

**STRATEGIC PLAN**  
**BACHELOR OF NURSING STUDY PROGRAM**  
**2022—2026**




**FACULTY OF NURSING**  
**UNIVERSITAS AIRLANGGA**  
**SURABAYA 2022**

**APPROVAL SHEET  
STRATEGIC PLAN**

**BACHELOR OF NURSING STUDY PROGRAM  
FACULTY OF NURSING  
2022-2026**

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Dean Faculty of Nursing  
Universitas Airlangga



Prof. Dr. Ah Yusuf, S.KP., M.Kes  
NIP. 196701012000031002



## **PREFACE**

All praise and gratitude be to Allah SWT for the blessings and grace that have enabled the successful preparation of the Strategic Plan of the Bachelor of Nursing Study Program, Faculty of Nursing, Airlangga University, for the period 2022–2026. As part of Airlangga University, the Bachelor of Nursing Study Program is committed to providing high-quality higher education and producing graduates who are competitive at both the national and international levels in the field of nursing. The rapid developments in the global education sector, accompanied by technological advancement and disruptions caused by the COVID-19 pandemic, require higher education institutions to be more adaptive and creative in managing their academic and operational processes. The Bachelor of Nursing Study Program seeks to optimize its added value and make active, meaningful, and significant contributions to society at the local, national, and global levels. Therefore, this five-year Strategic Plan (Renstra) has been developed to provide a clear direction for institutional growth and transformation, supported by a concrete Operational Plan (Renop) to ensure effective and measurable implementation.

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. Furthermore, this document serves as a guideline for the faculty leadership (deanery) in designing future activities and as a reference for implementing the Three Pillars of Higher Education (Education, Research, and Community Service) by the academic community.

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 Strategic Plan. It is our hope that this five-year Strategic Plan will accelerate the realization of the vision of the Bachelor of Nursing Study Program, Faculty of Nursing, Airlangga University as an independent, innovative, and leading institution that serves as a pioneer in the development of nursing science and practice.

### **EXECUTIVE SUMMARY**

The Bachelor of Nursing Study Program, Faculty of Nursing, Airlangga University has developed a Strategic Plan (Renstra) as part of its organizational planning cycle. This Strategic Plan covers a five-year period, from 2022 to 2026. The preparation of this plan involved the active participation of the entire academic community of the Faculty of Nursing as well as external stakeholders, including alumni, collaboration partners, and institutions employing graduates. The Strategic Plan was developed based on several key aspects: the organizational aspirations (including the vision, mission, goals, and objectives of the faculty), the achievements of the

previous five-year Strategic Plan, the Airlangga University Strategic Plan 2021–2026, and various challenges arising from environmental changes.

For the 2022–2026 period, the Bachelor of Nursing Study Program, Faculty of Nursing, Airlangga University, has adopted the theme: “Maximizing Added Value and Contributing Significantly at the Local, National, and International Levels.” This theme was selected to address three strategic issues that will shape the organization over the next five years: how the Study Program can enhance added value across all academic and operational processes; how it can strengthen the impact of every output and initiative produced; and how the institution can effectively leverage the rapid advancement of technology to support innovation and sustainability.

The overarching theme of this Strategic Plan (2022–2026) is elaborated into five strategic initiatives that will guide the implementation of the Study Program’s work plans: 1) Enhancing the global relevance of graduates through the strengthening of added value and educational sustainability; 2) Reinforcing the significance of research and community engagement in support of the Sustainable Development Goals (SDGs); 3) Intensifying innovation and enterprising strategies through industry collaboration and product downstreaming; 4) Developing an environmentally friendly, efficient, and responsive management and information system; and 5) Optimizing human, organizational, and informational capital to strengthen institutional independence.

At the operational level, these strategic initiatives are further detailed into five programmatic themes: 1) Sustainable Education for All; 2) Meaningful Research and Community Development; 3) Advancing Innovation, Enterprising and Industry Linkages; 4) Responsive and Lean Management; dan 5) Topping Up Resource Utilization. This Strategic Plan also provides keyword guidelines and other references in the form of flagship programs, which serve as supporting materials for implementation.

