



UNIVERSITAS AIRLANGGA
Excellence with Morality



STRENGTHENING IMPACT: INTENSIFYING COMPETITIVENES AND ENHANCING GLOBAL REPUTATION

Strategic Plan 2021-2026
Universitas Airlangga

FOREWORD

Prof. Dr. Mohammad Nasih, SE., Ak., MT
Rector of Universitas Airlangga



For Universitas Airlangga, progress and improvement of quality of the TriDharma is a necessity. Higher education is required to continue to develop through various missions it carries out. On the other hand, universities are also required to continue to be relevant to any changes that occur in people's lives at various levels. One of the major changes currently faced is the Covid-19 pandemic. This has brought changes on the landscape of how education, research and community service are carried out. Therefore, being the best in every mission that is carried out and being able to answer every challenge is the key to the success of Universitas Airlangga today and in the future. The beginning of all these successes is a planning system that is right on target and efficient.

The best planning always considers the aspirations of the organization, the progress that has been made and changes in the global environment. Therefore, this Strategic Plan 2021-2016 is a relay or continuation that cannot be separated from the identity of Universitas Airlangga and the milestones that have been passed through the strategic plan of the previous period. Apart from these two factors, there is one important element that will determine the position of Universitas Airlangga in the future which is changes in the strategic environment. These changes are shown, among others, by the development of cooperation patterns between universities and industry.

Responding to these environmental changes, the Strategic Plan 2021-2026 takes the theme **“Strengthening Impact: Intensifying Competitiveness and Enhancing Global Reputation.”** This big theme was chosen to answer 3 (three) strategic issues faced by universities: how are universities able to increase added value in every business process it runs? ;how can the university strengthen the impact of each output it produces?; and how can the University take advantage of the rapid advances in technology?.

This Strategic Plan 2021-2026 elaborates on how these three strategic issues can be answered through planning for the next 5 years. This document has a strategic meaning because it will guide each operational planning cycle or annual program in all units under Universitas Airlangga, so that synergy and program harmonization can occur.

Finally, I invite all of us to continue to increase productivity by optimizing every resource and partnership we have for the welfare of society and the progress of the University.



EXECUTIVE SUMMARY

As part of the organizational planning cycle, in 2021 Universitas Airlangga is preparing a strategic plan for the next five years. This Strategic Plan was built with reference to various important factors, including organizational aspirations (Vision, Mission, Goals and Targets), Long-Term Development Plans (RPJP), milestones that have been achieved through the 2016-2020 Strategic Plan and various challenges that arise due to changes in the strategic environment.

Based on these factors, the University set the main theme of the 2021-2026 Strategic Plan as follows: **“Strengthening Impact: Intensifying Competitiveness and Enhancing Global Reputation.”** This theme was chosen so that the university can answer three strategic issues that are challenging organizations in the next five years. These strategic issues are how the university is able to increase the added value in every business process that is carried out?; how can the university strengthen the impact of each output produced?; and how can the University take advantage of the rapid advances in technology?.

The big theme of the 2021-2026 strategic plan is then translated into 5 (five) strategic initiatives that will become an umbrella for the programs developed by each unit within Universitas Airlangga. The five initiatives include: (1) increasing the relevance of graduates at the global level through strengthening added value and sustainable education; (2) strengthening the meaningfulness of research and community service in order to support the achievement of the SDGs; (3) intensifying innovation and entrepreneurial strategies through industrial collaboration and product down streaming; (4) developing management and information systems that are environmentally friendly, efficient, and responsive; and (5) optimizing human capital, organizational capital and information capital to support institutional independence.

At the operational level, the five strategic initiatives are translated into five development program themes. The five program themes are: (1) Sustainable Education for all; (2) Meaningful Research and Community Development; (3) Advancing Innovation, Enterprising and Industry Linkages; (4) Responsive and Lean management; and (5) Topping Up Tangible and Intangible Resource Utilization. This strategic plan also provides a keyword guide that can be used by all units in planning their annual program. Apart from that, other guides in the form of featured programs are also provided as a reference.



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INTRODUCTION

The journey of Airlangga University as a higher education institution has shown significant developments over time. Airlangga University is one of the institutions with the best education at the national level and has a global reputation in its implementation of education, research, and community service. To keep the momentum of growth, both in terms of performance and organization, Airlangga University compiled strategic plans for the period of 2021-2026. This strategic plan was built concerning on various important factors, including the aspirations of the organization (Vision, Mission, Goals, and Targets), Long Term Development Plan (RPJP), milestones that have been achieved through the Strategic Plan of 2016-2020 as well as various challenges that arise due to changes in the strategic environment.

The Strategic Plan of 2021-2026 has a theme: **“Strengthening Impact: Intensifying Competitiveness and Enhancing Global Reputation.”** This theme is translated inward several important components to support the planning process at the university level as well as all units within Airlangga University. This important component is described in this document, including vision, mission, university values, general policies, UNAIR trajectory, analysis of potential and challenges, strategic issues, program themes, and management performance.

THE TECHNOCRATIC DESIGN OF THE STRATEGIC PLAN

1. The SWOC Analysis

**Strengths
Weaknesses
Opportunities
Challenges**

- Providing a significant **IMPACT** on personal, local, **NATIONAL**, and **GLOBAL** level
- Optimizing the use of **THE LATEST TECHNOLOGY**
- Giving maximum **ADDITIONAL VALUE** for students and graduates

3. The Strategic Goal and The Theme of Strategic Plan

"Strengthening Impact: Intensifying Competitiveness and Enhancing Global Reputation."

6. The Keywords

The development program contains some keywords which become the basis to develop activities. Each of the theme of program consist of four keywords.

5. The Program Themes

On operational level, the strategic initiatives are specified into five development themes.

4. The Strategic Initiative

The theme of the Strategic Plan of 2021-2026 is broken down into five strategic initiatives that derived into the programs.

7. The Main Activity

The main activity is developed based on keywords from each of the program theme.

8. The Featured Program

The featured program is designed through various main activities of each of theme to overcome the challenges.

9. The Key Performance Indicators

The key performance Indicators show the specific target that should be achieved.

Milestones

THEME	INDICATOR	BASE-LINE	2021	2022	2023	2024	2025	2026
S	Percentage of graduates who are employed, self-employed and in further study *	50,76%	72,50%	75%	77,50%	80%	82,50%	85%
M	Citation per faculty	1,3	1,3	1,8	1,9	2,1	2,3	2,3
A	The number of products that are downstream	63	65	68	72	75	79	83
R	Percentage of database integration	N/A	100%	100%	100%	100%	100%	100%
T	Staff with Ph.D	40,47%	42%	45%	47%	49%	52%	54%

* With a salary of 12 UMR and a waiting time of <6 months

10. The Risk Management

The risk management describes some potential risks that can interfere with the achievement of goals.

The Strategic Plan of 2021-2026 is prepared based on four main references. First, the internal fundamental material; Second, the supporting material which contains the mapping of the development of the units which is summarized in the situation analysis (SWOC), as well as the decision of the Board of Trustees (MWA) regarding The Strategic Plan of 2012-2017 and The Strategic Plan of 2021-2026; Third, analysis of UNAIR's position at the national/international level; Fourth, benchmark statements from leading universities in the world.

The strategic plan is used as a guideline for the implementation, development of activities and featured programs with indicators that can be used to measure performance and manage risk. UNAIR's performance management in Airlangga Scorecard is also prepared as a translation of the whole strategic plan from multiple perspectives. Four perspectives are used representing stakeholders, internal processes, learning and growth, and finance.

VISION

To become an independent, innovative, and leading university at national and international level as well as the pioneer of the development in science, technology, and humanities based on religious morality.

MISSIONS

01

Organizing and developing academic education, professional education, and/or vocational education with world class excellence based on nationalism and religious moral values.

02

Carrying out basic research, applied research, and innovative policy research with world-class excellence based on nationalism and religious moral values to support the development of education and to conduct community service.

03

Devoting its expertise in the field of science, technology, and humanities to the society.

04

Managing the university independently with good governance through institutional development oriented towards quality and ability to compete at international competence.



UNIVERSITY VALUE

EXCELLENCE WITH MORALITY

Excellence with morality is our value as a higher education institution.

Excellence with morality is a basic value, paradigm, and identity of all the civitas who integrate the best performance in the development of science and technology based on moral and religious values.

PUBLIC POLICY

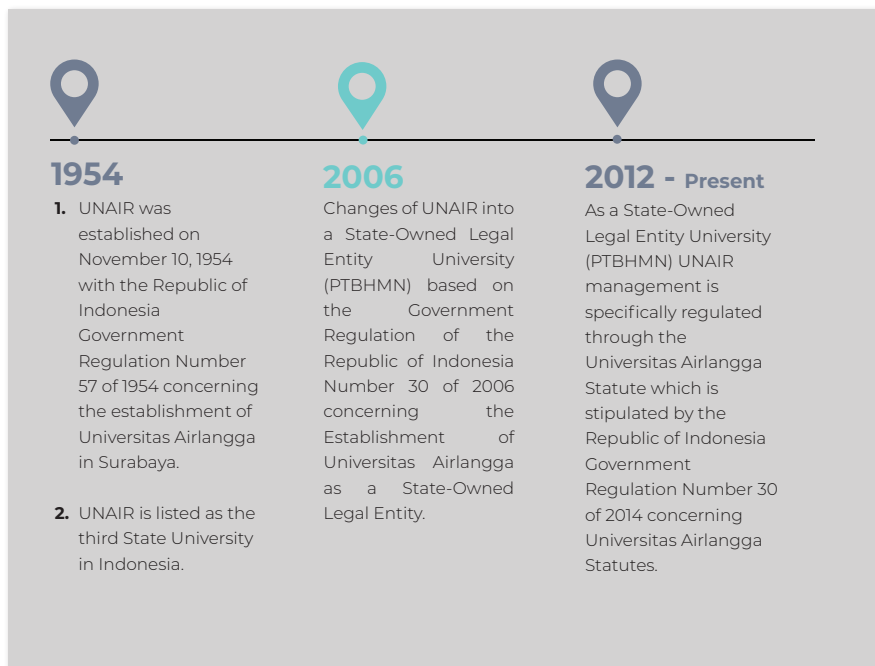
BEST: Based on Morality; Excellence in Academic, Research, Community Services, and University Holding ; Strong Academic Culture; dan Target-oriented.

- 1.** Based on morality emphasizes that all decisions taken and activities carried out by UNAIR academicians always consider aspects of morality.
- 2.** Excellence in academic, research, community services, and university holding shows that the activities of TriDharma higher education and its business units by UNAIR must have advantages.
- 3.** Strong academic culture is an organizational culture that reflects the attitudes and actions of UNAIR academicians as an academic institution.
- 4.** Target-oriented is a measured value that underlies all activities of the academic community and will later become the basis for the implementation of performance-based management.

