

The 2011/ 2016 Strategic Plan

Graduate Program



Brawijaya University

Malang

2013

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CHAPTER I

POLICIY DIRECTION OF THE GRADUATE PROGRAM OF BRAWIJAYA UNIVERSITY

Brawijaya University was established in 1963 and has become one of leading universities in Indonesia. Brawijaya University participates actively in developing science, technology and arts as well as contributes in enriching the life of the nation, solving the nation's current issues, improving the nation's prosperity and preserving environmental and cultural sustainability. The university has had collaboration with both national and international institution in order to implement its vision and mission. Brawijaya University has also made national and international achievement.

In order to enhance the development of the university, the graduate program is required to improve the quality of their education and relevance continuously to meet global competition. In the future, the Graduate Program of Brawijaya University (GPBU) is going to establish leading interdisciplinary programs that are able to compete against other programs all over Asia in terms of the quality of alumni, teaching and learning process, research and community service in order to create a better nation eventually.

Globalization and regional autonomy are two challenges Indonesia has to face. Continuous development based on science and technology should carefully be implemented. There is growing demand of well-qualified human resources to perform intra-disciplinary scientific analysis and research, science and technology development as well as interdisciplinary solution to nation's problems happened in all sectors. In order to meet the demand, the Graduate Program of Brawijaya University (GPBU) established the Center for Interdisciplinary Studies.

In order to achieve its vision and missions, the Graduate Program of Brawijaya University (GPBU) has designed the 2011-2016 GPBU Strategic Plan for the next five years. The formulation of the the 2011-2016 GPBU Strategic Plan is based on the 3 (three) Strategic Pillars of the Ministry of National Education, namely (1) equality and expansion of access to education, (2) improvement of quality, relevance and competitiveness, and (3) reinforcement of management, accountability and public image. Three Strategic Issues stated in the 2003-2010 Higher Education Long Term Strategy (HELTS) document are (1) nation competitiveness, (2) autonomy and decentralization, and (3) well-managed organization. The three strategic issues are also the reference in the formulation of the 2011-2016 GPBU Strategic Plan.

The formulation of the 2011-2016 GPBU Strategic Plan begins with self-evaluation to analyze strength, weakness, opportunity and weakness, which then used to formulate strategic issues. There are three issues in the formulation of the 2012-2016 Brawijaya University, namely (1) autonomy, (2) well-managed organization, and (3) national competitiveness. Autonomy is expected to provide opportunity to accelerate the dynamic development of Brawijaya University. GBBU as a well-managed organization is the major requirement to have responsible academic freedom as well as innovative, creative, efficient, effective contribution towards Brawijaya University so that the

University is regarded as an asset instead of liability. Increasing national competitiveness is carried out by encouraging any program that is able to support nation's competitiveness through improving the quality and relevance of education, research and community service.

Using LRAISE (Leadership, Relevance, Academic Atmosphere, Internal Management, Sustainability, Efficiency and Productivity) as indicators, the three strategic issues are formulated into policies. Six basic policies of Brawijaya University used in the formulation of the 2012-2015 Strategic Plan of the Graduate Program of Brawijaya University (GPBU) are (1) organization and management, (2) education and student development, (3) research development, (4) community service development, (5) international development and (6) implementation of Brawijaya University support.

CHAPTER II

BASIC FOUNDATION

A. PHILOSOPHICAL FOUNDATION

In performing its basic tasks and functions, the Graduate Program of Brawijaya University (GPBU) takes the Five Pillars (*Pancasila*) as the nation's basic philosophy and ideology, the 1945 Constitutions and regulations as the bases. The main responsibility of a higher education institution is the implementation of the Three Pillars of Higher Education (*Tri Dharma Universitas*) namely teaching, research and community service in accordance to the mandate of the 1945 Constitution that is promoting general welfare and educating the nation.

Interdisciplinary studies of GPBU prepares students to have interdisciplinary program competence that enables the students to analyze and overcome the nation's current issues through research that combines two or more approaches and mixed method research (MMR).