The Strategic Plan of the Bachelor of Nursing Study Program, Faculty of Nursing, Airlangga University (2022–2026) is accompanied by a supporting document containing operational definitions, criteria, and measurement methods. Annual achievements serve as the basis for setting targets in the subsequent years of the Strategic Plan. In other words, if the outcomes have exceeded the original targets, rationalization of the Strategic Plan's objectives will be conducted accordingly. At the end of the Strategic Plan period, all indicator targets will be evaluated to ensure that the implementation of the Three Pillars of Higher Education as well as relevant management processes are aligned with the vision and mission of the Faculty of Nursing, Airlangga University. These achievements will also serve as the foundation for formulating the next Strategic Plan period.

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## **INTRODUCTION**

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 Strategic Plan (Renstra) 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. This Strategic Plan represents a shared commitment that has been collectively agreed upon and will be implemented responsibly by all members of the academic community of the Faculty of Nursing throughout the 2022–2026 period.

## **VISION AND MISSION OF THE FACULTY 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

## **SWOC ANALYSIS**

### **Theme: Sustainable Education for all**

#### **Strength**

1. The vision of all study programs is aligned with the vision of the Faculty and the University. The mission of each study program reflects the implementation of the Three Pillars of Higher Education (Education, Research, and Community Service) and is consistent with the Faculty's and University's vision and mission.
2. The Study Program has achieved a national accreditation rating of "A," obtained international accreditation from ASIIN, and is certified by the ASEAN University Network–Quality Assurance (AUN-QA).
3. The curriculum of the Bachelor of Nursing Study Program has been redesigned to include a reduction in study duration to seven semesters.
4. The admission competitiveness rate for the Bachelor of Nursing Study Program through the SNMPTN pathway is 4.49%, indicating very high demand among prospective students.
5. The graduate waiting period for the Bachelor of Nursing Study Program is less than three months, with a success rate exceeding 90%.
6. The University provides strong support and facilitation for the Study Program in

implementing Merdeka Belajar Kampus Merdeka (MBKM) activities.

### **Weakness**

1. The proportion of lecturers holding the professor qualification remains below 10%.
2. The number of lecturers with doctoral qualifications (Ph.D.) still needs to be increased.
3. The proportion of graduates engaged in entrepreneurship remains low.
4. The number of full-time international students is still limited.

### **Opportunity**

1. Both domestic and international stakeholders have a clear understanding of the Study Program's vision and mission, creating strong potential for collaboration with similar institutions at national and international levels
2. There is a high level of interest in the Nursing Study Program among prospective students.

### **Challenge**

1. The number of similar study programs in Indonesia continues to grow. In addition, the ASEAN Economic Community (AEC) framework facilitates cross-border mobility of nurses, potentially increasing competition in the national job market.
2. The COVID-19 pandemic has created unpredictable conditions

## **STRATEGIC ISSUES, MAIN STRATEGIES, AND STRATEGIC PLAN THEME**

### **Theme: Sustainable Education for all**

#### **A. Achievements and Challenges**

In 2021, the Bachelor of Nursing Study Program, Faculty of Nursing, Airlangga University continued its efforts to achieve the institutional performance targets established by Airlangga University, which encompass five strategic pillars: Sustainable Education For All, Meaningful Research And Community Services, Advancing Innovation, Enterprising And Industry Linkages, Responsive And Lean Management, Topping Up Tangible And Intangible Resources Utilization. The performance achievement of the Bachelor of Nursing Study Program (FKp UNAIR) as of the fourth quarter of 2021, based on the Strategic Performance Management System (SPMS) application, reached 88.05%. These targets incorporate both Key Performance Indicators (KPI) and Additional Performance Indicators (API) set by the Ministry of Education, Culture, Research, and Technology.

The performance target analysis for the Sustainable Education for All (S) pillar is presented as follows. The achievement of performance targets based on the Key Performance Indicators (KPI) of higher education institutions for this pillar is described below:

1. The percentage of Bachelor's (S1) and Diploma (D4/D3/D2) graduates who successfully obtained employment, continued their studies, or became entrepreneurs in the fourth quarter reached 97.59% for the Bachelor of Nursing Study Program. The achievement for the Bachelor of Nursing Study Program is categorized as high, as most students who have completed their studies in this program continue to the Professional Nurse Education Program, while most graduates of the Professional Program are employed after

graduation.

