVITIES**

The scope of this Agreement covers cooperation in the field of Tri Dharma Perguruan Tinggi between the PARTIES as follows:

- (1) Education
  - a. Sharing of lecturers for: guest lectures, expert lectures, supervisors, and recognition;
  - b. Student exchange;
  - c. Sharing of laboratory facilities and systems;
  - d. Cooperation in curriculum preparation and review; and
  - e. Collaboration in the preparation of textbooks, development of integrated project-base and case method lecture tools.
- (2) Research
  - a. Collaborative research and publication;
  - b. Collaboration, monographs, anthologies and other research outputs;
- (3) Community Service
  - a. Cooperation in fostering Partner Villages;
  - b. Cooperation in carrying out Community Service based on strategic issues; and
  - c. Cooperation in increasing the quantity and quality of the output of Community Service activities.
- (4) Other activities agreed upon by PARTIES
- (5) The implementation of cooperation with the existing Faculty within the FIRST PARTY includes:
  - a. Bachelor of Mechanical Engineering Study Program
  - b. Bachelor of Industrial Engineering Study Program
  - c. Bachelor of Mechanical Engineering Education Study Program
  - d. Bachelor of Automotive Engineering Education Study Program
  - e. Master of Mechanical Engineering Study Program
  - f. Doctoral of Mechanical Engineering Study Program
  - g. Bachelor of Civil Engineering Study Program
  - h. Bachelor of Building Engineering Education Study Program
  - i. Master of Civil Engineering Study Program
  - j. Bachelor of Electrical Engineering Study Program

Initialed by Party I  
Initialed by Party II


- k. Bachelor of Informatics Engineering Study Program
- l. Bachelor of Electrical Engineering Education Study Program
- m. Bachelor of Informatics Engineering Education Study Program
- n. Master of Electrical Engineering Study Program
- o. Doctoral of Electrical Engineering and Informatics Study Program
- p. Bachelor of Culinary Arts Education Study Program
- q. Bachelor of Fashion Design Education Study Program
- r. Bachelor of Architecture Study Program
- s. Bachelor of Environmental Engineering Study Program
- t. Engineer Profession Program Study Program

And the SECOND PARTY includes:

- a. Program of Economics
- b. Program of Business Administration
- c. Program of Political Science and International Relations
- d. Program of Technology and Knowledge Management

### ARTICLE 3

#### FINANCIAL ARRANGEMENT

The parties acknowledge that each Party shall be responsible for the costs and expenses in establishing and conducting projects contemplated under this agreement. However, the Parties will not limit any other relevant collaborative research grant applications within the two Parties.

### ARTICLE 4

#### INTELLECTUAL PROPERTY RIGHTS, RESULTS, AND PUBLICATIONS

Each party shall continue to remain the sole owner of its materials contributed to any joint project. Arrangements relating to new intellectual property rights jointly created, results and rights of publication shall be agreed in writing.

### ARTICLE 5

#### SETTLEMENT OF DIFFERENCES

If disputes arise then with the consent of both parties such dispute shall be resolved through mutual consultation and/or negotiations between the Parties, without reference to any third party or international tribunal.

### ARTICLE 6

#### FORCE MAJEURE

- (1) In the event of force majeure, including natural disasters, fires, security disturbances and other matters that result in the **PARTIES** being unable to carry out the obligations as referred to in ARTICLE 3, the losses suffered by the **PARTIES** shall be borne by the **PARTIES** and the **PARTIES** shall be released from claims for the implementation of this Memorandum of Understanding including claims for losses arising from this force majeure.
- (2) The circumstances as referred to in paragraph (1) must have a direct causal relationship with the losses suffered by the **PARTIES** and be proven by a Certificate from an Authorized Official no later than 30 (thirty) working days from the occurrence of the event as referred to in paragraph (1).