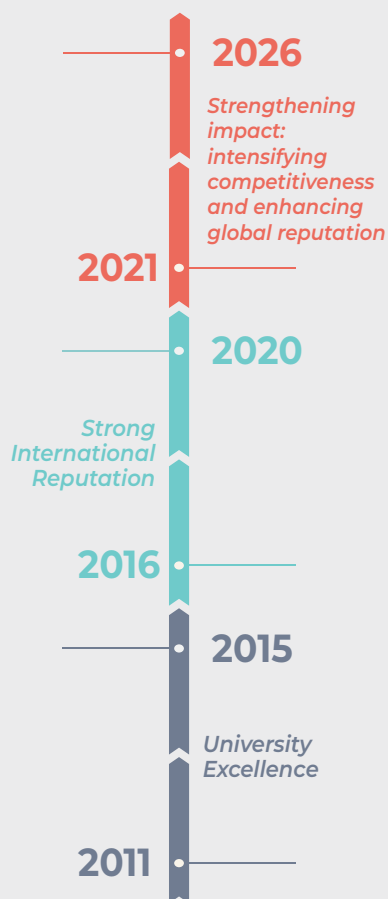


TRAJECTORY UNAIR

External dynamics that demand quick and precise responses, especially in the face of the Industrial Revolution 4.0 era, brought many changes, especially in the world of work. This is a challenge for universities to produce graduates with new literacy skills including technological literacy, data literacy skills, human literacy with noble character based on understanding of religious beliefs, as a response to changes in the development of science and technology, society needs, and the needs of graduate users (stakeholder needs).



STRATEGIC GOALS

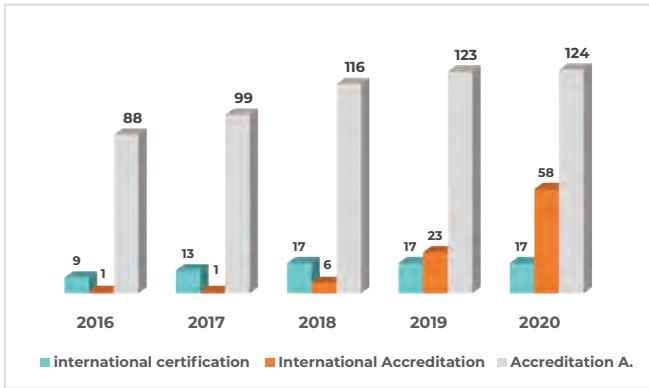


In the 2011-2015 period, UNAIR tried to create university excellence, which became the basis for UNAIR's development in the 2016-2020 period towards strengthening its excellent international reputation. In the period 2021-2026, UNAIR focuses on strengthening global impact and competitiveness through educational development and cultural advancement aimed at strengthening the culture and character of the nation.

The above is based on the 2020-2024 Kemendikbud (Ministry of Education and Culture of the Republic of Indonesia) Strategic Plan which is focused on the achievement of Nawacita and the goals of the Ministry of Education and Culture through the Free Learning Policy (Kebijakan Merdeka Belajar) which aspires to provide high quality education for all Indonesians, which is characterized by high participation rates, quality learning, and quality education that is evenly distributed geographically as well as at all social and economic status.

Through its track record and an adequate institutional capacity, UNAIR still needs collaborative partnerships and support from all stakeholders in order to strengthen global impact and competitiveness. This achievement is summarized in several aspects, namely **academic excellence, research excellence, community services excellence, university holdings excellence, organizational resources readiness and global reputation.**

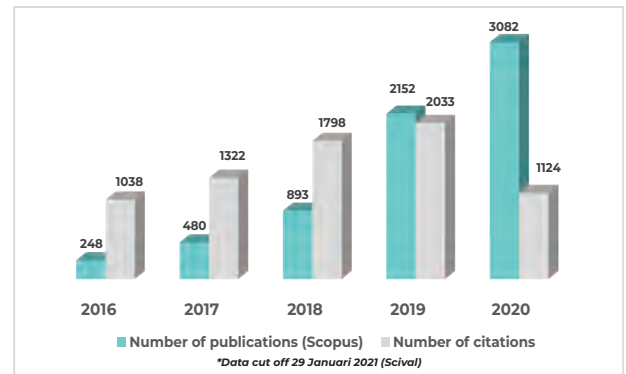
Academic Excellence



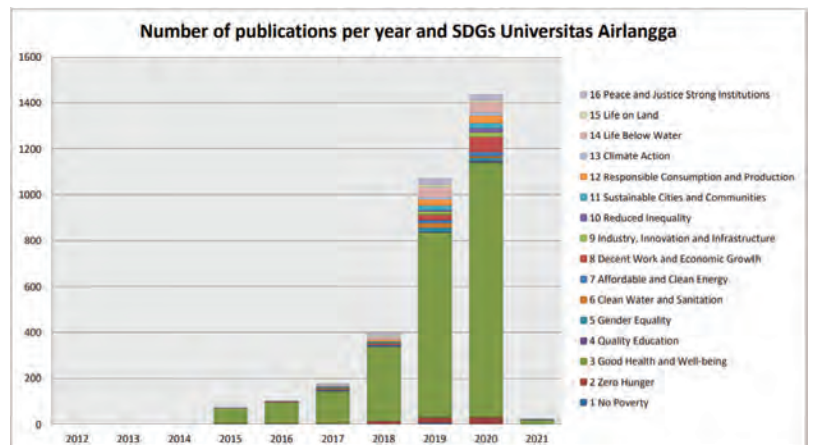
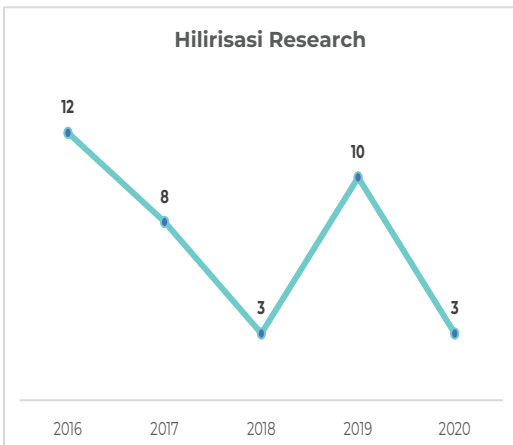
UNAIR has succeeded in maintaining its A rank in institutional accreditation that is valid until 2023. At the international level, the quality of UNAIR education is represented by 58 internationally accredited study programs and 17 internationally certified study programs. In the national accredited study program indicator A, an increase occurs every year which indicates that UNAIR focuses on the quality of the learning process.

Research Excellence

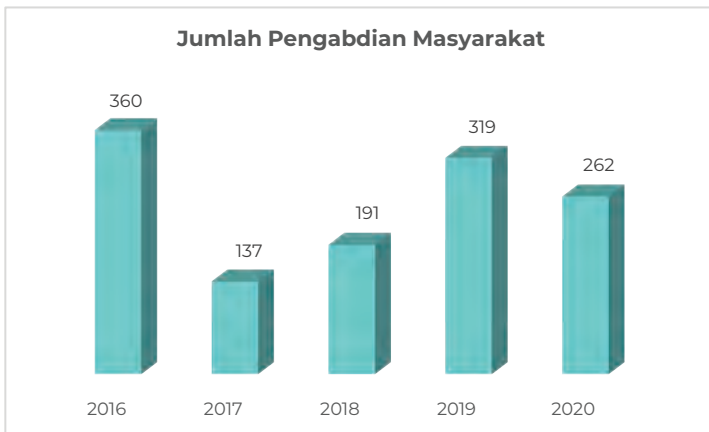
The performance of UNAIR's national and international publications has increased with an average of 91% per year during the 2016-2020 period. Currently UNAIR is in 7th position based on total publications in Indonesia and 2nd position for the number of publications in 2020.



The above achievements show that the performance of UNAIR publications is increasing from year to year, but the quality and impact of the research produced still needs to be improved because there are still few citations and the number of products that are downstream. The number of products that were downstream was marked by 24 patents in 2020, 61 intellectual property rights, 21 TRL-7 products, and 3 downstream products. It is hoped that the number of collaborations and research collaborations with domestic/foreign partner researchers will encourage the meaningfulness of research which leads to the downstream/commercialization stage.



Community Service Excellence

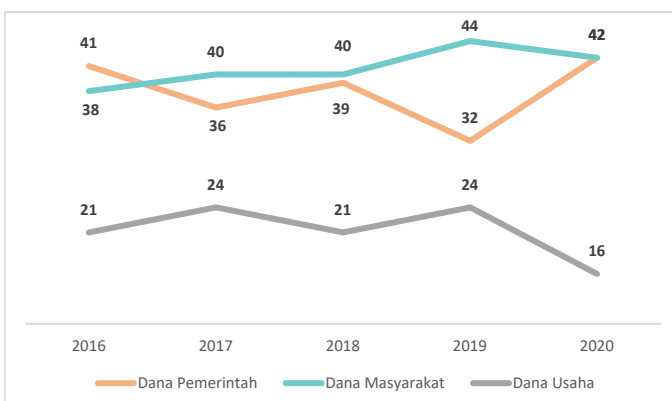


The number of community service activities from 2016 to 2020 increased by 38.19%. The implementation of Kuliah Kerja Nyata (KKN) is one of the excellent programs of UNAIR Community Service Excellent. In 2020, as many as 5248 students were deployed in 654 villages spread across 32 provinces in Indonesia, in addition to the International KKN scheme.

UNAIR initiated the establishment of WUACD or World University Association for Community Development to strengthen the impact of community service that is more meaningful for world civilization. WUACD was built with a mission to (1) apply science, technology, and humanities in the form of community development activities in Indonesia and around the world; and (2) build and maintain relationships with domestic and foreign universities for the implementation of community service.



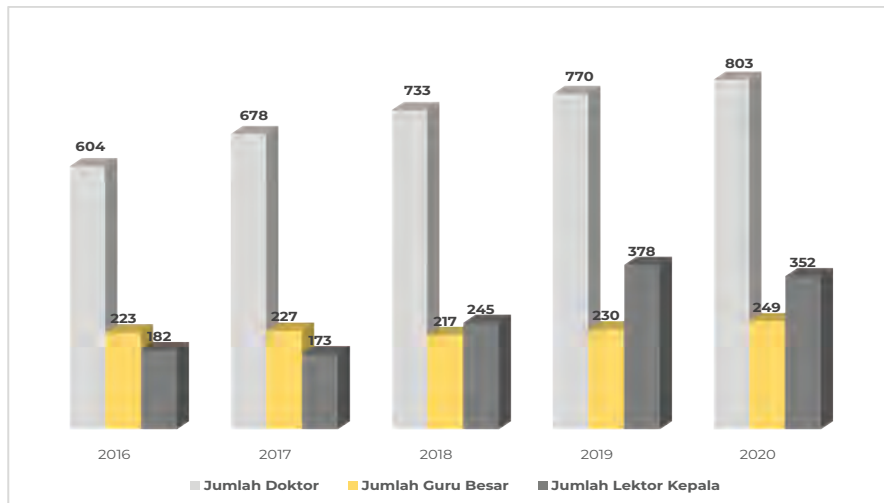
University Holding Excellence



UNAIR funding comes from three sources, namely government funds, community funds, and business funds. Until 2020, the achievement of University Holding Excellent which was shown through the indicator of financial independence (the proportion of funding sources that came from the Revenue Generation Unit (RGU/business funds), was not optimal. UNAIR's business funds in 2020 amounted to 16.7%.