2. The percentage of Bachelor's and Diploma (D4/D3/D2) graduates who completed at least 20 credits (SKS) outside the campus or achieved at least a national-level recognition in the fourth quarter reached 54.81% for the Bachelor of Nursing Study Program.
3. The percentage of Bachelor's and Diploma (D4/D3/D2) courses implementing case-based learning or team-based project learning as part of their evaluation components in the fourth quarter reached 92% for the Bachelor of Nursing Study Program and 100% for the Professional Nurse Education Program.
4. The percentage of study programs with international accreditation in the fourth quarter reached 100%, represented by the Bachelor of Nursing Study Program.
5. The percentage of Bachelor's and Diploma (D4/D3/D2) study programs conducting partnerships with external collaborators in the fourth quarter reached 100% across all study programs within the Faculty of Nursing, Airlangga University.
6. The number of students achieving national-level recognition in the fourth quarter of 2021 reached 106 students, while international-level achievements reached 2 students in the same period.

The performance target achievements for the "S" pillar, which functions as an additional performance indicator for higher education institutions (IKT PT), are detailed as follows:

1. In the fourth quarter of 2021, the Faculty of Nursing at Airlangga University recorded 1 full-time inbound international student and 15 part-time inbound international students. This low enrollment was primarily due to the COVID-19 pandemic, which prompted prospective students to prioritize their involvement in pandemic response efforts.
2. LAMPTKes accreditation reached a 100% achievement in the fourth quarter of 2021.
3. The total number of soft skills certificates obtained by students in the Bachelor of Nursing program reached 1,459 by the fourth quarter of 2021.
4. Outbound student mobility in the fourth quarter of 2021 included 24 part-time students and 248 full-time students.

## **Challenges**

1. The era of digitalization and industrial revolution.
2. Force majeure situations, such as the COVID-19 pandemic.
3. The increasing number of similar study programs.

## **B. Strategic Initiatives**

The resolution of challenges faced by the Bachelor of Nursing Study Program includes enhancing the global competitiveness of graduates through added value in innovation in caring and promoting the sustainability of education. The objective of these strategic initiatives is to improve the quality of learning and graduates, measured by indicators set by the faculty. In this context, it

refers to increasing the relevance of graduates in accordance with their competencies.

### **C. Keywords**

The achievement of targets set by the Bachelor of Nursing Study Program in developing the Sustainable Education for All pillar requires detailed learning and student activity plans that prioritize relevance, flexibility, globalization, and sustainability.

### **D. Main Activities**

1. Enhancing the Quality of Education Delivery
  - a. Conduct continuous evaluations of the curriculum and ongoing learning processes, involving students, alumni, and stakeholders.
  - b. Evaluate and redesign the curriculum to align with policies, market needs, stakeholder input, and feedback from accreditation processes.
  - c. Implement the MBKM (Merdeka Belajar-Kampus Merdeka) policy in the curriculum, based on the vision and mission of the faculty and study program, while facilitating student activities through recognition programs.
  - d. Apply the Joint Basic Learning policy in the curriculum to enhance student character development.
  - e. Submit reaccreditation applications in 2024.
  - f. Adjust teaching and learning activities to align with current developments (online learning) and the Merdeka Belajar concept in the Industry 4.0 era.
  - g. Improve learning facilities and infrastructure.
  - h. Produce high-quality graduates by enhancing the quality of prospective students through strict admission selection and alumni mentoring in collaboration with the FKp Unair Alumni Association (IKA FKp Unair).
  - i. Manage alumni engagement by increasing alumni involvement in the university's tridharma activities.
2. Character Building and Student Achievement Enhancement
  - a. Increase the number of international students and expand student outbound activities.
  - b. Improve student achievements at both national and international levels through increased participation in competitive programs and providing mentoring support for students.

### **E. Flagship Programs**

1. Increasing expert lectures and visiting professor activities as a means to expose students to global nursing practices.
2. Mentoring in innovation and entrepreneurship.
3. Development of innovative learning approaches.
4. Conducting tracer studies for all graduates of the Bachelor of Nursing Study Program,

Faculty of Nursing.

5. Enhancing international collaborations aimed at implementing student mobility programs.
6. Preparing for national and international reaccreditation of the Bachelor of Nursing Study Program.
7. Improving student achievements in both academic and non-academic fields.