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Initialed by Party II


**ARTICLE 7**  
**AMENDMENTS, DURATION AND TERMINATION**

- (1) This Memorandum of Agreement shall be effective from the date of this Memorandum and continue for the duration of five (5) years from that date.
- (2) Amendments to this Memorandum of Agreement can only be made after consultation and with the mutual written consent of both parties.
- (3) This Memorandum of Agreement may be terminated by a party on six months' written notice to the other.
- (4) Particulars that are not or have not been sufficiently regulated in this Memorandum of Agreement will be regulated later by the **PARTIES** in an amendment to the Memorandum of Agreement (addendum) which is an integral part of this Memorandum of Agreement. This Memorandum of Agreement is made and signed by the **PARTIES**, on the day, date and place, as mentioned above in 2 (two) copies, each of which has the same legal force.

**ARTICLE 8**  
**NOTICE AND CORRESPONDENCE**

Every notice, request or any other communication required or permitted to be given pursuant to this MoA shall be in writing, in English, and delivered personally or sent by a registered or certified post via air mail or by courier or facsimile or email (which shall be acknowledged by other Party) to the Parties at the address, facsimile number, and email address as stated below:

If to Faculty of Engineering, Universitas Negeri Malang:

Attention:  
Poppy Puspitasari, S.Pd, M.T., Ph.D  
Wakil Dekan III  
Fakultas Teknik, Universitas Negeri Malang  
Email: [ft@um.ac.id](mailto:ft@um.ac.id)  
Tel.: +62 (0341) 551312  
Website: [ft.um.ac.id](http://ft.um.ac.id)  
Address: Jl. Semarang No.5, Malang, 65145  
Indonesia

If to: Faculty of Economics and Administrative Sciences, Başkent University

Attention:  
Prof. Dr. Serhat Çakir  
Head of Department of Technology and Knowledge Management  
Faculty of Economics and Administrative Sciences  
Başkent University  
Email: [serhatc@baskent.edu.tr](mailto:serhatc@baskent.edu.tr)  
Tel.: 0312 246 66 66 6817  
Website: <https://iibf.baskent.edu.tr>  
Address: Bağlıca Kampüsü Fatih Sultan Mahallesi Üniversite  
Caddesi No:42/1 06790 Etimesgut, ANKARA  
Turkey

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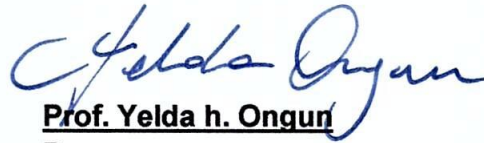

IN WITNESS WHEREOF, the parties hereto have unto set their hands on this \_\_\_\_\_ day of ....

For  
Universitas Negeri Malang



**Prof. Dr. Andoko, S.T., M.T.**  
Dean  
Faculty of Engineering  
Universitas Negeri Malang  
Indonesia

For  
Başkent University



**Prof. Yelda h. Ongun**  
Dean  
Faculty of Economics and Administrative Sciences  
Başkent University  
Turkey

In witness of:



**Rr. Poppy Puspitasari, PhD**  
Vice Dean III  
Faculty of Engineering  
Universitas Negeri Malang  
Indonesia

In witness of:



**Prof. Dr. Serhat Çakir**  
Head of Department of Technology and  
Knowledge Management  
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Wakil Dekan III  
Fakultas Teknik, Universitas Negeri Malang  
Email: [ft@um.ac.id](mailto:ft@um.ac.id)  
Tel.: +62 (0341) 551312  
Website: [ft.um.ac.id](http://ft.um.ac.id)  
Address: Jl. Semarang No.5, Malang, 65145  
Indonesia

If to: Faculty of Economics and Administrative Sciences, Başkent University

Attention:  
Prof. Dr. Serhat Çakir  
Head of Department of Technology and Knowledge Management  
Faculty of Economics and Administrative Sciences  
Başkent University  
Email: [serhatc@baskent.edu.tr](mailto:serhatc@baskent.edu.tr)  
Tel.: 0312 246 66 66 6817  
Website: <https://iibf.baskent.edu.tr>  
Address: Bağlıca Kampüsü Fatih Sultan Mahallesi Üniversite  
Caddesi No:42/1 06790 Etimesgut, ANKARA  
Turkey

Initialed by Party I  
Initialed by Party II


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Initialed by Party I  
Initialed by Party II


IN WITNESS WHEREOF, the parties hereto have unto set their hands on this \_\_\_\_\_  
day of ....

For  
Universitas Negeri Malang



**Prof. Dr. Andoko, S.T., M.T.**  
Dean  
Faculty of Engineering  
Universitas Negeri Malang  
Indonesia

For  
Başkent University



**Prof. Yelda h. Ongun**  
Dean  
Faculty of Economics and Administrative Sciences  
Başkent University  
Turkey

In witness of:



**Rr. Poppy Puspitasari, PhD**  
Vice Dean III  
Faculty of Engineering  
Universitas Negeri Malang  
Indonesia

In witness of:



**Prof. Dr. Serhat Çakir**  
Head of Department of Technology and  
Knowledge Management  
Başkent University  
Turkey

Initialed by Party I  
Initialed by Party II




## IMPLEMENTATION AGREEMENT



**BETWEEN**  
**ELECTRICAL ENGINEERING EDUCATION UNDERGRADUATE STUDY PROGRAM**  
**DEPARTMENT OF ELECTRICAL AND INFORMATICS ENGINEERING**  
**FACULTY OF ENGINEERING**  
**UNIVERSITAS NEGERI MALANG**  
**AND**  
**DEPARTMENT OF TECHNOLOGY AND KNOWLEDGE MANAGEMENT**  
**FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES**  
**BAŞKENT UNIVERSITY**

**ON**  
**VISITING LECTURER AND FOCUS GROUP DISCUSSION**

Ref: 16.6.98/UN32.5.5.3/KS/2025

Ref:

This Implementation Agreement is entered into force on June 16<sup>th</sup>, 2025 by and between:

1. I Made Wirawan, S.T., M.T: Head of Electrical Engineering Education Undergraduate Study Program, whom therefore legally represents and acts for and on behalf of the Electrical Engineering Education Undergraduate Study Program, Faculty of Engineering, Universitas Negeri Malang, whose address is at Jalan Semarang 5, Malang, hereinafter referred to as Party I.
2. Prof. Dr. Serhat Çakir: Head of Department, whom therefore legally represents and acts for and on behalf of the Department of Technology and Knowledge Management, Faculty of Economics and Administrative Sciences, Başkent University, whose address is at Bağlıca Kampüsü Fatih Sultan Mahallesi Üniversite Caddesi No:42/1 06790 Etimesgut / ANKARA, hereinafter referred to as Party II.

**PARTY I** and **PARTY II** hereinafter referred to collectively as **THE PARTIES**. The Parties hereby agree to jointly arrange an Implementation Agreement on the program Visiting Lecturer and Focus Group Discussion Organized by **THE PARTIES** as regulated in the following articles.

Initialed by Party I  
Initialed by Party II



**Article 1  
PURPOSE AND OBJECTIVES**

- (1) The purpose of this Implementation Agreement is to serve as the basis for the Implementation Agreement arranged by **THE PARTIES** in accordance with the scope of this Implementation Agreement Regulation.
- (2) The objective of this Implementation Agreement is to support the activities of **THE PARTIES** in relation to cooperation with regard to the program Visiting Lecturer and Focus Group Discussion.

**Article 2  
SCOPE OF ACTIVITIES**

- (1) The Scope of this agreement includes the program Visiting Lecturer and Focus Group Discussion, wherein Ir. Rr. Poppy Puspitasari, S.Pd, M.T., Ph.D has been assigned as the Person in Charge (poppy@um.ac.id).
- (2) The implementation of cooperation for this agreement is carried out by Dr. Yuni Rahmawati, S.T., M.T.
- (3) **THE PARTIES** shall monitor the implementation of the program Visiting Lecturer and Focus Group Discussion not less than 1 (one) time in one period of activity.

