



ATMA JAYA FOUNDATION MEMORANDUM

on

The Progression Plan of the Four Pillars of Core Values:
Christian Faith, Excellence, Professionalism, and Care



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KEPUTUSAN
No. 02/SK-Pemb/12/2014
mengenai
Pengesahan Nota Yayasan Atma Jaya
tentang
Pengembangan Nilai Inti: Kristiani, Unggul,
Profesional, dan Peduli

PEMBINA YAYASAN ATMA JAYA

- Menimbang: 1. Bahwa Nota Yayasan Atma Jaya mengenai Pengembangan nilai Inti disusun dengan harapan dapat menjadi pegangan bagi setiap warga Atma Jaya dalam menjalankan tugasnya sebagai Paguyuban Widyani, masyarakat, dan negara yang unggul, profesional, dan peduli sesuai dengann nilai-nilai Kristiani;
2. bahwa oleh karena itu dipandang perlu untuk mengesahkan Nota Yayasan Atma Jaya tersebut dalam surat keputusan.
- Mengingat: 1. Undang-Undang Republik Indonesia Nomor 616 Tahun 2001 tentang Yayasan jo. Undang-undang Republik Indonesia Nomor 28 Tahun 2004 tentang Perubahan atas Undang-Undang Republik Indonesia Nomor 16 Tahun 2001 tentang Yayasan;
2. Peraturan Pemerintah Republik Indonesia Nomor 2 Tahun 2013, tentang Perubahan atas Peraturan Pemerintah atas Undang-Undang Republik Indonesia Nomor 63 Tahun 2008 tentang Pelaksanaan Undang-undang tentang Yayasan;
3. Anggaran Dasar Yayasan Atma Jaya dan Anggaran Rumah Tangga Yayasan Atma Jaya
- Memperhatikan: 1. Surat Pengurus Yayasan Atma Jaya Nomor 598/1/UM-LL/12/2014, tanggal 5 Desember 2014;
2. Rapat Pembina Yayasan Atma Jaya pada 9 Desember 2014 dan 12 Desember 2014.

MEMUTUSKAN

- Menetapkan: **Pengesahan Nota Yayasan Atma Jaya tentang Pengembangan Nilai Inti: Kristiani, Unggul, Profesional, dan Peduli;**
- pertama: mengesahkan Nota Yayasan Atma Jaya tentang Pengembangan Nilai Inti: Kristiani, Unggul, Profesional, dan Peduli, sebagaimana terlampir dalam Surat Keputusan ini;
- kedua: memberlakukan Surat Keputusan ini terhitung sejak tanggal ditetapkan;
- ketiga: jika di kemudian hari terdapat kesalahan dan/atau kekeliruan maka surat keputusan ini dapat ditinjau.

Ditetapkan di Jakarta
Pada 12 Desember 2014
Yayasan Atma Jaya
Pembina



DECREE
No. 02/1/SK-Pemb/12/2014
regarding
The Endorsement of Atma Jaya Foundation Memorandum
on
The Progression Plan of the Four Pillars of Core Values:
Christian Faith, Excellence, Professionalism, and Care

ATMA JAYA FOUNDATION BOARD OF TRUSTEES

- Considering:
1. Whereas Atma Jaya Foundation Memorandum on the Development Plan of the Four Pillars of Core Values was written on the hope that it would serve as a guidance for each and every member of Atma Jaya in implementing their duties as an excellent, professional, and caring member of the Paguyuban Widyani (Civitas Academica), society, and nation according to the Christian values;
 2. Whereas it is deemed as imperative to stipulate the Atma Jaya Foundation Memorandum in an official decree.
- Bearing in mind:
1. Legislation of the Republic of Indonesia No. 616 in the Year 2001 concerning Foundations jo. Legislation of the Republic of Indonesia No. 28 in the Year 2004 concerning Changes made on Legislation of the Republic of Indonesia No. 16 in the Year 2001 concerning Foundations;
 2. Decree of the Republic of Indonesia Government No. 2 in the Year 2013, concerning Changes made on Decree of the Republic of Indonesia Government based on Legislation of the Republic of Indonesia No. 63 in the Year 2008 concerning the Implementation of Legislation concerning Foundations;
 3. Memorandum of Association of Atma Jaya Foundation and Articles of Association Atma Jaya Foundation.
- In view of:
1. Official Letter of Atma Jaya Foundation No. 598/1/UMLL/12/2014, dated 5 December 2014;
 2. Official Meeting of Atma Jaya Foundation Board of Trustees on 9 December 2014 and 12 December 2014.