**F. KPI**

<b>Faculty KPI for the ‘S’ Pillar</b>						
<b>INDICATOR</b>	<b>2021 Achievement (Baseline)</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>SUSTAINABLE EDUCATION FOR ALL</b>						
<b>Number of Bachelor’s (S1) and Diploma (D4/D3/D2) graduates who successfully obtained employment, pursued further studies, or became entrepreneurs</b>						

Percentage of Bachelor's (S1) and Diploma (D4/D3) Graduates Employed (percentage)		6%	6%	7%	7%	8%
<b>Number</b>		9	9	11	11	13
Percentage of Bachelor's (S1) and Diploma (D4/D3) Graduates Engaged in Entrepreneurship		8%	8%	9%	9%	10%

<b>Number</b>		1	1	1	1	2
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)						
<b>2 MBKM Students</b>	14%	28%	29%	30%	31%	32%

Bachelor's (S1) and Diploma (D4/D3) Students Completing at Least 20 Credits Outside the Campus (Domestic)	58	66	67	77	88	101
Bachelor's (S1) and Diploma (D4/D3) Students Completing at Least 20 Credits Outside the Campus (International)	26	30	30	30	31	31

Bachelor's (S1) and Diploma (D4/D3) Students Achieving National Awards	28	32	32	33	33	33
Bachelor's (S1) and Diploma (D4/D3) Students Achieving International Awards	4	5	5	5	5	5
<b>3 Case Method Courses</b>	92%	100%	100%	100%	100%	100%

	Percentage of Bachelor's (S1) and Diploma (D4/D3) Courses Using Case Method or Team-Based Project Learning	46	50	50	50	50	50
4	<b>Collaborative Study Programs</b>	100%	100%	100%	100%	100%	100%
	Percentage of Bachelor's (S1), Diploma (D4/D3/D2) Study Programs Conducting Partnerships with Partners	1	1	1	1	1	1
	Partner Institutions QS.100 by Subject (Single-Program Faculty)	1	1	1	1	1	1

5	<b>International Accreditation</b>	1					
	Number of Internationally Accredited Study Programs (new)	1	0	0	0	0	1
6	<b>Students Outbound</b>						
	Part time		38%	39%	40%	41%	42%

		15	15	15	15	16
	Full time	33%	34%	35%	36%	37%
		5	5	5	5	5
7	<b>Students Inbound</b>					
	Part time	38%	39%	40%	41%	42%
		15	15	15	15	16
	Full time	33%	34%	35%	36%	37%
		5	5	5	5	5
8	<b>Student Achievements</b>					
	Number of National Student Achievements	52%	51%	52%	53%	54%
		24	24	24	25	25
	Number of International Student Achievements	50%	18%	19%	20%	21%
		6	6	6	6	6
9	<b>Student Soft Skills Certificates</b>	69%	70%	71%	72%	73%

	Student Soft Skills Certificates		1700	1717	1734	1752	1769
10	<b>Online Learning</b>						
	Online Learning (Courses or Topics)		50%	50%	50%	50%	50%
			Rp1,208,291,000.00	Rp1,329,120,100.00	Rp1,462,032,110.00	Rp1,608,235,321.00	Rp1,769,058,853.10

#### B. Risk Management

1. The number of Bachelor's (S1) students has increased each year. However, the number of network hospitals that meet the standards for practical training has been decreasing.
2. The number of international students is limited.

### **Theme: Meaningful Research and Community Development**

#### A. Achievements and Challenges

In the field of meaningful research and community development, as of 2021, the Department of Basic Nursing has successfully achieved its research output target of 1.5 per faculty member, including publications in reputable indexed international journals, accredited national journals, citations, ISBN-registered books, as well as research, publications, and community service activities aligned with the Sustainable Development Goals (SDGs). However, publications by the department's faculty in top-tier journals or Scopus-indexed proceedings remain very low. Other challenges include the limited number of research projects funded by external institutions (particularly non-Ministry of Education, Culture, Research, and Technology sources), the absence of research with Technology Readiness Levels (TRL) 4–7, and the low number of international collaborative research projects. Beyond research and publications, challenges in community service include low levels of projects funded by external institutions, suboptimal implementation of community service in target areas, and limited translation of research outcomes into community service activities.

#### B. Strategic Initiatives

The Department of Basic Nursing addresses its challenges by enhancing research and community service activities to achieve optimal outcomes and deliver significant impact at the personal, local, national, and global levels. In addition, the department has submitted a proposal to the Faculty of Nursing to facilitate information sharing and collaboration with both domestic and

international partners for research and publication purposes. The department also encourages faculty members, through their respective research groups, to prepare research proposals with Technology Readiness Level (TRL) 4–7 outputs, write articles for publication in indexed international journals (top-tier, Scopus Q1 and Q2) in collaboration with domestic and international partners, author books, and conduct community service activities in designated villages.

**C. Keywords:**

Innovation, Collaboration, References-Citations, Scientific Culture, Focus on SDGs

**D. Main Activities**

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.

**E. Flagship Programs**

1. One research group, one publication in a top-tier journal.
2. Expansion of research and publication networks.
3. One academic group, one ISBN-registered book.
4. National and international collaborative community service.
5. One research group produces one international research collaboration.
6. Development of start-ups within Centers of Excellence by faculty members based on their respective academic groups.
7. Downstream application of research results into community service.

**F. KPI**

	Indicator Meaningful Research and Community Development	Target					
		Achievement 2021 (Baseline)	2022	2023	2024	2025	2026
1	Research Achievements per Faculty Membe						

	Number of research and community service outputs recognized internationally or applied by the community	1,5	1,51	1,52	1,53	1,54	1,55
2	Publications and Research						
	Publications in Top Tier Journals	1	2	4	5	6	7
	Number of articles published in reputable international journals (Scopus/ISI Thomson/WoS indexed)	24	25	26	27	28	29
	Non-Scopus journal articles	13	14	15	16	17	18
	Non-Scopus proceedings publications	11	11	12	13	14	15
	Articles published in accredited national journals	21	22	23	24	25	26
3	NUMBER OF BOOKS						
	ISBN-registered books	5	6	7	7	8	9
5	CONFERENCES						
	National conferences	0	1	1	2	2	2
9	Number of National Research Proposals						
	Proposed national research proposals	9	10	12	14	16	18
	Nationally funded research proposals	6	8	10	12	14	16

	IndiCator Meaningful Research and Community Development	Target					
		Achievement 2021 (Baseline)	2022	2023	2024	2025	2026
	Proposed research proposals to non-Ministry of Education, Culture, Research, and Technology institutions	2	2	3	4	5	6
10	Number of National Community Service Proposals						
	Proposed community service proposals to Ministry	3	5	6	7	7	7
	Funded community service proposals by Ministry	0	3	3	4	4	4

## G. Risk Management

In implementing programs themed around Meaningful Research and Community Development,

potential risks that may hinder the achievement of objectives must be considered.

No	Activity	Potential Risk	Type of Risk	Risk Management
1	Improving publication quality	Low number of publications in top tier journal	Strategic	Initiate and strengthen research and publication collaborations with top scientists.
2	Improving the quality of research and community service at national and international levels	Low number of research and community service activities at national and international scales	Strategic	Enhance collaboration at national and international levels in conducting research and community service.
3	Enhancing high-quality applied research	Low number of applied research outputs leading to patents and IP (TRL > 4)	Strategic	Initiate and strengthen research collaborations with patent and IP potential at national and international levels.
4	Downstream application of research results into nursing teaching methods	Low number of research activities resulting in innovative courses or teaching methods	Strategic	Initiate and strengthen research that leads to updates in teaching methods or new courses.

## **Theme: Advancing Innovation, Enterprising, and Industry Linkage**

### **A. Achievements Challenges**

The Department of Basic Nursing at the Faculty of Nursing faces several challenges in research and community service outputs up to 2021. These challenges include a low number of patents and intellectual property rights (IPR) resulting from research and community service, the absence of research commercialization, and limited faculty participation in the RISPRO research program.

### **B. Strategic Initiatives**

Addressing these challenges requires strategic initiatives that enhance research and community service activities, produce optimal outputs, and generate significant impact at the personal, local, national, and global levels. These initiatives include encouraging existing research groups within the department to develop research that generates patents and facilitates commercialization, motivating faculty and students to target IPR as outcomes of research and community service, and supporting faculty participation in proposal submissions to external institutions, particularly through the RISPRO program.

### **C. Keywords**

Advanced research, applied innovation, industry linkage, commercialization.

**D. Main Activities**

1. Development of intellectual property rights (IPR), research outputs, and start-up businesses – upgrading research facilities.
2. Downstream application of research products – commercialization of research outcomes

**E. Flagship Programs**

1. Each academic group within the department produces one innovation or research product.
2. Collaborative advanced research following the hexahelix model (academia, government, community/alumni, industry, media, and NGOs).
3. Acceleration of innovation capabilities through R&D collaboration with international partners.
4. Downstream application of research results to address societal problems.

## F. KPI

	Indicator Advancing Innovation, Enterprising, and Industry Linkage	Target					
		Achievement 2021 (Baseline)	2022	2023	2024	2025	2026
1	Patents and Intellectual Property Rights (IPR)						
	Patents	0	0	0	1	1	1
	IPR	4	10	10	10	12	12
2	Research Commercialization (TRL 7-9)						
	Research Commercialization	0	1	1	1	2	2
3	RISPRO Proposals						
	Number of RISPRO proposals submitted to ministry or other institutions	0	1	1	2	2	3

## G. Risk Management

In implementing the Advancing Innovation, Enterprising, and Industry Linkage program, potential risks that may affect the achievement of objectives cannot be disregarded.

No	Aktivitiy	Potential Risk	Type of Risk	Risk Management
1	Enhancing research and community service with IPR outputs	Low number of IPR from research and community service	Strategic	Initiate the “one research group, one IPR-based innovation” program to strengthen research output.

## Theme: Responsive and Lean Management

### A. Achievements and Challenges

The key performance indicator (KPI) for the “R” pillar is the achievement of an average budget performance score for the implementation of the RKA-A/L of each work unit at a

minimum of 80%. The target performance achievements for the “R” pillar, which serve as additional higher education performance indicators (IKT PT), are as follows:

1. The number of updated website content as of the fourth quarter of 2021 has exceeded the target.
2. Accuracy of planning (number of budget revisions) as of the third quarter of 2021 was 1.
3. Budget execution effectiveness as of the third quarter of 2021 reached 23%.
4. The percentage of completion/follow-up on internal and external audit findings as of 2021 reached 100%.
5. The number of visitors to the virtual library/reading room or faculty reading room in 2021 exceeded 20,000 visits.

**B. Inisiatif Strategi**

1. Improvement of facilities and infrastructure within the department.
2. Enhancement of non-tuition/non-SPP/SP3 revenue.
3. Increase in the acquisition of research grants and faculty competency development grants.

**C. Kata Kunci:**

Responsibility, accountability, digitalization, green & blue governance.

**D. 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.

**E. Program Unggulan**

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

## F. KPI

	INDICATOR	TOTAL TARGET 2022	MINIMUM TARGET	FKP							
				TARGET 2021	ACHIEVEMENT 2021	TARGET 2022	REVISED TARGET 2022	2023	2024	2025	2026
	Responsive and Leanmanagement										
<b>1</b>	Effectiveness of Business Processes										
	Accuracy of Planning	<b>1</b>	<b>1</b>			<b>4</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>
	Budget Absorption (Average Budget Performance Score Based on RKA-KL Implementation)	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>53%</b>	<b>85%</b>	<b>87%</b>	<b>90%</b>	<b>94%</b>	<b>98%</b>	<b>100%</b>
<b>2</b>	Website Content										
	Frequency of Website Content Updates	<b>6701</b>	<b>449</b>	<b>2228</b>	<b>1628</b>	<b>2000</b>	<b>2000</b>	<b>2100</b>	<b>2200</b>	<b>2300</b>	<b>2400</b>
<b>3</b>	Follow-up on Audit Findings										
	Resolution and Follow-up of Internal and External Audit Findings	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>4</b>	Stakeholder Satisfaction Index (faculty)										
	Satisfaction Index	<b>3,35</b>	<b>3,35</b>	<b>3,6</b>	<b>3,35</b>	<b>3,5</b>	<b>3,5</b>	<b>3,5</b>	<b>3,6</b>	<b>3,6</b>	<b>3,7</b>
<b>5</b>	Library/Reading Room Visitors										
	Number of Virtual Library/Reading Room Visitors	<b>300.000</b>	<b>20.000</b>	<b>20.000</b>	<b>20.000</b>	<b>25.000</b>	<b>25.000</b>	<b>30.000</b>	<b>30.000</b>	<b>30.000</b>	<b>35.000</b>
<b>6</b>	Uploading of Financial Reports										
	Uploading of Faculty Financial Reports on the Faculty Website	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>7</b>	Funds Allocated for SDGs										
	Budget Allocation for Sustainability	<b>4.228.400.000</b>	<b>281.893.333</b>	<b>632.000.000</b>	<b>281.893.338</b>	<b>5.300.000.000</b>	<b>5.300.000.000</b>	<b>5.350.000.000</b>	<b>5.360.000.000</b>	<b>5.370.000.000</b>	<b>5.380.000.000</b>