This number will have to be increased so that UNAIR have financial independence in the following years. This could be realized through the revitalization of the management of business units to obtain maximum funds to contribute to the financing of the university administration.

Organizational Resources Readiness



In Human Resource Readiness, several targets are prepared to support academic activities, namely increasing the number of professors and increasing the number of doctors and head lecturers. The number of UNAIR professors increased to 12.53% at the end of 2020. Meanwhile, the number of head professors increased to 17.78% at the end of 2020. The number of doctors increased by 40.47% at the end of 2020. This dynamic of human resources shows a management that is oriented towards improving the quality of human resources.

Since 2011, UNAIR has built an integrated system, Universitas Airlangga Cyber Campus (UACC) to manage data, information, and organizational knowledge in an integrated manner. UACC is developed by accommodating all interests of internal and external stakeholders based on their scopes.



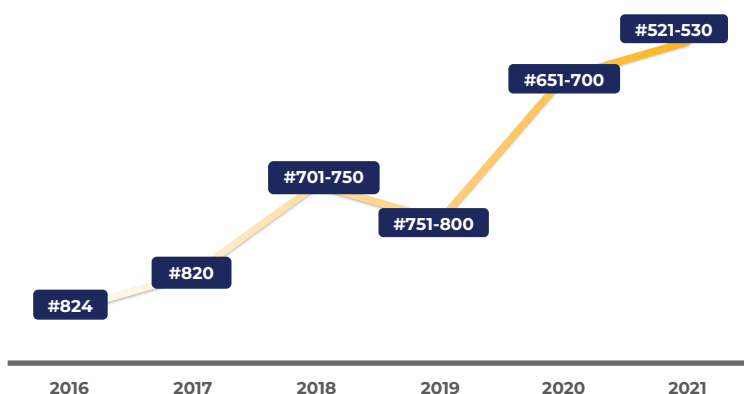
In the sector of internationalization, UNAIR has established strategic partnerships with the best universities from various continents including Asia, Australia, and Europe. The collaborative programs carried out include joint teaching, research collaboration, international journal publications, and the global mobility program.



Global Reputation

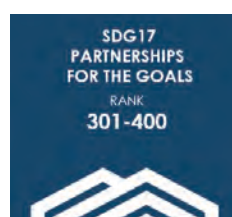
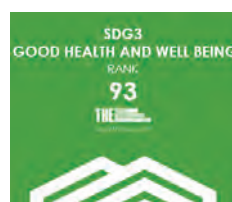
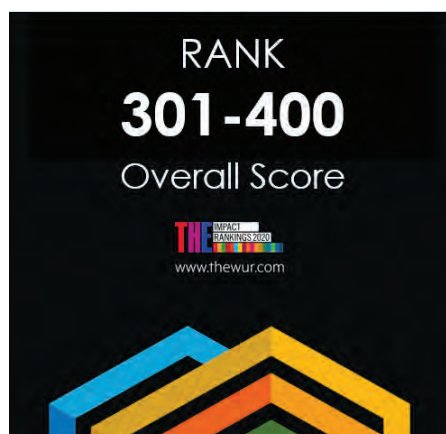
UNAIR's achievements in various sectors as mentioned earlier have contributed to UNAIR's reputation at national and international levels. This shows that academic quality at UNAIR has met global standards.

Ranking QS WUR 2016-2021

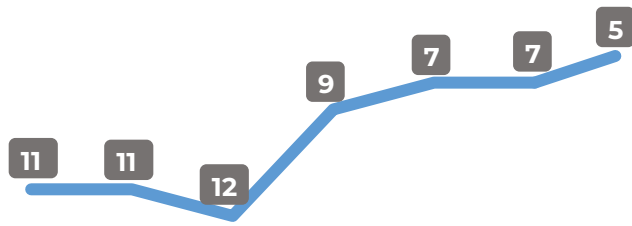


In 2020 UNAIR's excellent reputation is represented by ranking #521-530 in QS AUR 2021 and ranking #20 South-east Asia based on QS WUR 2021. In the ranking of QS by Subject 2021, UNAIR is ranked #251-300 (Law and Legal Studies), #401-450 (Business & Management Studies), and #551-600 (Medicine). In the QS Ranking, UNAIR is in 4th position in Indonesia.

Based on the ranking issued by Times Higher Education (THE) impact rankings, UNAIR is in the #301-400 position for the overall score. Furthermore, UNAIR is also in position #183 UI GreenMetric in 2020. These two rankings represent UNAIR's contribution in supporting the issue of Sustainable Development Goals (SDGs).



Peringkat Webometrics 2018-2021



2018 (1) 2018 (2) 2019 (1) 2019 (2) 2020 (1) 2020 (2) 2021 (1)

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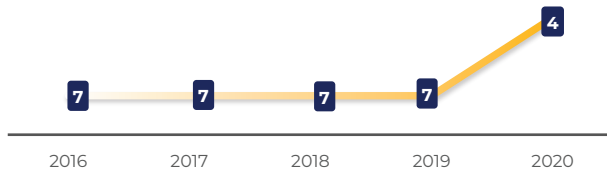
WORLD RANKING

RANKING WEB OF UNIVERSITIES

UNAIR rank in Webometrics has increased since 2018-2021 both at the national and international level. Webometrics is an academic website ranking system based on the presence and impact of the university website. The data used for Webometrics are website data and research (publication and citation) based on the four indicators: presence, openness, impact, and excellence.

UNAIR rank in Dikti also increased in 2020 from rank #7 to #4 at the national level with a total score of 3.29. Dikti ranking system is based on the four indicators: input, process, output, and outcome.

Perkembangan Rangkaing Dikti



Rangkaing Dikti 2020



UNAIR Strategic Plan 2021-2026 was created based on the UNAIR performance and challenges to give more contribution to the world. The potentials and challenges of UNAIR are analyzed and presented below.



ANALYSIS OF POTENTIAL & CHALLENGES



STRENGTHS

1. UNAIR has 58 internationally accredited study programs and 17 internationally certified study programs which are supported by the international classes, double degrees, and joint degrees programs with partner universities abroad.
2. UNAIR has a great network to support MBKM Kemendikbud program since UNAIR cooperates with 400 institutions with the activity level of around 80%.
3. UNAIR has the ability to support sustainable programs proven by practitioners who teach in UNAIR, staff and global, mobility programs, and community service programs which give an impact to the community.
4. UNAIR has the potential to increase Intellectual Property Rights (HKI) based on past achievement with the number of Intellectual Property Rights is 61 and the number of patents is 24.
5. UNAIR has more than 700 professional lecturers who are credible to optimize Revenue Generating Unit (RGU).



WEAKNESSES

1. RGU contribution still fluctuates from year to year. In 2020, the RGU percentage was only 16% which showed that UNAIR is still far from its financial independence.
2. Research impact and dissemination are still low. It is showed by the low number of citations (1124 citations) which is not comparable to the number of Scopus/ISI Thomson indexed publications (3082 publications).
3. The lack of SDG theme research though there was an increase from the past years.



1. The government has a strong commitment to funding and strengthening institutions to accelerate the World Class University program in Indonesia which can be used to strengthen UNAIR's position as a world-class university.
2. East Java has some national strategic industry with 6,919 medium and large-scale companies and contributes 15% of national GDP which can be optimized to strengthen UNAIR's collaboration with industrial institutions (Dunia Usaha/Dunia Industri).
3. Middle-class society in Indonesia increased significantly and is predicted to reach 52 million people. This increases the potential market for UNAIR's professional education and postgraduate programs.

1. The impact of the COVID-19 pandemic in health, social, economy, and finance has been a government priority for the next years as which is stated in National Economic Recovery Program. It is a challenge for UNAIR to align university focus and policies to this changey.
2. The presence of foreign universities in Indonesia encourages UNAIR to be more agile in positioning itself as an excellent university so that UNAIR can attract the best prospective students from within and outside Indonesia.
3. The development of information technology, automation, and digitalization challenges makes UNAIR to be more adaptive in managing organizational resources.
4. Indonesia is predicted to become a key player in the digital era (digital powerhouse) in Southeast Asia. It encourages UNAIR to develop curriculum and study program which are responsive and adaptive to digital issues.



OPPORTUNITIES



CHALLENGES

STRATEGIC ISSUES, STRATEGIC OBJECTIVES, & STRATEGIC PLAN THEMES

Based on the analysis of potential and challenges and paying attention to the development agenda in the field of education and culture (Kemendikbud Strategic Plan 2020-2024), several important points as the focus of development are quality, productivity, competitiveness, strengthening character, influence on the development of world civilization and increasing literacy, innovation, and creativity. By elaborating on ministerial policies and the results of UNAIR's self-evaluation, several things are of concern:

1. How is UNAIR able to increase added value in every business process implemented to be able to maintain growth momentum in 2021-2026?
2. How can UNAIR strengthen the impact of each output produced, for the benefit and reputation at the national, regional, and global levels?
3. How can UNAIR keep abreast of rapid developments in technology and use it in every business process that is carried out?

These three questions raise three strategic issues for the 2021-2026 period, namely:



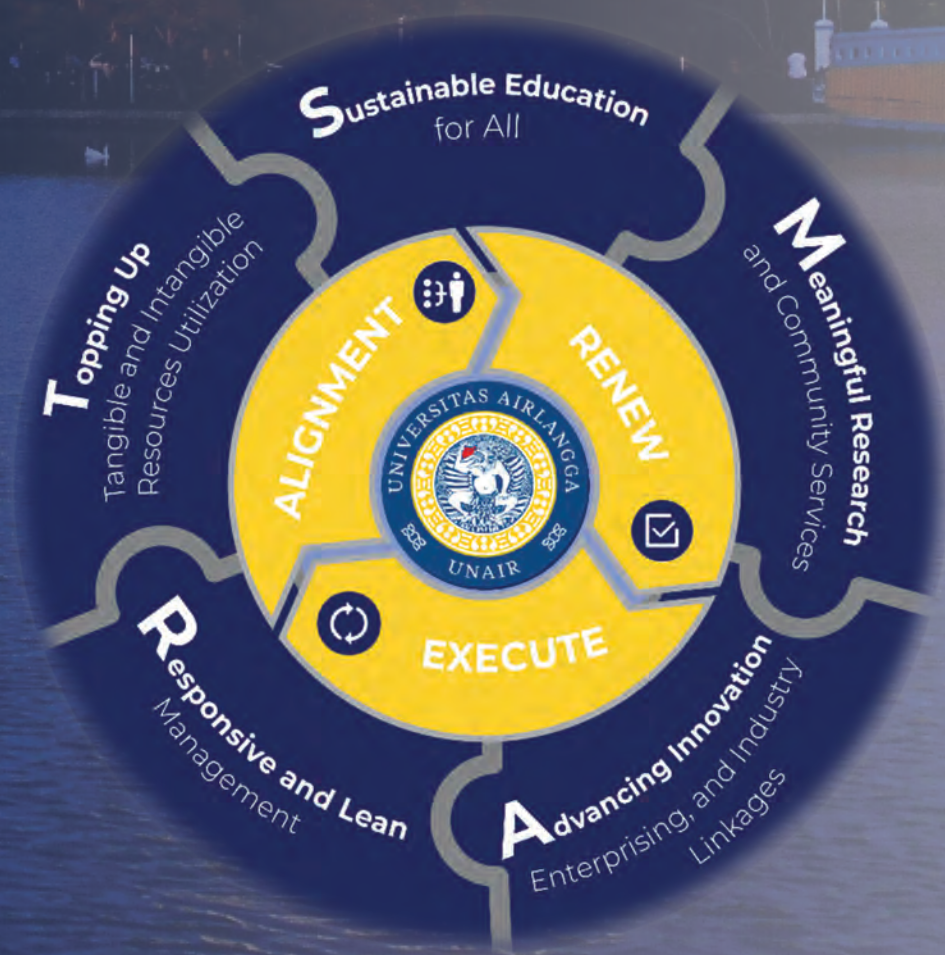
Changes in the external environment of UNAIR are very fast and dynamic, so it requires a change in the mindset and work patterns of all academicians. Business as usual must be replaced by innovation or breakthrough/breakthrough in every business process. Innovation can be defined as newness or significant improvement in products/services, business processes, business methods, and/or organizational relationships, both external and internal (OECD, 2005). Thus, changes to achieve more/gains more, be more efficient, and be more impactful must be a distinguishing feature in UNAIR's efforts in 2021-2026.