B. INSTITUTIONAL FOUNDATION

GPBU Strategic Plan is designed based on the National Education Pillar, the Ministry of Education missions, the 2010-2014 Directorate General of Higher Education Strategic Plan, and the GPBU's basic task and function as references. The main goal of the strategic plan is the implementation of well-qualified magister and doctorate interdisciplinary programs relevant to needs of national development so that it will have real contribution to improve the nation's level of competitiveness.

The goals are elaborated as follows:

1. Conduct regional, national and international partnership to develop interdisciplinary study program
2. Establish interdisciplinary studies as major for magister and doctorate programs
3. Work hand in hand with Brawijaya University Quality Assurance Center to develop quality assurance system and carry out audit process to the faculties, programs and majors with magister and doctorate programs
4. Formulate standards of qualified education for magister and doctorate program
5. Carry out scientific information service, academic administration monitoring and quality assurance for magister and doctorate programs

2.1 Vision, Missions and Purpose of Graduate Program of Brawijaya University (GPBU)

VISION OF GPBU

Be the center of magister and doctorate interdisciplinary programs based on natural science, social science, arts and humanities and information center, research and development for interdisciplinary studies in science, arts and humanities.

MISSION OF GPBU

1. Develop interdisciplinary study programs that are relevant to public needs as well as development of science and technology
2. Broaden and develop science and technology with interdisciplinary approach as well as maximize significance of interdisciplinary to enhance public welfare and enrich national culture
3. Implement effective and efficient quality assurance for magister and doctorate program

PURPOSE

1. Carry out well-qualified standardization for the university's magister and doctorate programs quality assurance as well as evaluate the implementation
2. Develop magister and doctorate interdisciplinary programs relevant to public needs as well as development of science and technology
3. Perform well-qualified learning in magister and doctorate interdisciplinary programs so the programs can respond to public needs as well as development of science and technology
4. Conduct research in line with the development of science and technology so that findings can be used to overcome real problems of the nation
5. Create networking and synergetic partnership with external stakeholders in order to develop quality of education in GPBU

2.2 Value and Basic Notion

1. Academicians in GPBU should uphold academic ethics in performing their tasks and responsibilities
2. Best implementation of ethic, morality, fairness, honesty, wisdom and devotion
3. Excellence, creativity, innovation, dynamic, efficient, pioneering, independence, responsibility, open-mindedness, humane, as well as national and global insight
4. Actualization of philosophical value of the Five Pillars and 1945 Constitution as well as the nature of higher education which is based on science and religion
5. In reference to healthy organizational principles through continuous, transparent and accountable programs that promote national welfare and competitiveness

C. BASIC PRINCIPLES

As non-profit, state university, the Graduate Program of Brawijaya University (GPBU) implements their basic tasks and functions based on the following principles:

1. Actualization of philosophical value of the Five Pillars and the 1945 Constitutions as well as the nature of higher education with "amal ma'ruf nahi munkar" as the principle
2. Refers to healthy organizational principles through continuous, transparent and accountable programs that promote national welfare and competitiveness

2.3 Motto

The 2011-2016 Strategic Plan of Graduate Program of Brawijaya University (GPBU)

The motto of the Graduate Program of Brawijaya University is “get smart card to the future world.”

CHAPTER III

SITUATIONAL ANALYSIS

1. STRATEGIC ISSUE

1.1 Management Autonomy

Brawijaya University has obtained financial autonomous when it changes its status into government institution that implements financial management of public service agencies. The main purpose of financial management of public service agencies is to enhance public service structurally formulated in the minimum standardized service, which is the commitment of financial management of public service agencies towards the government and public. The Graduate Program of Brawijaya University (GPBU) is an academic institution being involved in the minimum standardized service design structurally through a standardized and periodically audited management.

1.2 Internalization

The United Nations (UN) has formulated eight Millennium Development Goals (MDGs) supported by all countries attending the 2000 Millennium Summit. MDGs is an international commitment to overcome critical issues that affect the world globally by taking what is so called “global action plan,” namely:

- a. End poverty and hunger
- b. Universal education and gender equality
- c. Child health and combat HIV/AIDS
- d. Environmental sustainability
- e. Global partnership

GPUB is one of the institutions that supports and contributes to overcome global issues in holistic approach, that is to perceive problems and their solutions thoroughly using mixed method research (MMR).

GPUB is also committed to improve its international track-record by improving quality of instructors, research and scientific publication. An action it is carried out to achieve the commitment is through “Graduate Program for Best Scholar” sandwich-like program where the university invites scholars with good academic achievement to enroll in its magister or doctorate program using scholarship or research grant from the Directorate General of Higher Education.

1.3 International Standardized Management

In line with Brawijaya University’s effort to realize Good University Governance (GUG), GPUB attempts at carrying out risk management through system, process and procedure control as well as enhance accountability of all its working units. Quality management is carried out systematically using Quality Assurance System ISO 9001:2000 or 9001:2008. The implementation of the system is evaluated periodically by the Center of Quality Assurance of Brawijaya University and GPUB.

Internally, ISO 9001:2008 certification is used as a platform to control education management process to meet requirements from the stakeholders and to evaluate learning effectiveness.

Externally, certification functions to enhance public trust, develop public lookout, and becomes a means of promotion for GPBU.

1.4 Entrepreneurial University

In line with Brawijaya University goal to be entrepreneurial university, the strategic issues are as follow:

- a. Development of GPBU management and organization to achieve entrepreneurial university
- b. Commitment towards innovation that creates qualified work. One of the efforts is conducting "Graduate Program for Best Scholar" program where Brawijaya University invites scholars with good academic achievement to enroll in its magister or doctorate program using scholarship or research grant from the Directorate General of Higher Education
- c. Partnership with both national and international government, private and public institutions

2. CONDITIONS AND POSITIONS OF GPBU

Situational analysis is categorized into (1) internal situation and (2) external situation. In internal situation analysis, strength and weakness are carefully evaluated, while opportunity and threat are elaborated in external situation analysis. Institutional condition of GPBU is analyzed using LRAISE, namely Leadership, Relevance, Academic Atmosphere, Internal Management, Sustainability as well as Efficiency and Productivity.

A. INTERNAL SITUATION (STRENGTH AND WEAKNESS)

1. Leadership

Strength

1. GPBU has a strong commitment to develop interdisciplinary studies. Various different policies have been designed for the next five years. The program is designed by taking the development of organization and management sector based on the commitment of the university to develop healthy organization and transparent, healthy management as priority.
2. Brawijaya University has abundant young generations interested in and committed to development of interdisciplinary studies.

Weakness

GPBU has yet been successful to achieve maximum result in establishment of healthy organization and transparent management. Some of the examples are:

1. Efficient and effective management of GPBU needs constant improvement
2. Excessive teaching loads without sufficient amount of facilities and resource, especially those working in laboratories or dealing with information system, affects in limited time to conduct research

3. GPBU has limited autonomy to develop its academic activities. Besides that finance and human resources management to support the academic activities is still centralized in university level

2. Education Relevance

Strength

1. GPBU has 3 magister programs and one doctorate program to accommodate different public needs of various different studies
2. GPBU starts to carried out quality control system to improve supporting academic climate and working condition
3. GPBU has 60 instructors (based on 2011 data); 29 of which (49%) are professors from various studies. Therefore, GPBU provides high quality education for the public
4. It increases the numbers of books in the library every year; a digital library and online transaction service at the library provide easier access for not only the students and faculties, but also scientific community outside the university
5. GPBU keeps encouraging their students to publish their academic work, as well as to have foreign language and computer skills

Weakness

1. Academic activities and administration in university, faculty and program has yet been integrated or well-coordinated so that there is not any positive energy in efficient and effective learning process
2. GPBU has yet been able to overcome in limited funding
3. The number of publication, especially in international journal, is relatively low
4. The number of references is lacking
5. Learning evaluation system has yet been optimized (the match between materials and syllabus, standard percentage between middle-test, final test, quiz and assignment scores)
6. Some lectures have responsibilities to teach bachelor program and learning information system has yet been maximized
7. Academic quality assurance system is still being developed
8. Class size and learning facilities are still lacking

Academic Atmosphere

Strength

1. Instructors' quality and professionalism keep increasing, and as the effect, learning quality increases as well
2. Study program creates more partnership with stakeholders that enhance academic atmosphere
3. Collaboration among lecturers from different disciplines supports each other in scientific programs

4. Some studies have opportunities to generate further related studies or partnership with national and international level
5. The number of scientific publications in the form of seminars and scientific journals keeps on increasing
6. Human resources are prepared to support increasing academic service

Weakness

1. The number of patent, scientific publication and books has yet been evenly distributed among instructors
2. Relevance between learning process and research and community service is relatively low that results in low learning effectiveness

d. Internal Management

Strength

1. GPUB publishing management has been established and is growing
2. The university has established a policy to give rewards to faculties that publish their teaching materials or scientific works in international journals
3. Faculty recruitment has met professional need
4. The head of programs and administration staffs have participated in self-development and prime service workshops

Weakness

1. Planning has yet been designed to meet real needs, instead it is designed based on certain budget established based on the policy of the rector
2. Financial system has yet been output and outcome-oriented, instead it is still input and income-oriented one
3. Funding for staff training is very low and depends on the program of Brawijaya University
4. Program's ability to carry out activity-based planning capacity is limited
5. Staff performance has yet met real needs due to limited competence

e. Sustainability

Strength

1. Partnership with local and international stakeholders can be used to ensure the continuation of programs and research
2. Financial management system is getting more efficient

Weakness

1. GPBU depends upon students (e.g. tuition, etc) as its financial source and has yet found other sources of funding

f. Efficiency and Productivity

Strength

1. There is quality assurance committee that keep working to make sure the three pillars of university are implemented
2. Resource sharing in learning has taken place, for example inter-faculty and program collaboration. There is a central laboratory where everyone has an access to

Weakness

1. Certain laboratories can be access by limited people only due to the lack of laboratory staffs. The condition is an obstacle of resource sharing
2. Number of books and journals is limited, and, therefore, online system backup is a necessity

B. EXTERNAL SITUATION (OPPORTUNITY AND THREATS)

Opportunity

1. The global issues elaborated by the UN in MDGs require holistic solution through interdisciplinary studies. At the moment, GPBU has Women Studies program that focuses on gender equity and Environment Studies that focuses on environmental sustainability
2. Rapid growth of science and technology that surpasses conventional science and technology domain really needs interdisciplinary theories
3. National and international opportunities for partnership in the form of networking, benchmarking, twinning, sister university, sandwich program, PAR and double degree is abundant
4. Demography, geographical aspect and potency of East Java and East Indonesia are plentiful to synergize in regional development
5. Non-limited and accessible access to information are inevitable with growing development of information technology
6. Education institution and regional and international research like SEAMEO, ICRAF as well as publicly funded research agencies can be used to develop Brawijaya University's learning and research
7. Social, cultural, political, security, natural resource and environmental issues require interdisciplinary approaches and solutions

Threats

1. GPBU has limited autonomy to develop interdisciplinary study as a discipline since the government is the one that gives recognition towards a field of study. Linearity in one's field of study becomes a concern during government officer's evaluation since only one of the skills undermines de-facto evaluation. It can be a threat in the establishment of an interdisciplinary study
2. More graduate programs in public and private universities grow more professionally and establish more competitive programs
3. In the global era, the competition in market force is getting stricter not only among national graduates but also foreign workers

3. STRATEGIC FOCUS

The design of strategic issues of Brawijaya University based on situational analysis and the National Higher Education Strategic Issues stated in HELTS document. There are three issues Brawijaya University has to work on to prepare itself to create entrepreneurial university in the next five years, namely (1) autonomy, (2) management organization, and (3) increase in national competitiveness. The issues are, further, elaborated in six sectors based on basic task and function of GPBU, namely 1) Organization and Management, (2) Education and Student, (3) Research, (4) Community Service, and 5) Institutional Partnership.

A. ORGANIZATION AND MANAGEMENT SECTOR

1. Internal quality assurance development
2. Institutional capacity development in the form of management capacity revitalization, establishment of service, GPBU continuity, accountability, efficient as well as GPBU's role and responsibility
3. Ability to generate, manage and develop independent funding from private or government institution
4. