

OPERATIONAL PLAN
BACHELOR OF NURSING STUDY PROGRAM
2022



FACULTY OF NURSING
UNIVERSITAS AIRLANGGA
SURABAYA 2022

**APPROVAL SHEET
OPERATIONAL PLAN**

**BACHELOR OF NURSING STUDY PROGRAM
FACULTY OF NURSING
2022**

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Dean Faculty of Nursing
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PREFACE

Praise and gratitude to Allah SWT. By the blessings and grace received, the Operational Plan of the Bachelor of Nursing Study Program, Universitas Airlangga, for 2022 has been successfully prepared. As part of Universitas Airlangga, the Bachelor of Nursing Study Program is committed to providing high-quality higher education and producing graduates who are competitive at both national and international levels in the field of nursing. The rapidly evolving dynamics of the education sector, driven by technological advancements and disruptions caused by the COVID-19 pandemic, require educational institutions to be more adaptive and innovative in conducting their operations. The Bachelor of Nursing Study Program must optimize added value and contribute actively and significantly to society at local, national, and global levels. Therefore, the Operational Plan (Renop) has been formulated to support the achievement of the established five-year Strategic Plan (Renstra).

The preparation of the Strategic Plan of the Bachelor of Nursing Study Program, Faculty of Nursing, Airlangga University for the period 2022–2026 refers to the Strategic Plan of Airlangga University for 2021–2026, which consists of five main pillars: (1) Sustainable Education for All; (2) Meaningful Research and Community Development; (3) Advancing Innovation, Enterprising, and Industry Linkage; (4) Responsive and Lean Management; and (5) Topping Up Resource Utilization (SMART). This strategic plan is also aligned with the vision and mission of the Faculty of Nursing and Airlangga University, as well as the needs of relevant stakeholders.

The Faculty extends its sincere gratitude to all members of the academic community. Appreciation is also conveyed to the relevant stakeholders including alumni, collaborative partners at both national and international levels, and institutions employing our graduates for their valuable contributions and constructive input in the preparation of this operational plan.

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INTRODUCTION

Program Since its establishment, the Bachelor of Nursing Study Program, Faculty of Nursing, Airlangga University, has remained committed to producing high-quality and competitive nursing graduates at both national and international levels. To meet these challenges, the Study Program must continuously adapt to the dynamics of global change and evolve in accordance with scientific and technological advancements. The Study Program is also expected to optimize its added value and make active, meaningful contributions to society at the local, national, and global levels. To achieve these objectives, a five-year Operational Plan (Renop) has been developed to provide a clear direction for future development and transformation.

The preparation of this Strategic Plan is aligned with the vision and mission of the Faculty of Nursing and Airlangga University, as well as the needs of all relevant stakeholders. The thematic framework of this Strategic Plan reflects and supports the institutional priorities of Airlangga University, which include: (1) Sustainable Education for all; (2) Meaningful Research and Community Development; (3) Advancing Innovation, Enterprising, and Industry Linkage; (4) Responsive and Lean Management; (5) Topping Up Resource Utilization.

VISI VISION AND MISSION OF THE FACULTY NURSING AND STUDY PROGRAM

VISION AND MISSION OF THE FACULTY OF NURSING

Vision

To become an independent, leading Faculty of Nursing, a pioneer in the development of nursing science at the national and international levels based on innovation in caring and morality.

Mission

1. To organize and develop academic and professional nursing education in line with developments in science and technology based on national values, ethics, and religious morals.
2. To conduct innovative basic, clinical, and community research to support the development of education and community service based on national values, ethics, and religious morals.
3. To provide community service in the field of nursing science and practice based on national values, ethics, and religious morals.
4. To implement good faculty governance through the development of study programs that are quality-oriented and able to compete at the national and international levels.

VISION AND MISSION OF THE BACHELOR OF NURSING STUDY PROGRAM

Vision

To become an independent, innovative, and leading Bachelor of Nursing and Professional Nurse Education Study Program that pioneers the development of nursing science, technology, and caring practice, with excellence in emergency and disaster nursing, at both national and international levels, grounded in ethics and religious morality.

Mission

To carry out the three pillars of higher education at the national and international levels based on national, ethical, and religious moral values, by:

1. Conducting and developing academic and professional nursing education in line with

- developments in science and technology
2. Conducting innovative basic, clinical, and community research based on evidence to support the development of education and community service
 3. Conducting community service in the field of nursing science and practice

OERATIONAL PLAN

Thme: Sustainable Education for all

A. Main Activity

1. Enhancing the Quality of Education Delivery
 - a. Redesigning the curriculum in accordance with policies, market needs, stakeholder input, and accreditation recommendations.
 - b. Implementing the Merdeka Belajar – Kampus Merdeka (MBKM) policy within the curriculum, based on the vision and mission of the faculty and study program, while facilitating student activities through recognition schemes.
 - c. Applying the Joint Basic Learning (Pembelajaran Dasar Bersama) policy within the curriculum to foster the development of student character.
 - d. Conducting continuous evaluation of the curriculum and learning processes, involving students, alumni, and stakeholders.
 - e. Adapting teaching and learning activities to current developments, including online learning, in line with Merdeka Belajar 4.0 principles.
 - f. Producing high-quality graduates by: enhancing the quality of prospective students through rigorous admission selection and alumni mentoring in collaboration with IKA FKp Universitas Airlangga.
 - g. Managing and strengthening alumni engagement by increasing alumni involvement in the Tridharma of Higher Education (education, research, and community service).
2. Character Development and Enhancement of Student Achievement
 - a. Increasing the number of international students and expanding student outbound activities.
 - b. Improving student achievements at both national and international levels through active participation in competitive events and providing mentoring support.

B. Flagship Programs

	Flagship Program	PIC	Budget				
			2022	2023	2024	2025	2026
1	Enhancement of Expert Lectures and Visiting Professors	Head of Study Program	5.000.000	5.000.000	5.000.000	7.500.000	10.000.000
2	Mentoring in Innovation and Entrepreneurship	Student Affairs Team	10.000.000	10.000.000	15.000.000	20.000.000	20.000.000

	Flagship Program	PIC	Budget				
			2022	2023	2024	2025	2026
3	Development of Innovative Learning	Head of Study Program	5.000.000	5.000.000	7.500.000	7.500.000	10.000.000
4	Tracer Study for All Graduates of the Faculty of Nursing	Alumni Team	5.000.000	5.000.000	7.500.000	7.500.000	10.000.000
5	Strengthening International Collaboration Leading to Double Degree and Staff/Student Mobility	Head of Study Program	15.000.000	15.000.000	20.000.000	20.000.000	25.000.000
6	Preparation for National and International Accreditation	Head of Study Program	25.000.000	25.000.000	50.000.000	75.000.000	50.000.000
7	Increasing the Number of International Students	Head of Study Program	15.000.000	15.000.000	20.000.000	20.000.000	25.000.000

8	Enhancing Student Achievement (Academic and Non-Academic)	Student Affairs Team	15.000.000	15.000.000	20.000.000	20.000.000	25.000.000
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C. KPI

	INDICATOR SUSTAINABLE EDUCATION FOR ALL	Achievement 2021 (Baseline)	2022	2023	2024	2025	2026
1	Percentage of Bachelor's (S1) and Diploma (D4/D3/D2) graduates who successfully obtained employment, pursued further studies, or became entrepreneurs	49,66%	90%	91%	92%	93%	94%

	INDICATOR SUSTAINABLE EDUCATION FOR ALL	Achievement 2021 (Baseline)	2022	2023	2024	2025	2026
	Percentage of Bachelor's (S1) and Diploma (D4/D3) Graduates Employed	74	153	155	156	158	159

	Percentage of Bachelor's (S1) and Diploma (D4/D3) Graduates Engaged in Entrepreneurship	11	16	16	16	16	17
	Number of Bachelor's (S1) and Diploma (D4/D3) Graduates Advancing to Further Studies (Counted from Professional Program Graduates Progressing to Master's or Specialist Programs)	7	12	12	12	12	12
2	MBKM Students	82,27%	83%	83%	84%	84%	85%
	Bachelor's (S1) and Diploma (D4/D3) Students Completing at Least 20 Credits Outside the Campus (Domestic)	317	350	350	354	354	357
	Bachelor's (S1) and Diploma (D4/D3) Students	20	25	25	25	25	26

	Percentage of Bachelor's (S1), Diploma (D4/D3/D2) Study Programs Conducting Partnerships with Partners	1	1	1	1	1	1
5	International students						

	Ongoing international students	1	1	1	1	1	1
	New international students		2	2	2	2	2
	International students from developing countries (part of ongoing and new international students)	3	3	3	4	4	4
6	International Accreditation	1	1	1	1	1	1
7	National accreditation						
	BAN-PT accreditation						
	BAN-PT Accreditation A (upgrade from B to A)						

	BAN-PT Reaccreditation (A to Excellent)						
	New Program Accreditation (not yet C/B)						
	LAM-PTKes Accreditation A (upgrade from B to A)						

	LAM Accreditation A (upgrade from B to A)	0	0	0	0	0	0
	LAM Reaccreditation (A to A)	1	1	1	1	1	1
	New Program Accreditation (not yet C/B)	0	1	0	0	0	0
8	Double Degree						
	Study programs offering double degree/joint degree (new programs)	0	0	0	0	0	0
	Study programs offering double degree/joint degree (ongoing and new programs)	0	0	0	0	0	0
9	Students Outbound						

	Part time	15	15	20	25	30	25
	Full time	5	5	10	10	10	10
10	Students Inbound						
	Part time	15	15	20	25	30	25
	Full time	5	5	10	10	10	10

	INDICATOR SUSTAINABLE EDUCATION FOR ALL	Achievement 2021 (Baseline)	2022	2023	2024	2025	2026
11	Staff Inbound						
	Staff Inbound Part time	0	0	0	0	0	0
	Staff Inbound Full time	0	0	0	0	0	0
12	Staff Outbound						
	Part time	0	0	0	0	0	0
	Full time	0	0	0	0	0	0
13	Student Achievements	30					
	Number of National Student Achievements	24	24	30	30	30	30

	Number of International Student Achievements	6	6	6	10	10	10
14	Student Soft Skills Certificates						
	Student Soft Skills Certificates	1450	1450	1500	1550	1600	1650
15	Online Learning						
	Online Learning (Courses or Topics)		50%	50%	50%	50%	50%

16	QS Peerlist						
	Academic peerlist						
	Employer contact list						
		Rp3,473,000,000.00	Rp3,767,291,000.00	Rp4,144,020,100.00	Rp4,558,422,110.00	Rp5,014,264,321.00	Rp5,515,690,753.10

Operational Plan of the Bachelor of Nursing Study Program, 2022

NO	KPI	TARGET ACHIEVEMENT	WORK PLAN FOR ACHIEVING SPMS 2022	PIC	BUDGET PLAN
	Percentage of Bachelor's (S1) and Diploma (D4/D3/D2) graduates who successfully obtained employment, pursued further studies, or became entrepreneurs	90 %	Prepare forms for new students intending to continue to professional programs.	Academic Subdivision	-

			<ul style="list-style-type: none"> Integrate entrepreneurial activities into the learning process. 	Head of Study Program (KPS) & PJMK	Operational funds for Guest Lectures
			<ul style="list-style-type: none"> Conduct alumni tracer studies using various methods 	Tracer Study Team, FA Unit	
	<p>Percentage of S1 graduates completing at least 20 credits outside the campus or achieving at least national-level achievements</p> <ul style="list-style-type: none"> Number of students completing at least 20 credits outside the campus (national and international) Number of students achieving national and international achievements 	90 %	Communicate the MBKM program to academic advisors to motivate their advisees to actively participate in MBKM activities	Vice Dean 1 & Head of Study Program	Financial assistance for students' preparation and travel expenses to participate in international student exchange programs

			<ul style="list-style-type: none"> Provide students with information on competitions and achievement-oriented programs available for both new and continuing students, as well as activities related to the MBKM program 	Student Affairs	Support for student activities
	Percentage of bachelor courses using case-based learning or team-based project learning as part of the evaluation weight	100 %	Each course allocates Project-Based Learning (PBL) as a teaching method; however, its implementation can be integrated across related courses.	Head of Study Program	Operational costs for learning activities
			Planned Project-Based Learning (PBL) activities are designed to enhance learning experiences and develop students entrepreneurial skills.	Head of Study Program and Coordinator	Operational costs for learning activities

	Percentage of programs with international accreditation	100 %	Maintain international standards in the operational implementation of teaching and learning in the study program.		Operational implementation of internal audits
			Conduct teaching, learning, and operational activities in the study program in accordance with established standards.		
	Student outbound part time	15	<ul style="list-style-type: none"> ● In the field of collaboration, initiate partnerships with international partners for Student Exchange programs. ● Select talented students who meet the requirements to participate in the Student Exchange program. 	Faculty Affairs, Head of Study Program	<ul style="list-style-type: none"> · Financial assistance for students' preparation and travel expenses to participate in international student exchange programs
	Student outbound full time	5	<ul style="list-style-type: none"> ● Facilitate students in meeting foreign language proficiency requirements as a prerequisite for participation in international student exchange programs 	Student Affairs, Faculty Affairs	<ul style="list-style-type: none"> · - Support for student activities

			<ul style="list-style-type: none"> ● Provide information to students about student exchange programs organized by the Ministry of Education, Culture, Research, and Technology, and involve selected students in enhancing their foreign language proficiency through programs implemented by AGE. ● Motivate students and provide information on internationalization activities. 	Head of Study Program and Student Affairs	
				Head of Study Program and Student Affairs	
	Student inbound part time	15	<ul style="list-style-type: none"> ● In the field of collaboration, initiate partnerships with international partners for Student Exchange programs. ● In the field of international collaboration, Faculty Ambassadors initiate internationalization activities, such as summer courses or international webinars. ● Coordinate with Faculty 	Vice Dean 3, Faculty Affairs	Financial support for operational costs of student inbound activities

			<p>Ambassadors to plan strategies for activities that attract interest from students of foreign institutions.</p> <ul style="list-style-type: none">● Obtain information on collaborative programs with international partners from the Person in Charge (PIC) of Partnerships.		
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	Student inbound full time	5			
	Number of student achievements at the national level	24	Coordinate with the Student Affairs division and the Student Executive Board (BEM) to motivate students to participate in competitive events across various fields.	Head of Study Program and Student Affairs	Financial support for student activities

NO	KPI	TARGET ACHIEVEMENT	WORK PLAN FOR ACHIEVING SPMS 2022	PIC	BUDGET PLAN
	Online learning (for courses or topics)	50 %	<ul style="list-style-type: none"> ● Prepare the Course Syllabus ● Evaluate the achievement of learning outcomes each semester ● Implement follow-up actions based on the results of learning evaluations ● Enhance online learning facilities and infrastructure to support both lectures and practical sessions ● Evaluate the implementation of online learning activities from a quality assurance perspective 	Head of Study Program	<ul style="list-style-type: none"> - Financial support for operational teaching and learning activities - Procurement of facilities and infrastructure to support online learning, including web platforms, cameras, and additional practicum equipment, aimed at enhancing students' competencies in nursing

Theme: Meaningful Research and Community Development

A. Main Activity

1. Enhancing the quality of research and the development of science, technology, and humanities (IPTEKHUM) – improving research productivity and impact.
2. Improving the quality of research and flagship community service funded by external sources – expanding the impact of research and community service.
3. Enhancing the quality of IPTEKHUM publications – fostering a research culture.

4. Improving the quality of community service and empowerment – increasing the impact of community service at the local, national, and global levels

B. Flagship Programs

Flagship Programs	PIC	Budget	
One research group publishes one paper in a high-tier journal.	UP3	Non-RKAT funds (research grants from the Ministry of Education and Culture-Research and Technology, BRIN, LPDP, or other grant-providing institutions)	
One scientific group publishes one book with an ISBN.	UP3	Book incentive budget	
One research group produces one international research collaboration.	UP3	Workshop join riset/international research	
Translation of Research Results into Community Service Programs	UP3	Workshops on the commercialization of research results	

C. KPI

Flagship Programs	PIC	Budget					
			2022	2023	2024	2025	2026
One research group publishes one paper in a		Top-Tier Journal Incentives	400.000.000	480.000.000	560.000.000	640.000.000	720.000.000

high-tier journal		Internal Research Group Funding	306.000.000	356.000.000	406.000.000	456.000.000	506.000.000
Publication Awards for the Academic Community of the Faculty of Nursing, Universitas Airlangga.		Incentives for Publications in Reputable International Journals	000.000.000	100.000.000	200.000.000	300.000.000	400.000.000

Flagship Programs	PIC	Budget					
			2022	2023	2024	2025	2026
		Incentives for Publications in International Journals	23.000.000	28.000.000	33.000.000	38000.000	43.000.000
		Incentives for Publications in Accredited National Journals	39.000.000	49.000.000	59.000.000	69.000.000	79.000.000
		Citation-Based Incentives	25.000.000	30.000.000	35.000.000	40.000.000	45.000.000
Enhancement of Research Networks and Publications		International and National Conferences	180.000.000	200.000.000	200.000.000	220.000.000	240.000.000
Improvement of Faculty Journal Indexation		Development and Management of Internal Journals	210.000.000	310.000.000	370.000.000	400.000.000	440.000.000
One scientific group publishes one book with an ISBN.		Incentives for ISBN-Registered Books	130.000.000	140.000.000	150.000.000	160.000.000	170.000.000
National and International Community Service Collaborations		Internal Funding for Community Service Programs	161.000.000	176.000.000	191.000.000	216.000.000	231.000.000
One research group produces one international research collaboration.		Workshop international research	20.000.000	30.000.000	40.000.000	50.000.000	50.000.000

Development of Start-Ups within the Faculty of Nursing's Center of Excellence		Development of Start-Ups within the Center of Excellence	15.000.000	30.000.000	45.000.000	60.000.000	75.000.000
Translation of Research Results into Community Service Programs		National Community Service Workshops	15.000.000	20.000.000	25.000.000	30.000.000	35.000.000

Theme: Advancing Innovation, Enterprising, and Industry

Linkage

A. Main Activity

1. Development of Intellectual Property Rights (IPR), Research Outputs, and Start-Up Businesses.
2. Translation of Research Products into Commercialization and Community Applications.

B. Flagship Programs

Flagship Programs	PIC	Budget	
One research group publishes one paper in a high-tier journal.	UP3	Non-RKAT funds (research grants from the Ministry of Education and Culture-Research and Technology, BRIN, LPDP, or other grant-providing institutions)	
One scientific group publishes one book with an ISBN.	UP3	Book incentive budget	
One research group produces one international research collaboration.	UP3	Workshop join riset/international research	
Translation of Research Results into Community Service Programs	UP3	Workshops on the commercialization of research results	

C. KPI

Indicator	Target					
	Achievement 2021 (Baseline)	2022	2023	2024	2025	2026

Patents and Intellectual Property Rights (IPR)						
Patents	0	0	0	0	1	1
IPR	5	6	7	8	9	10
Research Commercialization (TRL 7-9)						

Indicator	Target					
	Achievement 2021 (Baseline)	2022	2023	2024	2025	2026
Research Commercialization	0	1	1	1	2	2
RISPRO Proposals						
Number of RISPRO proposals submitted to ministry or other institutions	0	1	1	2	2	3

Theme: Responsive and Lean Management

A. Main Activities

1. Improving the quality of lecturers to support academic community services.
2. Improving the motivation and performance of the academic community.
3. Improving the quality of facilities and infrastructure supporting the academic process.
4. Improving the quality of program planning and implementation.
5. Improving the quality of institutional coordination and cooperation.
6. Improving the quality of internal evaluation and follow-up implementation.
7. Improving the quality of operational management in supporting faculty work programs.

B. Flagship Programs

1. Effective business processes through digitalization.

2. One faculty, one SDGs initiative
3. Flexible and efficient administrative bureaucracy
4. UNAIR one data.
5. Application of resource-based governance based on social context for sustainable growth

C. KPI

	FLAGSHIP PROGRAMS	Activity Detail	PIC	BUDGET				
				2022	2023	2024	2025	2026
1	Effective business processes through digitalization	1) Education: Development of e-learning, optimization of the SIM-Ners application for lectures and practicums, and implementation of hybrid learning with comprehensive facilities and infrastructure.	Vice Dean II	Rp200.000.000	5%	10%	15%	20%
		2) Research: Centralized digital data management for research and publications of the academic community, digital-based or integrated KEPK services, and development of digital faculty journals.	Vice Dean II	Rp50.000.000	5%	10%	15%	20%
		3) Community Service: Submission of independent community service proposals through digital platforms, and a system for publishing outputs of community service activities on the faculty website and social media.	Vice Dean II	Rp50.000.000	5%	10%	15%	20%
2	One faculty, one SDGs initiative	Allocation of budget for SDGs-related activities.	Vice Dean II	Rp5.300.000.000	5.350.000.000	5.380.000.000	5.400.000.000	5.450.000.000
3	Flexible and efficient administrative bureaucracy	Implementation of fully digitalized administrative processes within the faculty.	Vice Dean II	Rp60.000.000	65.000.000	70.000.000	75.000.000	80.000.000

4	UNAIR one data	Monitoring and integration of up-to-date academic community data, including CVs and records of the three pillars of higher education at the faculty.	Vice Dean II	Rp50.000.000	55.000.000	60.000.000	65.000.000	70.000.000
5	Application of resource-based governance based on social context for sustainable growth	Allocation of budget for the implementation of resource-based governance.	Vice Dean II	Rp50.000.000	55.000.000	60.000.000	65.000.000	70.000.000
		Conducting measurements and analysis of internal and external stakeholder satisfaction.	Academic Resources and Management Development Unit	Rp5.000.000	10.000.000	10.000.000	15.000.000	20.000.000

	FLAGSHIP PROGRAMS	Activity Detail	PIC	BUDGET				
				2022	2023	2024	2025	2026
		Manage complaints by providing electronic/digital complaint forms and monitoring the follow-up results of complaints or grievances from the academic community.		Rp5.000.000	10.000.000	15.000.000	20.000.000	25.000.000

Theme: Topping Up Resource Utilization

A. Main activities

1. Supporting the Faculty in capacity building and business networking through hexahelix collaborations.

2. Supporting the Faculty in the capitalization of academic ventures and teaching-industry initiatives to achieve financial independence.
3. Developing human resources and integrating HR systems and competencies.

B. Flagship Programs

1. Supporting the Faculty in capacity building and business networking.
2. Supporting the Faculty in the capitalization of Academic Business Units (SUA).
3. Human resource development.
4. Supporting the Faculty in the development of an effective and efficient personnel management system.
5. The Department supports the Faculty's "One Faculty, One World-Class Partner" program.

C. KPI

	FLAGSHIP PROGRAMS		Activity Detail	PIC	BUDGET				
					2022	2023	2024	2025	2022
1	Capacity and Business Network Development	Establishing collaborations with hospitals or care facilities for homecare services and nursing practice	Vice Dean III	Rp240.000.000	250.000.000	260.000.000	270.000.000	280.000.000	
2	Capitalization of the Academic Business Unit	Developing independent nursing practices (complementary care, wound care, basic nursing) and conducting related training programs	Academic Business Unit	Rp200.000.000	5%	10%	15%	20%	
3	Human Resource Development	Conducting resource needs analysis	Vice Dean II	Rp152.400.000	155.000.000	165.000.000	175.000.000	185.000.000	
		Accelerating doctoral education for lecturers through advanced studies	Vice Dean II	Rp40.000.000	50.000.000	55.000.000	58.000.000	60.000.000	
		Expediting the advancement of functional academic positions, including Senior Lecturers and Professors	Vice Dean II	Rp18.900.000	20.000.000	25.000.000	30.000.000	35.000.000	
		Accelerating professional and educational/competency certification	Vice Dean II	Rp33.620.000	40.000.000	45.000.000	50.000.000	55.000.000	
		Providing training and skills development for academic and administrative staff	Vice Dean II	Rp36.200.000	40.000.000	50.000.000	55.000.000	65.000.000	
		Sending administrative/support staff for foreign language training or courses	Subsection Head	Rp5.000.000	Rp5.000.000	Rp5.000.000	Rp5.000.000	Rp5.000.000	

			of Admi nistra tion					
		Facilitating administrative/support staff participation in advanced studies to enhance capacity in preparation for further education	Head of Administration Unit	Rp5.000.000	Rp5.000.000	Rp5.000.000	Rp5.000.000	Rp5.000.000

	FLAGSHIP PROGRAMS		PIC	BUDGET				
		Activity Detail		2022	2023	2024	2025	2026
4	System Development	Upgrading the SIM-Ners V3 application	Kasubag Sarpras	Rp150.000.000	155.000.000	155.000.000	160.000.000	165.000.000
		Developing high-tech laboratories with integrated simulators	Vice Dean II	Rp25.920.000	30.000.000	35.000.000	38.000.000	40.000.000
		Implementing an automated system for facilities and infrastructure at the Faculty of Nursing		Rp100.000.000	120.000.000	130.000.000	135.000.000	140.000.000
5	One Study Program, One World-Class Partner	The Bachelor of Nursing program (B.N.) establishes collaborations with relevant partners...	Vice Dean III	Rp55.500.000	5%	10%	15%	20%
	There is a candidate foreign university; 100 world-class universities are	The Professional Nursing program (Ners) establishes collaborations with relevant partners...	Vice Dean III	Rp55.500.000	5%	10%	15%	20%

	ready. The list of universities is based on QS by Subject rankings.			0.000				
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