To increase value, all organizations will face limited resources. On the other hand, resources can be obtained through synergies with existing networks, both external and internal. Through partnerships, stock of knowledge capital, human capital, and informational capital can increase significantly. Therefore, the strategic plan for 2021-2026 will carry a big theme: 'Strengthening impact: boosting competitiveness and enhancing global reputation.'

“Strengthening Impact: Intensifying Competitiveness and Enhancing Global Reputation.”

UNIVERSITAS AIRLANGGA
RUMAH SAKIT

PROGRAM THEMES



BE A **SMART UNIVERSITY**
for Smart People, Community, Nation, and Global Citizen.



Sustainable Education for All

Achievements and challenges

Until 2020, UNAIR has succeeded in achieving academic excellence. The recognition of the quality of UNAIR education is evidenced by 58 study programs (33.33%) that are internationally accredited and 17 study programs (9.77%) are internationally certified. Several study programs have also conducted international classes and double degree programs in collaboration with foreign partner universities.

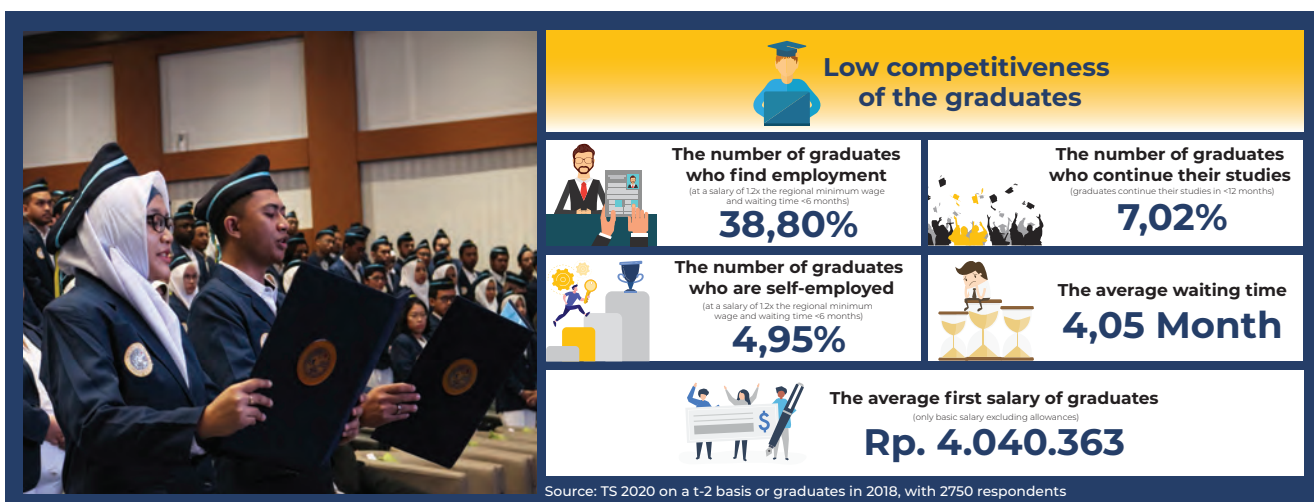
However, going forward, UNAIR still faces several challenges, especially related to the relevance of graduates. This is represented in the performance indicators set by the Ministry of Education and Culture as the percentage of S1 and D4 / D3 / D2 graduates who managed to get a job; continue studies; or become self-employed. UNAIR's achievement for this indicator is 38.80% of graduates who have succeeded in getting a job provided that the waiting time is less than 6 months and a salary of 1.2x the regional minimum wage.

Strategic Initiatives

To solve the challenges, strategic initiatives that need to be carried out are to increase the relevance of graduates at the global level by strengthening added value and education sustainability. Increasing the added value

of the education process is carried out through the provision of professional programs (certificate-based programs), implementation of a broad-based curriculum, innovative learning and assessment methods, and encouraging education sustainability through collaboration between study programs at UNAIR and collaboration with industry and educational institutions at the national and global level. This strategy is expected to significantly increase the knowledge capacity, hard and soft skills, and learning experience of graduates.

In the 2021-2026 strategic plan, this strategic initiative was developed under the theme of the "Sustainable Education for All (S)" program. The theme S is based on lifelong learning for all learning actors (lecturers and students) which is very relevant to the Merdeka Belajar Kampus Merdeka (MBKM) program from the Ministry of Education and Culture. The targets to be aimed at in 2026 are the improvement of the quality of learning and the quality of graduates which are indicated by the stakeholder recognition of the performance of UNAIR graduates in their respective job.

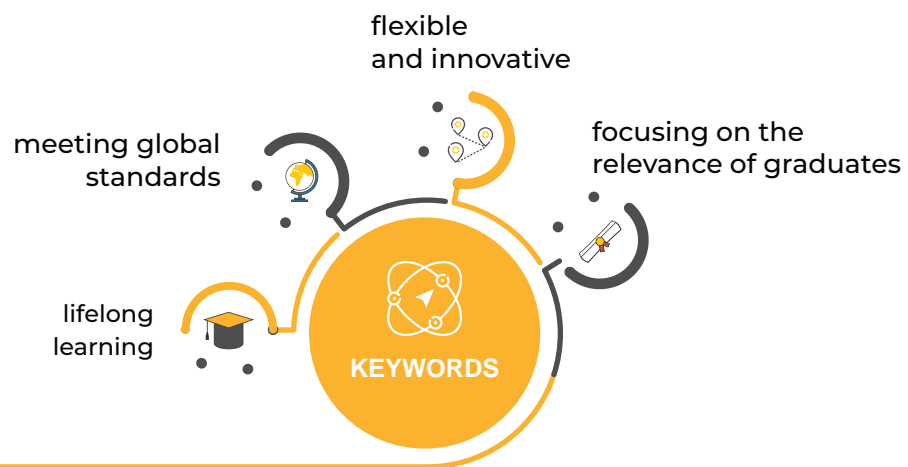




Through this strategic theme S, UNAIR emphasizes the sustainability of the learning process - learning anything, anywhere, anytime, from anyone, and with anyone; with the keyword "lifelong learning"

Program keywords

To achieve the targeted goals in the programs of Sustainable Education for All theme, it is necessary to develop learning and student activities. These activities are based on several keywords that are used as references, namely:



Main activities

Based on the program keywords for theme S, there are at least two main activities:

Organizing and improving the quality of education

(Global standard curriculum)

Education in a broad sense is defined as all processes associated with academic administration. Activities to improve the quality of education include those that increase the effectiveness of the curriculum, increase students internationalization exposure, increase the quality standards of higher education, increase the relevance of graduates to the needs of the industry, and increase the graduates' employability.

Character building and the increase of student achievement

(Integrated character development in learning activities)

This activity focuses on increasing student achievement in various competitions in various fields (sports, reasoning, and arts) at the national/international level. Student achievements in various fields are strongly supported by the development of student character that is integrated into learning activities. Besides, these achievements are also supported by the existence of a student activity unit which is a place for students to develop their talents and interests.

Featured Programs

As part of the main activity, some of the featured programs below can be used as a reference:



Internationalization of the curriculum through global partnerships

The development of the internationalized curriculum can be achieved by partnering with world-class partner universities. Programs that can be carried out include joint degrees and double degrees.



Collaborative learning through the penta helix framework

By utilizing the role of academics, government, society, industry, and the media, the learning process can be developed due to the participatory collaboration between elements.



Multidisciplinary cooperation to increase relevance

To realize an increase in the relevance of graduates to the industry needs, activities that can be carried out are multidisciplinary collaborations. Multidisciplinary collaborations can help developing student competencies to be job-ready graduates.



Digital literacy through innovative curriculum and learning methods

In order to prepare highly competitive graduates and the digitally literate generation, innovation is needed in curriculum development and learning methods in the learning process.

To measure the achievement of targets, key performance indicators are set by considering the baseline of achievements, as well as benchmarking targets at the leading universities in the world. Furthermore, to ensure that all programs achieve their goals and meet the target indicators, it is necessary to carry out continuous monitoring and evaluation.



Key Performance Indicators (S)

All UNAIR achievements will encourage comprehensive and integrated activities under the strategic theme "Sustainable Education for All" and strengthen UNAIR's position as a sustainable and responsive campus to the environment and stakeholders.

THEME	INDICATORS	BASELINE	TARGET					
			2021	2022	2023	2024	2025	2026
S	Graduates who work, are self-employed, and continue studies	50,76%	72,50%	75%	77,50%	80%	82,50%	85%
	Undergraduate and D4 / D3 students who spent at least 20 credits off campus or achieved at least national level achievements							
	• Undergraduate and D4 / D3 students who spend at least 20 credits outside the campus (domestic)	1543	1620	1701	1786	1876	1969	2068
	• Undergraduate and D4 / D3 students who spend at least 20 credits outside the campus (abroad)	53	56	58	61	64	68	71
	• Undergraduate and D4 / D3 students who achieve national achievements	248	260	273	287	301	317	332
	• Undergraduate and D4 / D3 students who achieve global achievements	48	50	53	56	58	61	64
	Student Mobility (Headcount)							
	• Inbound Part-time	1041	1087	1230	1373	1516	1659	1803
	• Inbound Full-time	255	266	301	336	371	407	442
	• Outbound Part-time	1916	2236	2460	2706	2976	3274	3601
	• Outbound Full-time	201	235	258	284	312	343	378
	S1 and D3 / D4 study programs that carry out collaboration with partners	73,85%	75%	80%	84,62%	89,23%	94,85%	100%
	S1 and D3 / D4 courses that use the case method and team-based project learning methods	37,13%	38%	38%	39%	41%	43%	45%
	Study programs that internationally accredited/certified	58	62	66	70	75	80	85
	Study programs accredited A by BAN-PT/LAM-PTKes	70,69%	80%	82%	84%	86%	88%	90%
	Double degree study programs	16	17	18	18	19	19	20
	International students (active per year)	275	557	613	674	741	815	896
	Staff mobility (Headcount)							
	• Inbound Part-time	339	362	375	389	402	415	428
	• Inbound Full-time	11	12	13	14	15	16	17
	• Outbound Part-time	819	954	1082	1210	1339	1467	1595
	• Outbound Full-time	22	26	29	33	36	39	43
	Employer Reputation rank on QS WUR	#272	#260	#240	#230	#220	#210	#200

*Dengan gaji 12 UMR dan waktu tunggu <6 bulan

Risk Management

In its implementation, the possibility of potential disruptive risks cannot be ruled out in achieving the objectives of this strategic theme. For this reason, it is necessary to identify the potential risks involved. This risk management context is part of the Plan-Do-Check-Learn-Improvement framework, so that risks can be properly managed as an integral part of the management framework quality.

THEME	ACTIVITY	POTENSIAL RISK	RISK TYPE	RISK CONDITIONING
S	General	Employer Reputation does not reach the target	Strategic	Intensive coordination between study programs, departments, and faculties, with stakeholders coordinated by DPKKA
	Implementing and improving the quality of education	Low rate of graduate uptake (get employed, get self-employed, or continue studies)	Strategic	Identification of causes and intensive coordination between the Directorate of Education, Directorate of Student Affairs, and graduate users periodically and regularly evaluating the curriculum
		Number of study programs that internationally accredited less than the Ministry's target	Strategic	Intensive coordination and assistance for a nationally accredited A study program in preparation for international accreditation / certification (coordinated by BPM)



Meaningful Research and Community Services

Achievements and Challenges

In the field of research and community excellence, until 2020 UNAIR has managed some excellence achievements of the publication where 7545 articles (accumulated until January 29, 2021) were published in journal indexed by Scopus. This achievement brings UNAIR to #2 position in Indonesia in term of the number of publication in Scopus indexed journal and #7 position in term of all time total publication in Indonesia. In addition, UNAIR also initiated the foundation of World University Association of Community Development. In the field of Innovation, UNAIR is also actively conducting research related to medicinal products and technology developed to deal with Covid-19.

However, UNAIR still faces several main challenges in the field of research, namely the low level of research funded from the external institution, the less significance of research and its dissemination, and community service which has not had a significant impact.

Based on Simlitabmas data for 2020, the number of researches that received grants from national institutions is as many as 373 titles. Meanwhile, the significance of research and dissemination that has not been optimal is indicated by low number of citations (1124 citations) which are not comparable to the number of Scopus / ISI Thomson indexed publications of 3082 articles. This is due to low engagement with academic peers and research activities that do not refer to the latest, unique and multidisciplinary topics. On the other hand, community service activities have not had a significant impact, one of which can be seen from UNAIR's position in the Times Higher Education (THE) Impact ranking. Of the 17 SDGs topics, UNAIR's best achievement is in the field of health (Good Health and Wellbeing) which is in position # 93 in the world. This is a challenge for UNAIR to focus not only on these superior areas, but also to expand the scope of other SDGs topics through synergy and integration between aspects of Tri Dharma.





Peningkatan

Strategic Initiatives

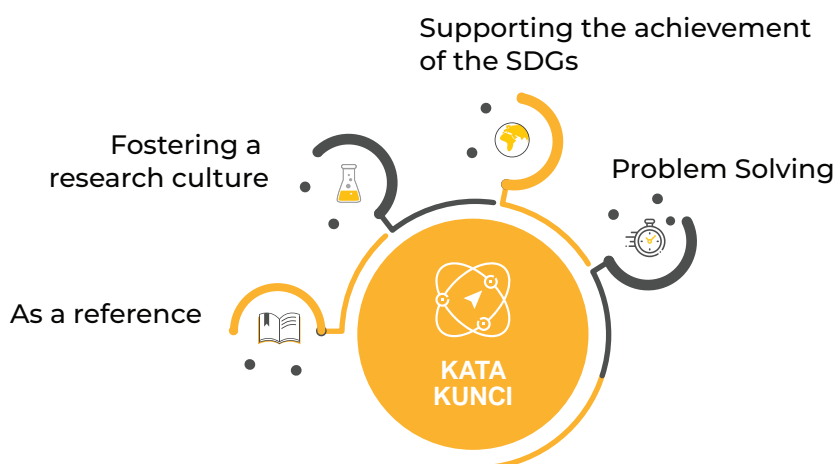
To solve these challenges, strategic initiatives that need to be carried out are to strengthen the meaningfulness of research and community service in supporting the achievement of the SDGs. One of the important roles of the university besides producing competitive graduates is solving various problems and challenges in society through research activities and community service. Therefore, the university has set strategic initiatives to strengthen the meaningfulness of research and community service in 2021-2026.

This will be done by increasing the number of patents and IPRs, increasing scientific publications at the international level, and innovating community service programs through cooperation at the national and global levels.

In the 2021-2026 strategic plan, these strategic initiatives are developed under the theme of the "Meaningful Research and Community Services (M)" program. Therefore, it is necessary to make comprehensive efforts so that TriDharma's activities can be more synergistic to benefit the wider community.

Program Keywords

To achieve the targeted goals in the development of the Meaningful Research and Community Services (M) theme program, it is necessary to develop research and community service activities. This activity is based on several keywords, namely:






Main activities

Based on the program development keywords for the theme "M", there are at least four main activities as follows:

<p>Improving the quality of research and development in science and technology. (Improving productivity and impact of research)</p>	<p>Research collaborations with top researchers and institutional collaboration with top 100 QS WUR institutions are those of priorities, in line with the efforts to increase research funding from external sources. the relevance of research themes on current, unique, and multidisciplinary topics will continue to be developed.</p>	<p>Improving the quality of science and technology publications (Fostering a research culture)</p>	<p>The improvement can be done by the synergy of various fields in the scheme of advanced research and citation. This can be achieved through research collaborations with top researchers, and optimizing the adjunct professor scheme.</p>
<p>Improving the quality of research and excellent community service funded by external institution (Expanding the impact of research and community service)</p>	<p>This activity is done by strengthening cooperation networks with various domestic/foreign institutions and parties in the business / industrial field. Besides, UNAIR will use corporate social responsibility (CSR) funds or those from philanthropy.</p>	<p>Increasing the quality of community service and empowerment (Increasing the impact of community services at local, national, and global levels)</p>	<p>Increasing the impact of community service is carried out through upscaling programs at the national and global levels; alumni engagement; as well as collaboration with domestic/international institutions while remaining focused on efforts to solve various problems in society and support the achievement of the SDGs.</p>

Featured Programs

As part of the main activity, some of the featured programs below can be used as a reference.

	<p>One lecturer one publication in top-tier journals</p> <p>The program "one lecturer one publication in high-tier journals" emphasizes on the best performance of the lecturers to produce at least one publication per year to increase the number of publications in reputable international journals.</p>
	<p>Collaboration of community service on a global scale</p> <p>Community service activities are designed to be broader in terms of scope and impact through collaboration with global partners to support UNAIR's contribution to the achievement of the SDGs.</p>
	<p>One research group produces one international research collaboration</p> <p>Research groups at UNAIR produce at least one collaboration with quality international partners (top researcher, adjunct professor, joint research/publication), so that the research conducted will have a significant impact and be more meaningful.</p>

To measure the achievement of targets, key performance indicators are set by considering the baseline of achievements, as well as benchmarking targets at the world's leading universities. Furthermore, to ensure that all programs achieve their goals and meet the target indicators, it is necessary to carry out continuous monitoring and evaluation.

Key Performance Indicators (M)

The development of the strategic theme 'Meaningful Research and Community Services' is based on the importance of increasing the impact of research outcomes and community services for the wider community. Efforts to increase the impact of research and community service are emphasized on collaborative research/community service at various levels, both local, regional, national, and international. This is supported by the commitment of UNAIR academics and research culture through creativity and innovation which are continuously being improved, especially the exploration of strategic, sustainable, unique, and multidisciplinary issues.

THEME	INDICATORS	BASELINE	TARGET					
			2021	2022	2023	2024	2025	2026
M	Outcomes of research and community service that have successfully received international recognition or implemented by the community per number of lecturers	1,49	1,50	1,53	1,56	1,58	1,60	1,62
	Collaboration of research/publication with partners							
	• Research collaboration with domestic partners	24	50	55	60	65	70	75
	• Research collaboration with foreign partners	114	120	130	140	150	160	170
	• Collaboration of publications with domestic partners	665	731	805	885	974	1071	1178
	• Collaboration of publications with foreign partners	459	503	555	610	672	739	813
	Collaboration of community service with foreign partners (international)	2	16	16	16	18	20	20
	Proportion of community service realization							
	• Local and regional	92%	87%	87%	87%	87%	86%	84%
	• National	7%	7%	7%	7%	7%	7%	7%
	• International	1%	6%	6%	6%	6%	7%	9%
	Citation							
	• Total citation	3439	4126	4951	5941	6535	7188	7906
	• Citation per paper (CPP)	0.5	1,8	2,1	2,5	2,9	3,3	3,7
	• Citation per faculty (CPF)	1,3	1,3	1,8	1,9	2,1	2,3	2,3
	Publication							
	• Articles published in reputable international journals (Scopus / ISI Thomson / WoS)	3082	3132	3232	3332	3432	3532	3632
	• Publications in top tier journals	49	70	90	110	130	150	170
	• UNAIR publications with SDGs theme	46%	50%	100%	100%	100%	100%	100%
	• Articles published in national journals indexed by SINTA 1 and 2	435	500	550	600	650	700	750
• Books with ISBN	245	269	296	325	357	394	433	
SDGs-based research	190	195	200	205	210	215	220	
Joint international conference	1	6	8	10	12	14	16	
Ranking academic reputation QS WUR	#350	#340	#330	#320	#310	#305	#300	

Risk Management

In its implementation, the possibility of potential risks that can interfere with the achievement of the objectives of this strategic theme cannot be ruled out. Therefore, it is necessary to identify the potential risks that arise. This risk management is part of the Plan-Do-Check-Learn-Improvement framework, so that risk can be managed properly as an inseparable part of the quality management framework.

THEME	ACTIVITY	POTENSIAL RISK	RISK TYPE	RISK CONDITIONING
M	Improving the quality of the publication	The low number of publications in reputable journals / top tier journals	Strategic	Initiating and strengthening research collaborations with top scientists at universities that are ranked in the top 100 QS by Subject
	An increase in publication impact	Lack of citation	Strategic	Research collaboration and Joint Publication with top scientists
	Increasing the relevance of research and community service to the needs of industry and society	Very few community services which have broad impacts (national and international scale)	Strategic	Increasing global cooperation in the implementation of community service



Advancing Innovation, Enterprising, and Industry Linkages



Achievements and Challenges

In the field of research innovation in 2020, UNAIR has succeeded in achieving excellence, namely 176 Patents, 612 intellectual properties (IPR), 75 products with Technology Readiness Level (TRL) 6, and 52 products with TRL 7-9.

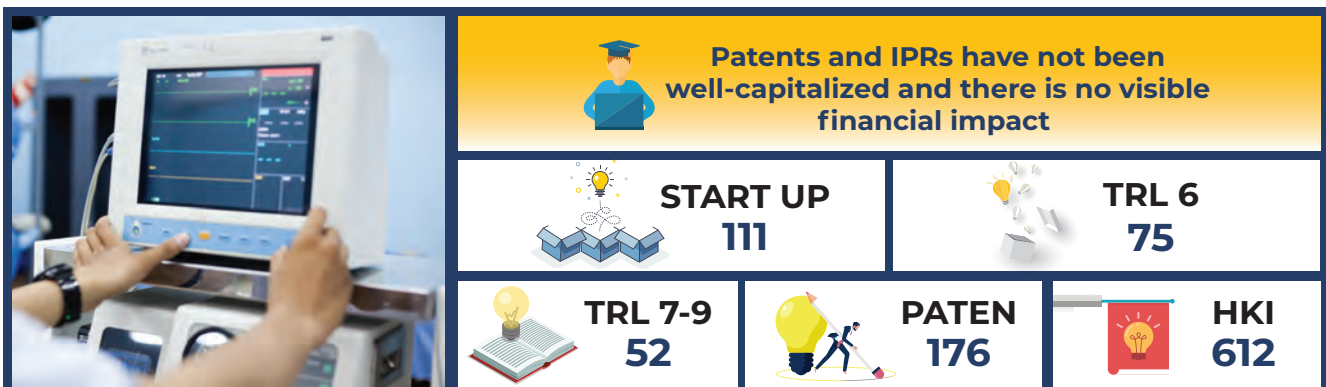
However, UNAIR still faces several major challenges in the field of innovation and downstreaming of research products. This is shown by the large number of research results that stop at the research results report, without any further development.

TRL 6 products, TRL 7-9 products, patents, IPR, and start-up have not been well-capitalized and there is no visible financial impact. One of the reasons for the low number of research and innovation products is that there are still a lot of research at UNAIR which focus on basic research. In addition, the results of applied research and innovation have not been able to represent the needs of industry and the market. So, the main issue that must be resolved is the increase in the capitalization of innovative and applied research products and their financial impact.

Strategic Initiatives

To solve these challenges, strategic initiatives that need to be taken are the intensification of innovation and entrepreneurial strategies through industrial collaboration and research product downstream. One of the ways to increase UNAIR's competitive advantage is to strengthen innovation to ensure the continuity of innovation.

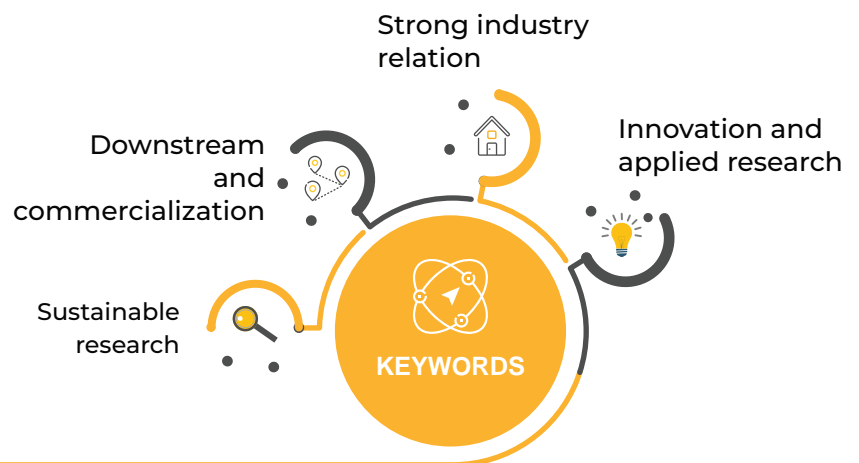
In addition, innovation will continue to develop if it is accompanied by an entrepreneurial strategy through Penta helix collaboration in the context of product downstream. In the 2021-2026 Strategic Plan, this strategic initiative is developed under the theme of the program "Advancing Innovation, Entrepreneurship, and Industry Environment (A)". Therefore, it is necessary to intensify sustainable research through Penta helix collaboration in the context of product downstream.





Program Keywords

To achieve the desired goals in the program themes of Advancing Innovation, Entrepreneurship, and Industry Linkage (A), it is necessary to develop research and innovation activities. These activities are based on several keywords that are used as references, namely:



Main Activities

Based on strategic issues and program development keywords in the program theme A, there are at least two main activities:

Development of intellectual property rights, research results, and start-ups

Advancing research facilities

To support the development of intellectual property rights, research results, and start-ups, UNAIR needs to improve the quality and product resulted from innovation research. It is a purpose that the output from innovation research gets patents and can be used by the industry to be produced in a large scale. Besides, it will also enrich UNAIR's Intellectual Property Rights as well as be beneficial from financial perspective.

Research products downstream

Commercialization of research products

To ensure that the research carried out is meaningful, it is necessary to commercialize (downstream) research products. UNAIR as a higher education institution is only able to produce research results on a limited scale. this can hinder the process of technology transfer to society. Therefore, it is necessary to have cooperation with industries related to products produced. The cooperation can be in the form of capital cooperation, provision of human resources to produce on a large scale, as well as product distribution to the market.

Program Unggulan

As part of the main activities, some of the featured programs below can be used as a reference.



Commercialization of innovation through strengthening industrial relation

The commercialization of innovation through strengthening industrial relations can be carried out with a focus on applied research and innovation involving industry, starting from basic research which is then produced and commercialized by the related industry.



One faculty, one centre of excellence

Each faculty in UNAIR is required to have at least one centre of excellence in order to more opportunities to disseminate a wider variety of research results (downstream).



Advanced research with penta helix collaboration (academia, government, society, industry, and media)

By increasing collaboration, UNAIR, together with academics, local and central government, society, industry and media, are expected to strengthen UNAIR's competitive position and reputation in international level.



One faculty one innovation

This program is a follow-up to the existence of one faculty and one centre of excellence program. With the existence of a forum that houses allied scientific fields, it is hoped that the centre of excellence can produce products that are beneficial to society in the form of innovation.

To measure the achievement of targets, key performance indicators are set by considering the baseline achievements, as well as benchmarking targets with the leading universities in the world. Furthermore, to ensure that all programs achieve their goals and meet the target indicators, it is necessary to carry out continuous monitoring and evaluation.



Key Performance Indicators (A)

The strategic theme of Advancing Innovation Enterprising Industry Linkages is expected to be a reference in the program to increase and accelerate the down streaming of research products. Thus, it can be ascertained that the results of the research carried out become a solution to problems in society and industry.

THEME	INDICATORS	BASELINE	TARGET					
			2021	2022	2023	2024	2025	2026
A	Research outputs developed to achieve TRL 7	21	38	41	44	47	51	54
	Registered IPRs	61	187	196	206	216	227	239
	Registered patents	24	62	65	68	72	75	79
	Start-ups	30	35	40	45	50	55	60
	Products that are mass downstream/ commercialized	63	65	68	72	75	79	83
	RISPRO submitted to the Ministry	15	29	35	40	45	50	55
	Funds generated from research downstream	Rp. 18B	Rp. 20B	Rp. 22B	Rp. 24.2B	Rp. 26.6B	Rp. 29.2B	Rp. 32B

Risk Management

In its implementation, the possibility of potential risks that may interfere with the achievement of the objectives of this strategic theme cannot be ruled out. For this reason, it is necessary to conduct an examination of the potential risks that arise. This risk management context is part of the Plan-Do-Check-Learn-Improvement framework, so that risk can be managed properly as an inseparable part of the quality management framework.

THEME	ACTIVITY	POTENTIAL RISK	RISK TYPE	RISK CONDITIONING
A	Improving the quality and impact of innovation research	The TRL 7 target which will be developed to become TRL 9 has not been achieved	Strategic	Realization of research output targets through collaborative research schemes (minimum TRL 7)
		The capacity and capability of UNAIR's laboratory assistants is relatively low in product feasibility testing	Operational	Recruitment of staff with expertise in feasibility testing for innovative products
	Increasing dissemination of information on innovation products and research results	Lack of research and innovation products which will be disseminated/displayed to the public	Strategic	Creating "one faculty one innovation" program
	Acceleration of research products downstream through industrial cooperation	Market needs and trends are always changing	Strategic	Making projections and analysing market needs
		Companies targeted for joint ventures are less interested in the proposed product	Strategic	Creating a clear business model, utilizing employee peers relationships as collaborative partners



Achievements and Challenges

In the 2020 SAKIP assessment, UNAIR received an A predicate and entered the GreenMetric ranking at #183 in the world. However, there are still some aspects of quality that need to be improved. One example is the utilization of UNAIR's facility and infrastructure maintenance budget, which in 2020 was only able to achieve a budget effectiveness of 76.44%. This could also impact the effectiveness of the overall budget. The absence of database integration is also a factor in UNAIR's performance efficiency that has not been maximized.

UNAIR also needs to pay attention to the human resource aspect, especially the proportion of civil servant (PNS) and non-PNS education personnel. The ratio between PNS and non PNS staffs needs to be further studied in order to achieve job satisfaction and fairness of workload. The systematics of performance appraisal and the provision of rewards and benefits are also closely related to this, so that the development of a fair and transparent personal SPMS required for monitoring and evaluation.

Strategic Initiatives

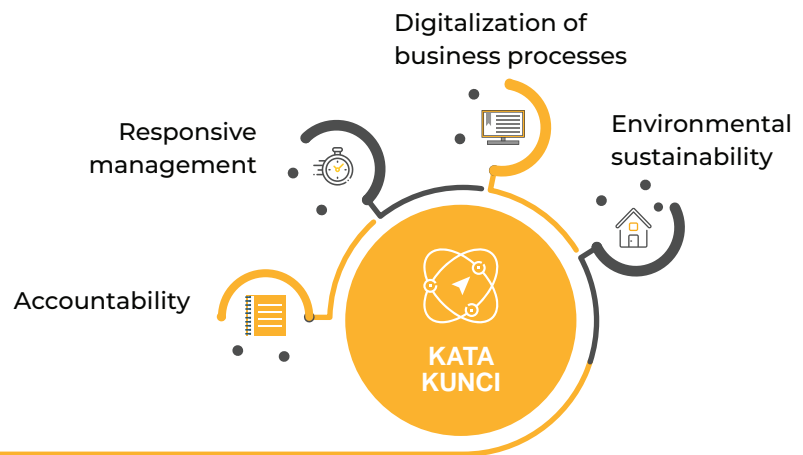
To solve these challenges, the strategic initiative that needs to be taken is to develop an environmentally friendly, efficient and responsive information and management system. One of the most important enabler factors available to support innovation and productive institutional cooperation is an efficient and responsive information and management system.

In the 2021-2026 Strategic Plan, this strategic initiative was developed under the program theme "Responsive and Lean Management (R)". Therefore, it is necessary to develop a system through digitizing business processes, simplifying the bureaucracy and increasing cost effectiveness in all areas of management. In 2021-2026, UNAIR is also committed to supporting the achievement of SDGs through the development of an environmentally friendly and energy saving management system.



Program Keywords:

To achieve the targeted goals in the Responsive and Lean Management (R) program theme, it is necessary to develop system activities through digitizing business processes, simplifying bureaucracy and increasing cost effectiveness in all areas of management. This activity is based on several key words as references, namely:



Main activities

Based on strategic issues and program development keywords, there are at least nine main activities in the theme R.



Featured programs

As part of the main activity, some of the featured programs below can be used as a reference.



Effective business processes through digitization

Digitalization of business processes will create faster, more precise and simpler business processes for users and system managers.



One faculty, one SDGs initiative

The SDGs initiative at the faculty level will encourage a sustainable environment and increase UNAIR's reputation in the eyes of stakeholders.



Flexible and efficient administration bureaucracy flow

The administrative bureaucracy flow must be made flexible and efficient to make it easier for users to carry out their tasks and functions. A flexible and efficient administrative bureaucracy will also simplify and speed up services at UNAIR.

To measure the achievement of targets, key performance indicators are set by considering the baseline achievements, as well as the benchmark targets at the leading universities in the world. Furthermore, to ensure that all programs achieve their goals and meet the target indicators, it is necessary to carry out ongoing monitoring and evaluation.



Key Performance Indicators (R)

The main focus of the strategic theme Responsive and Lean Management is to emphasize the management system at UNAIR and all institutions under it to be more responsive / sensitive to organizational dynamics in managing TriDharma Perguruan Tinggi.

THEME	INDICATOR	BASELINE	TARGET						
			2021	2022	2023	2024	2025	2026	
R	SAKIP predicate	A	AA	AA	AA	AA	AA	AA	
	Average value of budget performance on the implementation of RKA-K / L	75%	82%	82%	82%	82%	85%	85%	
	Performance Outcomes	50%	61,5%	61,5%	66,67%	66,67%	70,04%	79,05%	
	Budget effectiveness	66,67%	75,00%	75,00%	81,30%	81,30%	82,40%	93,75%	
	Planning accuracy	2-3X	1X	1X	1X	1X	1X	1X	
	Completion of follow-up to internal and external audit findings	100%	100%	100%	100%	100%	100%	100%	
	Public information disclosure								
	• Submitting budget plans to the public	1X	1X	1X	1X	1X	1X	1X	
	• Submitting the use of the budget to the public	1X	At least 1X	At least 2X	At least 2X	At least 2X	At least 3X	At least 3X	
	• Delivering information on policies, programs and activities to the public	N/A	Every Quarter	Every Quarter	Every Quarter	Every Quarter	Every Quarter	Every Quarter	
	Database integration	N/A	100%	100%	100%	100%	100%	100%	
	Digitalized business processes	70%	100%	100%	100%	100%	100%	100%	
	Budget allocation for the sustainability program	N/A	10%	15%	15%	20%	20%	25%	
	The use of big data for decision making	N/A	10%	100%	100%	100%	100%	100%	
	Service satisfaction index								
	• Academic	3,30	3,40	3,50	3,50	3,50	3,50	3,50	
	• Student Affairs	3,50	3,50	3,50	3,50	3,50	3,55	3,60	
	• Research	N/A	3,00	3,20	3,25	3,35	3,40	3,40	
	• Community services	3,75	3,75	3,75	3,75	3,75	3,75	3,75	
	• Internationalization	3,65	3,75	3,75	3,75	3,75	3,75	3,75	
	• Finance	3,50	3,50	3,50	3,55	3,55	3,55	3,60	
	• Human Resources	3,60	3,60	3,65	3,65	3,65	3,65	3,65	
	• Logistics, security, order and environment	3,25	3,30	3,35	3,35	3,40	3,40	3,40	
	• Facilities and infrastructure	3,25	3,30	3,35	3,35	3,40	3,40	3,40	
	• Information systems and digitization	N/A	3,00	3,20	3,25	3,30	3,30	3,35	
	University service satisfaction index	3,24	3,25	3,25	3,25	3,30	3,30	3,35	
	Engagement with universities	3,5	3,5	3,5	3,5	3,55	3,55	3,55	
	Submission of complaints	82	Zero complain	Zero complain	Zero complain	Zero complain	Zero complain	Zero complain	
	Follow up on complaints	85%	100%	100%	100%	100%	100%	100%	

Risk Management

In practice, the possibility cannot be ruled out. potential risks that can interfere with the achievement of the objectives of this strategic theme. For that, it is necessary to identify the potential risks that arise. This risk management context is part of the framework Plan-Do-Check-Learn-Improvement, so that risk can be managed properly as an inseparable part of the quality management framework.

THEME	ACTIVITY	POTENSIAL RISK	RISK TYPE	RISK CONDITIONING
R	General	The performance of SAKIP AA was not achieved	Strategic	Identification of causes and potential solutions is coordinated by the finance directorate
		Not achieved budget performance targets (minimum 80%)	Strategic	Intensive coordination between the finance directorate and all agencies in UNAIR
		Budget effectiveness is not achieved	Strategic	Intensive coordination between BPP, directorate of finance and all units in UNAIR



Topping Up Tangible and Intangible Resources Utilization

Achievements and Challenges

In the field of human resources, until 2020, UNAIR has succeeded in increasing the number of professors by 12.53%. Meanwhile, the number of head lecturers increased by 17.78% and the number of doctors increased by 40.47%. The dynamics of human resources shows that management is oriented towards improving the quality of human resources.

The challenge faced in the field of human resources is the development of professionalism. This is indicated by the lack of lecturers with competency certificates, the lack of international research partnerships and collaborations with UNAIR, and Faculty Student Ratio (FSR) which has not been optimal. In addition, in the field of organization, the challenge faced by UNAIR is the university's financial independence which is still not optimal.

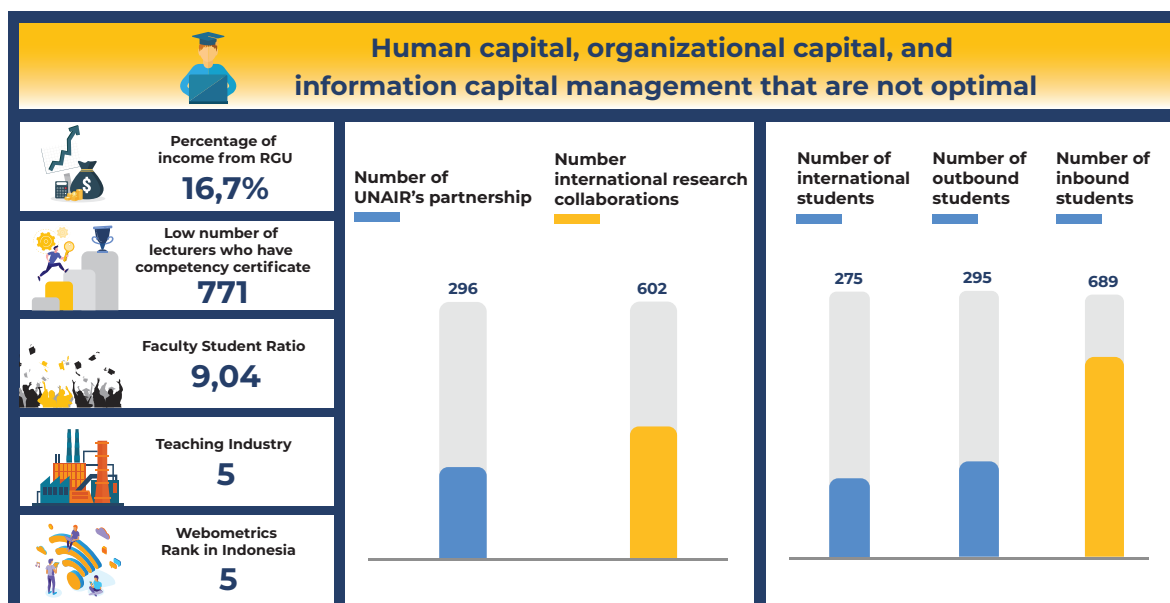
Strategic Initiatives

To solve these challenges, the strategic initiative that need to be carried out is the optimization of human capital, organization capital and information capital to support institutional independence.

From year-to-year UNAIR invests in all fields to ensure that the stock of knowledge capital, human capital and informational capital continues to grow. Based on these three main assets, in 2021-2026, UNAIR ensures that each unit develops various activities that have added value to the organization.

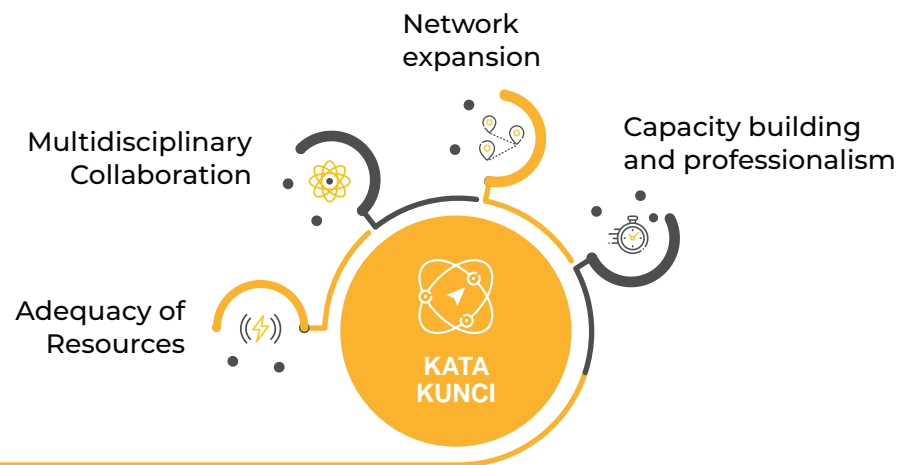
In the field of internationalization, UNAIR needs to strengthen strategic partnerships with the best universities from various continents including Asia, Australia and Europe. The collaborative programs include joint teaching, research collaboration, international journal publications, and the global mobility program.

Optimization of all resources needs to be done as an effort to strengthen reputation. Business network development programs, capitalization of teaching industry, the development of human resource and systems, and internationalization will be the backbone for the strategic initiative in this theme.



Program Keywords

To achieve the targeted goals in the program theme “topping up tangible and intangible resource utilization (T)”, activities on professional development of human resources and system development need to be developed as well as increasing financial independence. These activities are based on several keywords that become references, that is:



Main Activity

Based on strategic issues and program development keywords, there are at least three main activities in theme T.

Capacity Building and Business Network (Penta-helix Collaboration)

This activity aims to increase multidisciplinary collaboration in order to adapt and innovate in facing global challenges. This activity allows Penta-helix collaboration, namely strengthening networks with government, business, academics, society and the media.

Capitalization of Academic Business and Teaching Industry (Financial Independence)

The teaching industry is used to accelerate the downstream of UNAIR research results in the business world and as a student learning process, while academic efforts are carried out to improve UNAIR's financial independence. Thus academic and teaching industry businesses need to be managed professionally through market-oriented product innovation, effective and efficient operational management, and professional staff.

Human Resources and Systems Development (Integration and HR competencies)

Increasing the competence and professionalism of lecturers and staff will have an impact on improving the quality of the institution. System development through system integration and website revitalization is also necessary to increase UNAIR's visibility in global eyes.

Featured Program

As part of the main activity, some of the featured programs below can be made as reference



Capacity building and business networks

Efforts to increase multidisciplinary collaboration to help UNAIR and partners (alumni, government, other universities, and industry) adapt and innovate in facing global challenges. This activity allows Pentahelix collaboration, namely strengthening networks with government, business, academics, society and the media. This will have a positive impact on other UNAIR programs.



Capitalization of academic business (*Revenue Generating Unit/RGU*) and teaching industry

This program aims to accelerate the downstream of university academic research results in the business world and as a student learning process, academic efforts are carried out to improve UNAIR's financial independence. Thus, academic and teaching industry businesses need to be managed professionally through market-oriented product innovation, effective and efficient operational management, and professional staff.



Human resource and systems development

Increasing the competence and professionalism of lecturers and educational staff will have an impact on improving the quality of the institution. System development through system integration and website revitalization is also needed to increase UNAIR's global visibility.

To measure the achievement of targets, key performance indicators are compiled by considering the baseline achievements, as well as the benchmark targets at the leading universities in the world. Furthermore, to ensure that all programs achieve their goals and meet the target indicators, it is necessary to monitoring and sustainable evaluation.



Key Performance Indicators (T)

In ensuring the achievement of strategic goals, it is necessary to make optimal use of tangible and intangible resources. To achieve this, it requires maintenance, capacity and capability upgrades to support all aspects of resources (human, information and organization) in moving towards the university's strategic goals.

THEME	INDICATOR	BASELINE	TARGET						
			2021	2022	2023	2024	2025	2026	
T	Lecturers who carry out TriDharma activities on other campuses, at QS 100 based on the field of science (QS 100 by subject), work as practitioners in the industrial world, or foster students who have achieved the lowest national level achievement in the last 5 (five) years	38,38%	40%	41%	42%	43%	44%	45%	
	Permanent lecturer with PhD qualification; who has a competency / professional certificate recognized by the industry; or come from among professional practitioners, the industrial world, or the world of work	41,67%	43%	44%	45%	46%	47%	48%	
	Staff with PhD	803	907	989	1088	1187	1286	1385	
	Professor	248	316	376	435	495	554	593	
	Overall FSR	9,73	9,02	8,88	8,79	8,68	7,94	7,82	
	Ratio of students to permanent lecturers	20,69	19,66	18,67	17,74	16,85	16,01	15,21	
	Revenue:								
	• Academic service and business income	Rp. 44,9M	Rp. 47,2M	Rp. 49,5M	Rp. 52M	Rp. 54,6M	Rp. 57,3M	Rp. 60,2M	
	• General service and functions revenues	Rp. 39,9 M	Rp. 41,8M	Rp. 43,9M	Rp. 46,1M	Rp. 48,5M	Rp. 50,9M	Rp. 53,5M	
	Dana yang dihasilkan:								
	• Academic business units, teaching industry and RGU	Rp. 18M	Rp. 20M	Rp. 22M	Rp. 24,2M	Rp. 26,6M	Rp. 29,2M	Rp. 32,2M	
	• Grant	Rp. 27M	Rp. 30M	Rp. 33M	Rp. 36,3M	Rp. 39,9M	Rp. 43,9M	Rp. 48,3M	
	• Commercial business unit	Rp. 18M	Rp. 20M	Rp. 22M	Rp. 24,2M	Rp. 26,6M	Rp. 29,3M	Rp. 32,2M	
	Webometric impact ranking	#1174	#1154	#1134	#1114	#1094	#1064	#1044	
	Webometric presence ranking	#252	#242	#232	#222	#212	#202	#192	
	Website and Social Media Content Updates (www.unair.ac.id)	4761	6000	6600	7260	7986	8785	9663	
	Cooperation with partners:								
	• MoU / MoA with domestic partners	296	301	306	311	316	321	326	
	• MoU / MoA with foreign partners	667	677	687	697	707	717	727	
	• Universities in QS WUR 100	10	11	12	13	14	15	16	
	• Professional / scientific associations / consortia	10	11	12	13	14	15	16	
	MoU / MoA activeness:								
	• Domestic MoU / MoA activeness	82%	83%	83%	84%	84%	85%	85%	
	• MoU / MoA activeness abroad	80%	81%	82%	83%	84%	85%	86%	
	• UNAIR activities in global scientific / professional consortium / association	11	15	15	16	16	17	17	

Risk Management

In its implementation, the possibility of potential risks that can interfere with the achievement of the objectives of this strategic theme cannot be ruled out. Therefore, it is necessary to identify the potential risks that arise. This risk management context is part of the Plan-Do-Check-Learn-Improvement framework, so that risk can be managed properly as an inseparable part of the quality management framework.

THEME	ACTIVITY	POTENSIAL RISK	RISK TYPE	RISK CONDITIONING
T	General	Low number of practitioner lecturer	Strategic	Involving practitioners in academic activities
		Low percentage of doctoral staff	Strategic	Implementation of the HR development roadmap consistently
		The ideal FSR is not achieved	Strategic	Empowering part time lecturers (DLB), practitioners and academic peers in academic activities
		The target for the number of professors is not achieved	Strategic	Acceleration program since the functional position of lecturer

TRANSFORMATION PHASE 2026

The direction of UNAIR's development in the 2021-2026 period is to prepare a solid foundation in the context of the transformation process towards a world-class entrepreneurial university. In this transformation phase, UNAIR will have been able to optimize human capital, knowledge, information and organizational capital to make sustainable innovations that have an impact on the development of Indonesian and world civilization.



The Organization for Economic and Co-operation Development (OECD, 2012) recommends seven character dimensions of an entrepreneurial university transformation, namely the dimensions of leadership and management; organizational capacity, human resources and incentives; entrepreneurship development in the teaching and learning process; self-capacity building pathways for entrepreneurs; cooperative relations between universities and industry for knowledge exchange; internationalization of institutions; as well as the dimensions of measuring the impact of an entrepreneurial university for both internal and external stakeholders.



Efforts to achieve the strategic goals of 2021-2026 not only require the initiation of innovative programs, but also require synergy of all UNAIR stakeholders. All programs and resources must be focused on increasing added value, the significance of impacts and the use of technology.

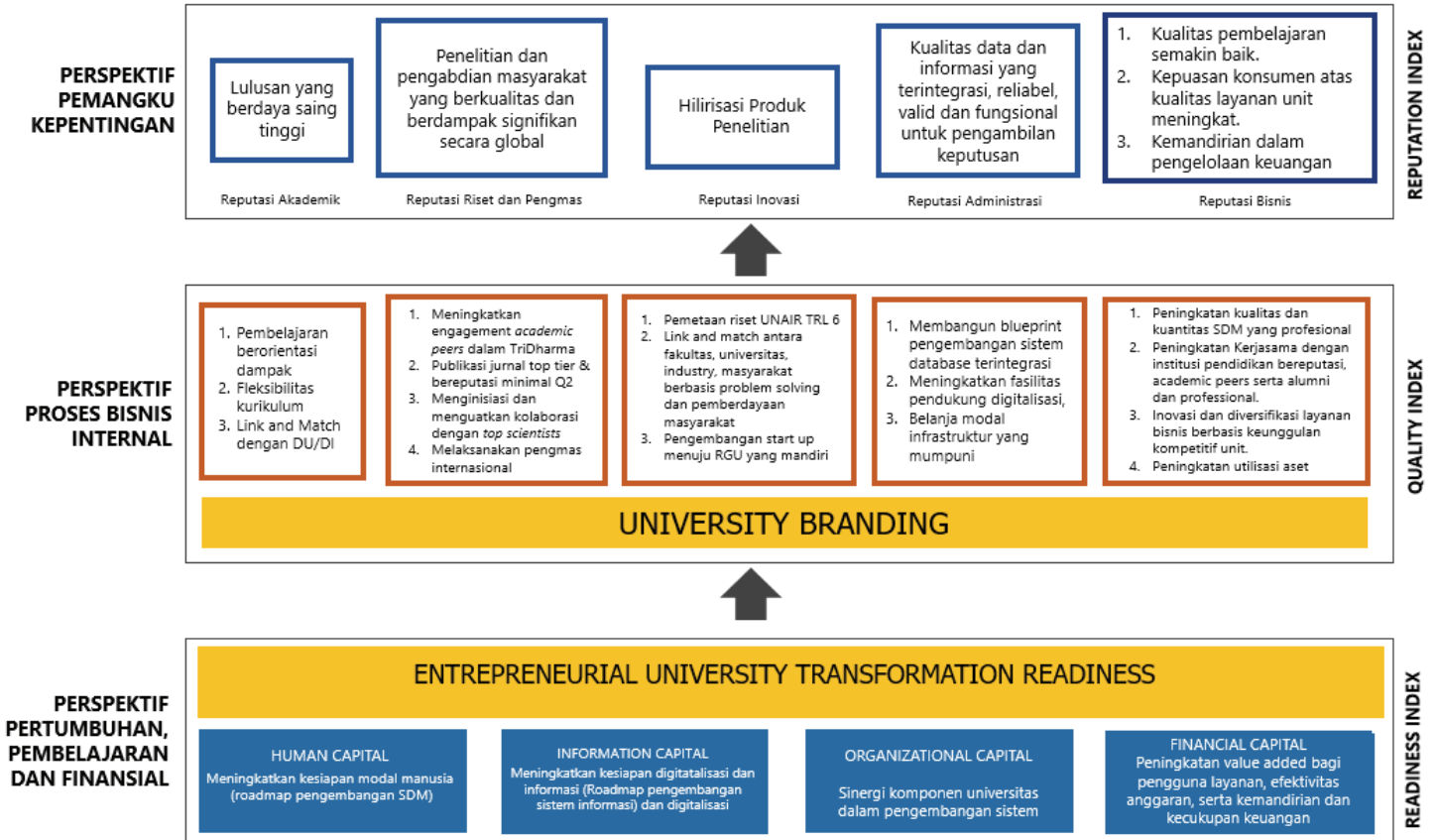


PERFORMANCE MANAGEMENT



The five program themes S.M.A.R.T must be the guideline for program development aimed at strengthening global impact and competitiveness. Each unit is expected to use its critical success factors to achieve the strategic goals of 2021-2026.

TOP 400 QS WORLD UNIVERSITY RANKINGS



Airlangga Scorecard



■ CLOSING REMARK

This Strategic Plan 2021-2026 document was prepared to provide direction for UNAIR development with the theme **“Strengthening Impact: Intensifying Competitiveness and Enhancing Global Reputation.”** The development program themes S.M.A.R.T are based on strategic issues faced by UNAIR. This document also serves as a guide for all units in the planning process. This 2021-2026 Strategic Plan provides keywords and references to featured programs, which can be used as part of each unit's featured program.

UNAIR's success in achieving its goals in 2021-2026 is not only determined by accurate and efficient planning, but also requires smart implementation. Therefore, commitment and leadership are needed to encourage, direct, motivate and energize all academicians to achieve UNAIR's vision.



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MEI 2021