HAS DECIDED TO

- Stipulate: **The Endorsement of Atma Jaya Foundation Memorandum on The Progression Plan of the Four Pillars of Core Values: Christian Faith, Excellence, Professionalism, and Care;**
- first: endorse Atma Jaya Foundation Memorandum on the Progression Plan of the Four Pillars of Core Values: Christian Faith, Excellence, Professionalism, and Care, as the one attached to this Decree;
- second: this Decree is effective starting from the date that it is stipulated;
- third: if any fault and/or error transpires in future reference then this decree is subject to be scrutinised.

Stipulated in Jakarta
On December 12th, 2014
Atma Jaya Foundation
Board of Trustees

[SIGNED & SEALED]

Mgr. Ignatius Suharyo
Chairman

Chapter I

Foreword

1 Introduction

Educational work carried out in Atma Jaya Catholic educational institutional in Indonesia have several characteristics. **First**, the Catholics realise that their work in this educational sector is an epitome of Catholics participation in the effort to raise the level of intelligent living as a nation, based on Pancasila and 1945 Institution of the Republic of Indonesia. **Second**, the Catholics also view their work in education as directly related to the Catholic Church mission among Indonesian society. In relation to this role, each Catholic education institution is continuously reminded to conform to the rules and expectation of universal, national, regional, and local Catholic Church. **Third**, the development of work of the Catholics in education is a response toward a historical calling. Considering this situational background, every Catholic educational Institution are required to bear the Vision and Mission of each founders.

In the 2008 Indonesian Church Synode Conference [Sidang Konferensi Wali Gereja Indonesia-KWI], on the discussion of Catholic Education Institution, the three aforementioned main ideas are formulated in another way. The conference professed that the core and unique qualities of Catholic Education Institution are:

- a) true to the effort of enhancing the level of intelligent living as a nation
- b) true to Catholic unique characteristics
- c) true to the spirit of the original founders

Hence, the National Education Regulations, Catholic Education, and Founder's Spirituality are three essential factors which have to be inherently viewed so that none will negate or put the others aside. For Atma Jaya, which has been founded for more than fifty years, the appeal of the 2008 KWI Conference becomes a challenge. In facing the challenges of modern era, such as higher academic requirements, the society need for a more efficient higher education system, the demand of the society to develop a management system that fulfil the good governance requirements and the calling to continuously show care toward the future of the nation and humanity, Atma Jaya nowadays is imposed to revitalise the core and unique characteristics as a Catholic Education Institution. Acquiescent to the decision of the aforementioned 2008 KWI and the spirits of the founder, Atma Jaya has formulated the Core Values:

- a) Christian Faith Value as the embodiment of loyalty toward the unique characteristic of the Catholics.
- b) Excellence and Professional Values as the embodiment of the effort of enhancing the level of intelligent living as a nation
- c) Care Value as the embodiment of loyalty to the spirits of the original founders.

2 The elucidations of the Vision and Mission of Atma Jaya

Faithfulness toward the abovementioned values has been articulated by Atma Jaya Board of Trustees in the Decree of Atma Jaya Board of Trustees No. OI/I/SKPemb/03/2012 concerning the Vision and Mission of Atma Jaya Foundation. In that particular decree the Vision of Atma Jaya was formulated as: "Generating an education community based on Christian Faith,

Excellence, Professionalism, and Care toward human dignity and social welfare.” Consequent to that Vision, Atma Jaya Foundation define its mission as:

- 🏆 Creating Atma Jaya community that grows sturdier in faith, genuine fellowship, and an ambience of love;
- 🏆 Developing Atma Jaya community as a cadre for the nation that excels, has virtues, critical, and own the desire for lifelong learning experience;
- 🏆 Executing leadership and management that is transparent, accountable, responsible, independent, and fair;
- 🏆 Cultivating the manifestation of human dignity and social welfare by generating care, solidarity, pluralism, and option for the poor and vulnerable.

The formulation of the Vision reflects the certitude that Atma Jaya Foundation owns an aspiration to create an education community. Education in this Vision refers to the entire continuous and sustainable process of shaping the wholesome human entity. Referring to the spirit of the founders, The educational process must be oriented within the framework of enhancing the intelligence of the nation upon the Catholic aspirations. The formulation of the Vision contain four components, that are:

- 🏆 Christian Faith: Catholic faith as the focal foundation of the entire process;
- 🏆 Excellence: the drive to continuously striving to be the best in the field of science, which consequently will ensure that every individual could dedicate themselves to the benefit of the society;
- 🏆 Professionalism; the execution manner or approach of completing duties, by emphasising valid and reliable governance principles, that will guarantee quality outcomes;
- 🏆 Care toward human dignity and social welfare: the fundamental orientation of the epitome of Christian values complemented by excellent and professional competence.

Atma Jaya Foundation Vision in essence is the spirit and aspiration that lead to the construction of Atma Jaya Foundation. The Spirit of the Founders, as it was stated in the Notarial Deed, June 1st, 1960; is focus on the intention to partake in the effort to advance education for the youth within the framework of enhancing the intelligence of the nation, based on Catholic inspiration. It is apparent that Atma Jaya Foundation was founded based on two principal pedestals, which is to embrace living as a nation while being devout at the same time, there is no dichotomy between the two.

3 The Process of and Resolution on Articulating the Memorandum

The formulation of Atma Jaya Core Values as it was stated in the Vision and Mission is the result of a dialogue that involved the members of Atma Jaya. Initiated by the entreaty of Atma Jaya Faoundation Board of Trustees, a Conception Team for the Memorandum of Association and Articles of Association, Vision and Mission, and the Strategic Plan of Atma Jaya was established. The team consist of representatives of the Foundation, University, and the Hospital of Atma Jaya. The Vision and Mission Conception Team yield a formulation that was later stipulated by the Board of Trustees on March 8th, 2012.

Atma Jaya Foundation settled that the Vision and Mission stipulated on March 8th, 2012 should be comprehended, embraced, and accomplished. Accordingly, The Foundation established the Team of Progression of the Core Values with the task to generate a

Memorandum concerning the progression of the values. The Memorandum is expected to assist Atma Jaya community in comprehending the rationale, methods, and direction of the Progression of the Core Values. Furthermore, the Team was also instructed to create the Core Values implementation modules as a supplement to the process of promoting and internalising Atma Jaya Core Values among the members of Atma Jaya community.

4 Organisation Framework

This Memorandum consists of two parts, which are the Contemplation on and the Progression of the Core Values. The first part concerning the contemplation on the Core Values will narrate about the meaning, basis, and aspects of Christian Faith, Excellence, Professionalism, and Care Core Values. The second part will give an account about the orientation, methods, and operational design of the progression of the Core Values. Each part will start with an introduction and both will be ended by a conclusion as the last part of this Memorandum

Chapter II

Contemplation on the Core Values: Christian Faith, Excellence, Professionalism, Care

1 Christian Faith

As a private institution with unique Catholic characteristics, the community of Atma Jaya has deemed Christian Faith values as its radiant guiding light in conducting and managing the institution. The Christian values are expressed in faith, and realised in genuine Fellowship; in an ambience of Love. These values inspire and permeate throughout all aspects of life, both at the individual and community level.

a) Atma Jaya Community is strong in Faith

By the law of nature, humans are beings that open up to the All Transcendence. In daily life, this openness toward the All Transcendence is apparent in their inclination to seek, find, and communicate truth in all aspects of knowledge, compassion, and justice in practice; and beauty in the aesthetic life. However, natural openness requires faith that express the connection of humans toward God [Rome 10:14-15]. In faith, humans put their trust in God while taking the role as an active listener. Although Atma Jaya is not a religious institution, the community rely on its faith toward God in facing the ordeals and qualms of life, in generating academic creations, and even in implementing moral values.

b) Atma Jaya Community is vigorous in Genuine Fellowship

Atma Jaya community is a civil society based on Bhinneka Tunggal Ika (Unity in Diversity), democracy, non-discriminative attitude, and actions to staunchly uphold basic human rights. This circumstance is augmented by the belief held by Atma Jaya community member that humans are created in the image of God [Genesis 1:26-28]. According to the aforementioned Christian viewpoint, humans are fellow beings that possess equal standing and dignity in the eyes of God. Consequently, appreciation toward diversity is inseparable from the essence and embodiment of genuine fellowship. Hence, the diversity of religion, ethnicity, race, and group status is an asset of the Atma Jaya community to improve humanity and human dignity [Luke 8:21].

c) Atma Jaya Community is robust in the Ambience of love

Atma Jaya community possess high regards on the teaching, research, and community service aspects of life. Those aspects are the manifestation of the culture of love: “You shall love the Lord your God with all your heart, and with all your soul, and with all your strength, and with all your mind; and your neighbour as yourself.” [Luke 10:27]. In a culture of love, each member of the community esteems the life of everyone. The foundation of this culture of love generates from the belief held by Atma jaya community that God is Love itself.

2 Excellence

Acquiescent to the Appeal in Pope John Paul II Encyclical, *Ex Corde Ecclesiae*, Atma Jaya community brace an commendable duty to “assists in the protection and advancement of human dignity and of a cultural heritage through research, teaching and various services offered to the local, national and international communities. [Part 1 Paragraph 12]”. The execution of the responsibilities of the University, generally stated as the Tri-Dharma (originated from Sanskrit, meaning: Three-Role] of University; is a vehicle to aim for a higher purpose, which is to enhance human dignity as individuals that possess the sense of freedom, responsibility, and openness toward the All Transcendence. An identical mission has also become an integral part of the health service provided by Atma Jaya Hospital. In the effort to optimally improve the health of the society, Atma Jaya Hospital bear a humanity obligation, that is to protect life and honour human dignity.

a) Atma Jaya Community Excels

Atma Jaya community provides freedom to every individual in defining one’s self based on the talents, abilities, and unique identity as a wholesome personality. With that freedom, each person a an individual and a member of the community is encouraged to develop academic, social, and spiritual excellence as an integral process. Academic excellence is supported by the drive to gain and develop science and technology based on research. Social excellence is reinforced by the spirit to serve and the labours to build social relationships aiming at the well-being of all [“common good”: *bonum commune*]. Spiritual excellence is driven by the urge to rely on God’s power as divine intervention.

b) Atma Jaya Community has Virtues

Atma Jaya community is a social space for everyone to develop their whole personality based on science, cultural legacies, and spiritual values. The commitment to create this social space is with an objective to prepare everybody so that they will have the skills, spirit of fellowships, and open-minded attitude, while upholding human dignity. The attempt of this personality development is maintained by an awareness and ethical aptitude in the appropriate use of the freedom while executing correct social responsibilities.

c) Atma Jaya Community is Critical

Atma Jaya community is established with the passion to be critical in protecting human dignity and public welfare. In science and technology, Atma Jaya community reflects critically upon oneself and the misguided ideologies. In the pursue to protect human dignity and public welfare, Atma Jaya community provides services based on the principles of personal integrity and social responsibility.

d) Atma Jaya Community is engage in Life-long Learning

Atma Jaya community lives in a society that experience continuous transformations. Placed in this situation, Atma Jaya community develops the longing for life-long learning, which is “distinguished by its free search for the whole truth about nature, man and God” [*Ex Corde Ecclesiae*, Introduction paragraph 4]. In reality, Atma Jaya community establishes and develops multi- and inter-disciplinary relationship for educational and service purposes, with the intention to allow each and every member of community to enrich each other.

3 Professionalism

Atma Jaya community, both as individuals and as an organisation, assigns professional leadership and management as one of the Core Values. Leadership is associated with doing the right thing, while management pertains to doing things rightly. In conducting the leadership and management, good governance principles (transparency, accountability, responsibility, independent, and fair) are applied. The implementation of these five principles is guided by Christian values.

a) Transparent Leadership and Management in Atma Jaya Community

The principle of transparency has the connotation of openness of information, both in the decision making process and in disseminating essential information in order to achieve collective and unified growth and to increase the community member desire to partake in developing the institution. This principle imply that the deployment of information has to be complete, accurate and timely in reaching all parties involved in the management of the institution, without ignoring the commitment of confidentiality.

b) Accountable Leadership and Management in Atma Jaya Community

The principle of accountability is related to the clear and definite function, structure, system, and implementation and liability in the effective management of the institution. Accordingly, the whole function of the organisation and the structure, and institutional system should be well-established and duly delivered toward the previously set standards.

The principle of accountability apply to all members and leaders of the community. Hence, each member of Atma Jaya community has a calling to perform optimally in achieving the goals of their service toward the significant parties in relation to the institution. In the pursue to ensure an accountable service performance, each member of the community has the obligation to avoid abusing their authority, duties, and functions.

A similar code of conduct applies to the leaders of the community. Each and every leader of Atma Jaya community is committed to accept their authority as a calling to develop the institution by employing their managerial skills to the maximum level. Accordingly, each leader has to create policies, programmes, and activities in their units that meet the approved quality service standards, measurable, and object to both internal and external audits.

c) Responsible Leadership and Management in Atma Jaya Community

The principle of responsibility refers to the accordance and compliance in the institutional governance based on Christian values and constitutional law and legislations. It is an evidence that Atma Jaya community performs is activities in a lawfully and socially acceptable manner. The principle of responsibility demands that Atma Jaya pays a close attention to the need of all stakeholders (society, government, and the environment).

d) Independent Leadership and Management in Atma Jaya Community

The independence principle imply that the governance of Atma Jaya institution are carried out autonomously, without any interference nor pressure from any party to go against the effective Law and legislation and principles of healthy institution. Independence means that each community member executes leadership and management based on deliberate and objective consideration and coordination in the decision making process. Thus, each

member of the community accomplish leadership and management without any pressure and free of 'the interest of any external party.

e) Fair Leadership and Management in Atma Jaya Community

The principle of fairness indicates that each member of Atma Jaya community and all parties connected to it will be treated equally in the present of law and legislations. In executing the principle of fairness, each member of Atma Jaya community depends on reciprocity or mutual exchange. Principally, each member of Atma Jaya community is entitled for a recognition of their effort as it is their right, especially the right to receive complete, accurate and timely information, certain benefits, fair salaries and wages; on the other hand, they have to deliver a good performance of their duties according to their responsibilities, authority, and functions.

4 Care

In the efforts to build a community based of Christian Faith, Excellence and Professionalism, Atma Jaya cares about humanitarian, societal, national, and environmental issues in providing services. As a community of education, Atma Jaya takes part in improving the holistic intelligence of the youth as the next generation of the nation. As a community of social service, Atma Jaya opts for the poor and vulnerable, with the purpose of empowering them. Care itself is a manifestation of Christian values.

a) Atma Jaya Community that Cares

Atma Jaya community cares about humanitarian, societal, national, and environmental issues, while actively integrating this care into the education and social service systems; both in delivering regular services and impromptu services based on raised by studies on factors that cause strategical issues. This is done with the belief that Atma Jaya as individuals and community has a calling to fulfil the Divine Mandate of respecting human dignity and the environment. The care here includes those values, such as solidarity, empathy, and kindred fellowship.

b) Solidarity in Atma Jaya Community

Atma Jaya community demonstrate solidarity as a community that is willing to share and tolerant. The source of this solidarity is from the appreciation of human freedom as an individual entity and as a social being. The inspiring human dignity lies on their status as a creation of God that is sublime, free, and posses essential natural rights. The solidarity of Atma Jaya toward human will ascend when human dignity is offended in manners such as, violations of human rights, child labour exploitation, low-paid workers, gender discrimination, genocide, war, religion discrimination, corruption, and such.

c) Pluralism in Atma Jaya Community

Pluralism in Atma Jaya community is revealed as a community that is built on the foundation of nationalism or the insight of the nation that respect diversity in ethnicity, religion, race, and group status. This historical fact is worthy to be continuously defended, both in the education and social service sectors. Atma Jaya is determined to raise nationalism based on the principles of democracy, non-discriminating, and extreme

appreciation of human rights. The creation of this national spirit is exemplified in the local, regional, and international inter-individuals relationship.

d) Atma Jaya Community Opt for the Poor and Vulnerable

Starting on the commencement of Atma Jaya, the founders had declared that Atma Jaya is a community that has partiality toward the vulnerable, and even more so concerning the poor. Opting for the poor is a policy; and through this policy Atma Jaya community realised the mandate of the Prophet of Nazareth who put the poor forward, to really uphold the principle of fairness and that those who are extremely less fortunate get more attention as it should be. This partiality demonstrate that Atma Jaya community takes part in the effort of empowering the vulnerable and poor.

Chapter III

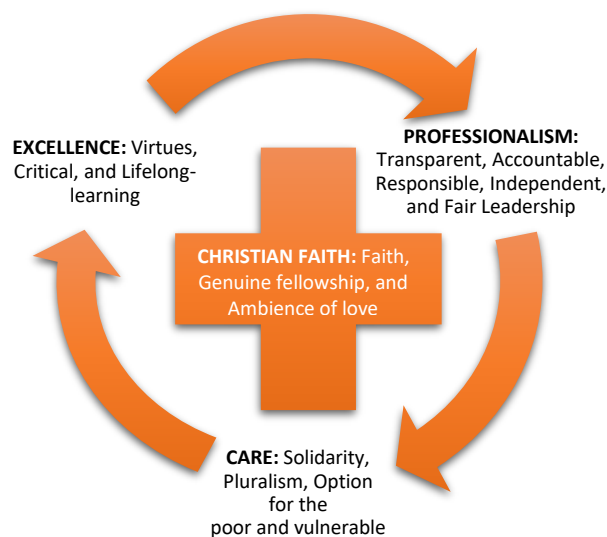
Progression of the Core Values

1 Orientation

Apart from being a focus of contemplation, Atma Jaya Core Values also have to be a point of deed. As a community consisting of collective individuals, Atma Jaya is compelled to respond toward the question, how to enact those Core Values? Considering that the skill to bring the comprehension [the know-what] into the action of executing [the know-how] of the Vision and Mission does not come automatically, thus a consideration and reflection is needed for the progression of the Vision and Mission. Consequently, this Memorandum is complemented with a deliberation on the orientation and methods of progression of Atma Jaya Core Values.

The focal objective of the progression of the Core Values is to foster the members of Atma Jaya to become wholesome entities in the personal, social, and cultural aspects. Atma Jaya Core Values, which are Christian Faith, Excellence, Professionalism, and Care [Kristiani, Unggul, Profesional, dan Peduli-KUPP] do not have the purpose to serve one-selves, but to facilitate in generating Atma Jaya community as a community that respect human eminence in all aspects: academic, intellectual, emotional, social, and cultural. Nevertheless, the eminence of humanity will not be achieved if those Values do not become a habitus in the circle of Atma Jaya. Hence, in the framework of appreciation toward a wholesome human personality in the personal, social, and cultural aspects, Atma Jaya community deserve the opportunity to apply the Core Values through a collective movement. This movement requires cooperation among the members of Atma Jaya.

The systematic progression of the Core Values is fundamentally based on Christian spirituality, since the eminence of human as the image of God reflects on a mystery, which is an supremacy that adhere to human inspiration and exist because the divinity of all creatures emanates from the Creator itself. This spirituality inspires the values of excellence, professionalism, and care, as it is illustrated in the following schema:



2 Methods

The Progression of the Core Values utilise a variety of methods including experience recognition, elucidation through reflection, and enacted decision making. Experience are actions, feelings, values, understanding, and intuitions concerning the daily struggle of each member of Atma Jaya in performing their duties and the implications. Reflections are elucidations of the experience, both personally or collectively in the effort to recognise the essential of values, gain enlightenment, and constitute conscience. Enactment is the performed actions based on the reflection over experiences. At this enactment stage, everybody has the opportunity to choose one's action in a responsible manner. Experience recognition, elucidation through reflection, and enacted decision making, is a continuous process.

The progression of the value of excellence ascends from the experience of Atma Jaya members in developing themselves as individuals that are virtuous, critical, and eager for lifelong learning. Those experiences are reflected by each member of Atma Jaya ensuing in an awareness of one's strength as a valuable advantage, perceiving one's clear conscience, and all of these recollections drive the person to be an eminent being. Reflections over these recollections and actions are based on Christian Faith which views human as God's Image [Genesis 1:26-28]. Based on this faith, Atma Jaya members' eminence is a gift and a call of duty which has to be executed with responsibility.

The progression of the value of professionalism is obtained from the experience of Atma Jaya members in leadership, both upon themselves and upon others. Upon reflection, this leadership experience of each member of Atma Jaya is interpreted as a calling and service which is executed in an accountable, transparent, responsible, independent, and fair manner. Through reflection, each member has a calling to be able to serve as a leader. In a calling as a leader, each member of Atma Jaya is driven to develop healthy communication, performance-based management, and partiality toward collective need, and making good governance principles as the base of decision making.

The progression of the value of care occurs from the experience of Atma Jaya member as an individual and as a community in giving attention to others, society, and the environment. Upon reflection, these experiences are considered as the embodiment of faith, genuine fellowship, and an ambience of live by Atma Jaya member. Solidarity pluralism, and option for the poor and vulnerable are the concrete actions of care. Solidarity is expressed in the form of loyalty toward the plenty of social, economic, and political problems in local, national, an international level. Pluralism is articulated in the form of appreciation toward culture, religion, race, and group status. Option for the poor and vulnerable is depicted in the empathy toward those who are less fortunate in all aspects of life.

The aforementioned progression of Atma Jaya Core Values cannot be separated from the reflection upon experience and action inspired by Christian values, which are faith, genuine fellowship and an ambience of love. Those Christian values arises from the experience and relationship with God the All Transcendence. Those experiences are essential to become a part of the life of Atma Jaya members, in order for them to become eminent as human beings and as members of the community. Accordingly, experience, reflection, and action will become a whole continuous process in creating the habitus established on Atma Jaya own values.

3. Operational Design

NO	STRATEGIC AREA	STRATEGIC PROGRAMME	STRATEGIC PROGRAMME SPECIFICS	
			AIMS	PROGRESSION DESIGN
1	Area of Christian Faith Progression	A. Atma Jaya Community is strong in Faith	Able to comprehend, embrace, and accomplish the Christian Faith.	Progression of spirituality based on inspirational faith to perform mediation and social transformation.
		B. Atma Jaya Community is vigorous in Genuine Fellowship	Able to comprehend, embrace, and accomplish the life of open, fair, and democratic Christian community.	<ol style="list-style-type: none"> 1. Progression of dialogue across religions and beliefs toward the one and only God. 2. Progression of social theology aiming at the well-being of all ["common good": bonum commune].
		C. Atma Jaya Community is robust in the Ambience of love	Able to comprehend, embrace, and accomplish to express love as a moral principle of Christian Faith	<ol style="list-style-type: none"> 1. Education and progression of Christian character: cooperation, self-sacrifice, empathy, humanistic, based on humility. 2. Progression of Christian fundamental morality.
2	Area of Excellence Progression	A. Atma Jaya Community Excels	Able to comprehend, embrace, and accomplish to develop intellectual, emotional, and spiritual excellence based on freedom and desire to develop oneself, community and society.	Progression of personalities that own holistic intelligence.
		B. Atma Jaya Community has Virtues	Able to comprehend, embrace, and accomplish moral principles, such as personal integrity and social responsibilities.	Progression of scientific, organisational, and professional ethics.
		C. Atma Jaya Community is Critical	Able to comprehend, embrace, and accomplish critical reflection upon oneself and the misguided ideologies that disregard the responsibility toward the dignity of human, society and the environment.	Progression of critical reflection and approach.
		D. Atma Jaya Community is engage in Life-long Learnin	Able to comprehend, embrace, and accomplish genuine truth concerning the relation of nature, human, society, and God.	<ol style="list-style-type: none"> 1. Progression of interdisciplinary studies. 2. Progression of science, culture, and faith.
3	Area of Professionalism Progression	A. Transparent Leadership and Management in Atma Jaya Community	Able to comprehend, embrace, and accomplish the principles of transparent communication: true, honest, open, and mutual respect.	Progression of communicative leadership and management.

NO	STRATEGIC AREA	STRATEGIC PROGRAMME	STRATEGIC PROGRAMME SPECIFICS	
			AIMS	PROGRESSION DESIGN
		B. Accountable Leadership and Management in Atma Jaya Community	Able to comprehend, embrace, and accomplish the principles of accountability, such as: objective, clear, and prepared for audits in the institution governance: functions, structure, system, implementation, and liability.	Progression of leadership and organisational management based on performance and values.
		C. Responsible Leadership and Management in Atma Jaya Community	Able to comprehend, embrace, and accomplish the principles of responsibility toward the environment, society, and costumers in both legal and social context.	<ol style="list-style-type: none"> 1. Progression of leadership and management that aims for unified and collective welfare. 2. Progression of leadership and management that is sensitive to a sense of crisis as part of their responsibilities toward the progression of scientific technique, market, and the social and natural environment.
		D. Independent Leadership and Management in Atma Jaya Community	Able to comprehend, embrace, and accomplish the principles of independence in coordinating and objective decision making.	Progression of leadership and management that prioritise subsidiarity, diversity, and empowerment.
		E. Fair Leadership and Management in Atma Jaya Community	Able to comprehend, embrace, and accomplish the principles of fairness, equality, and equity in the institution governance.	Progression of leadership and management that fulfil their rights and responsibilities.
4	Area of Care Progression	A. Atma Jaya Community that Cares	Able to comprehend, embrace, and accomplish Christian calling that shows care toward human dignity and welfare of the nation.	Progression of humanitarian values and nationalism values.
		B. Solidarity in Atma Jaya Community	Able to comprehend, embrace, and accomplish Christian calling and collective mission to share and be tolerant.	Empowerment of the community and Atma Jaya youth the is emphatic toward the welfare of others.
		C. Pluralism in Atma Jaya Community	Able to comprehend, embrace, and accomplish Christian calling that put high regards on pluralism in living as the society, people, and nation.	Progression of multicultural nationalism.
		D. Atma Jaya Community opt for the Poor and Vulnerable	Able to comprehend, embrace, and accomplish Christian calling that opt for the poor.	<ol style="list-style-type: none"> 1. Progression of actions based on empathy to ensure equality and serving the poor, both directly and through dissemination of research results. 2. Progression of advocacy.

Chapter IV

Conclusion

Atma Jaya Foundation Memorandum on the Progression Plan of the Four Pillars of Core Values was written in the hope that it would serve as a guidance for each member of Atma Jaya to lead their lives in the community and implementing their duties in Atma Jaya. The review conveyed in this Memorandum is expected to give direction for every member of Atma Jaya in employing their work as an excellent, professional, and caring member of the Paguyuban Widayani (Civitas Academica), society, and nation according to the Christian values.

Finally, the management of Atma Jaya Foundation conveys sincere gratitude to all parties that have devoted, served, cared, and involved in promoting Atma Jaya community. The management of Atma Jaya Foundation wish that this memorandum will encourage and foster the motivation for cooperation and commitment to built a new habitus in progressing Atma Jaya as the Centre for Human Development, Centre for Nation Development, dan Centre for Health Development. This Memorandum is a manifestation of homage toward the genuine spirit of the Founders, dedication toward enhancing the intelligence of the nation, and allegiance toward the unique characteristics of Catholic.

Jakarta, December 12th, 2014
Atma Jaya Foundation
Board of Trustees

[SIGNED & SEALED]

Mgr. Ignatius Suharyo
Chairman