**Article 3  
FUNDING**

The fee incurred from the activities born in this Implementation of Agreement is borne by the respective **PARTY** according to the applicable regulations and shall be specified in a separate specific written agreement.

**Article 4  
DURATION**

This Implementation Agreement of cooperation is valid from June 16<sup>th</sup>, 2025 until June 15<sup>th</sup>, 2026.

**Article 5  
CLOSING**

- (1) Any amendment to this Implementation Agreement shall only be made with the mutual approval of **THE PARTIES**.
- (2) This Implementation Agreement is deemed to be terminated if one **PARTY** or **THE PARTIES** fail to fulfill the provisions in this Implementation Agreement.
- (3) Particulars that are not / yet to be determined in this Implementation Agreement shall be addressed further by **THE PARTIES** on the basis of mutual discussion and agreement which shall be set forth in an Addendum, which is an integral part of this Implementation Agreement.

Initialed by Party I  
Initialed by Party II



- (4) This document of Implementation Agreement is made and signed by **THE PARTIES** in 2 (two) copies, all of which shall constitute the equal legal force.

**Article 6**  
**Force Majeure**

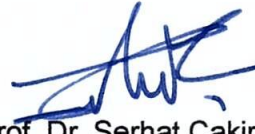
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- (2) The circumstances as referred to in paragraph (1) must have a direct causal relationship with the losses suffered by the **PARTIES** and be proven by a Certificate from an Authorized Official no later than 30 (thirty) working days from the occurrence of the event as referred to in paragraph (1).

**PARTY I**



Made Wirawan, S.T., M.T  
Head of Electrical Engineering Education  
Undergraduate Study Program  
Universitas Negeri Malang

**PARTY II**



Prof. Dr. Serhat Çakir  
Head of Department  
Başkent University

**IN WITNESS WHEREOF**



Prof. Dr. Andoko, S.T., M.T.  
Dean  
Faculty of Engineering  
Universitas Negeri Malang

Initialed by Party I  
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## IMPLEMENTATION AGREEMENT

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**FACULTY OF ENGINEERING**  
**UNIVERSITAS NEGERI MALANG**  
**AND**  
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**FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES**  
**BAŞKENT UNIVERSITY**

**ON**  
**VISITING LECTURER AND FOCUS GROUP DISCUSSION**

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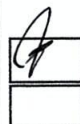
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**PARTY II**

  
Prof. Dr. Serhat Çakir  
Head of Department  
Başkent University

**IN WITNESS WHEREOF**

  
Prof. Dr. Andoko, S.T., M.T.  
Dean  
Faculty of Engineering  
Universitas Negeri Malang

Initialed by Party I  
Initialed by Party II





## IMPLEMENTATION AGREEMENT

**BETWEEN**  
**MECHANICAL ENGINEERING DOCTORAL STUDY PROGRAM**  
**DEPARTMENT OF MECHANICAL AND INDUSTRIAL ENGINEERING**  
**FACULTY OF ENGINEERING**  
**UNIVERSITAS NEGERI MALANG**  
**AND**  
**DEPARTMENT OF TECHNOLOGY AND KNOWLEDGE MANAGEMENT**  
**FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES**  
**BAŞKENT UNIVERSITY**

**ON**  
**VISITING LECTURERS AND FOCUS GROUP DISCUSSION**

Ref: 16.6.99/UN32.5.5.1/KS/2025

Ref:

This Implementation Agreement is entered into force on June 16<sup>th</sup>, 2025 by and between:

1. Dr. Retno Wulandari, S.T., M.T.: Head of Mechanical Engineering Doctoral Study Program, whom therefore legally represents and acts for and on behalf of the Mechanical Engineering Doctoral Study Program, Faculty of Engineering, Universitas Negeri Malang, whose address is at Jalan Semarang 5, Malang, hereinafter referred to as Party I.
2. Prof. Dr. Serhat Çakir: Head of Department, whom therefore legally represents and acts for and on behalf of the Department of Technology and Knowledge Management, Faculty of Economics and Administrative Sciences, Başkent University, whose address is at Bağlıca Kampüsü Fatih Sultan Mahallesi Üniversite Caddesi No:42/1 06790 Etimesgut / ANKARA, hereinafter referred to as Party II.

**PARTY I** and **PARTY II** hereinafter referred to collectively as **THE PARTIES**. The Parties hereby agree to jointly arrange an Implementation Agreement on the program Visiting Lecturers and Focus Group Discussion Organized by **THE PARTIES** as regulated in the following articles.

Initialed by Party I  
Initialed by Party II


**Article 1**  
**PURPOSE AND OBJECTIVES**

- (1) The purpose of this Implementation Agreement is to serve as the basis for the Implementation Agreement arranged by **THE PARTIES** in accordance with the scope of this Implementation Agreement Regulation.
- (2) The objective of this Implementation Agreement is to support the activities of **THE PARTIES** in relation to cooperation with regard to the program Visiting Lecturers and Focus Group Discussion.

**Article 2**  
**SCOPE OF ACTIVITIES**

- (1) The Scope of this agreement includes the program Visiting Lecturers and Focus Group Discussion, wherein Ir. Rr. Poppy Puspitasari, S.Pd, M.T., Ph.D has been assigned as the Person in Charge (poppy@um.ac.id).
- (2) The implementation of cooperation for this agreement is carried out by lecturers whose names are in the attachment.
- (3) **THE PARTIES** shall monitor the implementation of the program Visiting Lecturers and Focus Group Discussion not less than 1 (one) time in one period of activity.
- (4) **THE PARTIES** are to carry out Visiting Lecturers and Focus Group Discussion as stated in the attachment.

**Article 3**  
**FUNDING**

The fee incurred from the activities born in this Implementation of Agreement is borne by the respective **PARTY** according to the applicable regulations and shall be specified in a separate specific written agreement.

**Article 4**

**DURATION**

This Implementation Agreement of cooperation is valid from June 16<sup>th</sup>, 2025 until June 15<sup>th</sup>, 2026.

**Article 5**  
**CLOSING**

- (1) Any amendment to this Implementation Agreement shall only be made with the mutual approval of **THE PARTIES**.
- (2) This Implementation Agreement is deemed to be terminated if one **PARTY** or **THE PARTIES** fail to fulfill the provisions in this Implementation Agreement.
- (3) Particulars that are not / yet to be determined in this Implementation Agreement shall be addressed further by **THE PARTIES** on the basis of mutual discussion and agreement which shall be set forth in an Addendum, which is an integral part of this Implementation Agreement.

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Initialed by Party II


- (4) This document of Implementation Agreement is made and signed by **THE PARTIES** in 2 (two) copies, all of which shall constitute the equal legal force.

**Article 6**  
**Force Majeure**

- (1) In the event of force majeure, including natural disasters, fires, security disturbances and other matters that result in the **PARTIES** being unable to carry out the obligations as referred to in ARTICLE 3, the losses suffered by the **PARTIES** shall be borne by the **PARTIES** and the **PARTIES** shall be released from claims for the implementation of this Memorandum of Understanding including claims for losses arising from this force majeure.
- (2) The circumstances as referred to in paragraph (1) must have a direct causal relationship with the losses suffered by the **PARTIES** and be proven by a Certificate from an Authorized Official no later than 30 (thirty) working days from the occurrence of the event as referred to in paragraph (1).

**PARTY I**



Dr. Retno Wulandari, S.T., M.T.  
Head of Mechanical Engineering Doctoral  
Study Program  
Universitas Negeri Malang

**PARTY II**



Prof. Dr. Serhat Çakir  
Head of Department  
Başkent University

**IN WITNESS WHEREOF**



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APPENDIX  
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ON  
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 DISCUSSION

No	Lecturer	Home University	Host University
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