Program (Rp)									
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### G. Risk Management

No	Aktivitas	Resiko potensial	Jenis Resiko	Pengelolaan resiko
1	Kegiatan internasionalisasi bagi dosen masih terbatas	Mempengaruhi capaian de[artemen dan fakultas terkait target internasionalisasi	Sedang	Berkoordinasi dengan fakultas dalam program kegiatan internasional, kursus bahasa asing, meningkatkan kegiatan pertukaran dosen keluar negeri

## **Tema: Topping Up Resource Utilization**

Topping Up Resource Utilization in the Bachelor of Nursing Program focuses on optimizing available assets and resources to support the tridharma of higher education. Regular mapping of both tangible and intangible resources is required, emphasizing those with added value, the utilization of physical assets for academic and commercial purposes, and the intensification and extensification of intellectual capital utilization, including faculty rankings, accreditations, and expertise.

### **A. Achievements and Challenges**

Main Performance Indicators for the “T” Pillar are as follows:

1. The percentage of faculty engaged in off-campus activities until Q4 2021 is zero.
2. The percentage of professional faculty: only 16% of faculty hold a doctoral degree, not all faculty possess industry-recognized competency/professional certifications (BNSP, LSK, LSP international certifications, Fortune 500, BUMN certifications), and the number of faculty from professional or industrial backgrounds remains limited.
3. While divisions or knowledge groups exist, data on faculty as intellectual capital to enhance Faculty RGU is not yet available.
4. Departmental facilities, although part of the Faculty, have not yet been utilized as capital assets to support the improvement of Faculty RGU.

The achievement targets for the “T” Pillar, which serve as supplementary university performance indicators (IKT PT), are as follows:

1. No additional doctoral faculty members were added until Q4 2021.
2. The increase in faculty holding functional positions of Full Professor and Associate Professor in 2021 also faced challenges in terms of quantity.
3. The Department of Basic Nursing, Faculty of Nursing, plans to nominate Associate Professors for promotion to Full Professor in 2022.
4. No new postgraduate staff were added until Q4 2022.

### **B. Strategic Initiatives**

Strategi The strategy focuses on human resource development, including:

1. Accelerating the career progression of faculty members who have not yet reached the ranks of Full Professor, Associate Professor, Lecturer, or Assistant Expert.
2. Increasing the number of adjunct or visiting professors.
3. Expanding the number of permanent faculty members in the department according to qualifications.
4. Motivating faculty to pursue doctoral studies (PhD) and supporting the timely completion of ongoing doctoral programs.

**C. Keywords:**

Resource adequacy, professionalism, collaboration and networking, capitalization.

**D. 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.

**E. 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.

## F. KPI

NO	INDICATOR	TOTAL TARGET 2022	MINIMUM TARGET	FKP							
				Target 2021	Achievement 2021	Target 2022	Revised Target 2022 per 23/09/21	2023	2024	2025	2026
	Topping Up Tangible and Intangible Resources Utilization										
1	Faculty Contributions and Achievements										
	Percentage of lecturers working as industry practitioners for a minimum of 6 months or engaging in tridharma activities in FT or QS 100, mentoring students who achieve national-level achievements (cumulative 5 years)	75%	79%	82%	17%	85%	69%	70%	75%	80%	90%
	Percentage of professional/certified lecturers	53%	52%	8%	92%	93%	93%	94%	95%	96%	98%
	Total professors	377	24	3	2	4	5	5	5	6	6
	New doctoral degree staff	317	20	3	2	2	3	5	5	2	2
	New staff pursuing PhD	128	8	2	0	2	2	2	2	2	2
	Total associate lectures	500	31	5	4	6	7	7	7	8	8

## G. Risk Management

No	Aktiviti	Potential Risk	Type of Risk	Risk Management
1	Faculty staff holding functional positions of Full Professor and Associate Professor	Limited number of faculty in functional positions of Full Professor and Associate Professor	Medium Risk	Accelerate the development of human resources among faculty holding the positions of Associate Professor and Lecturer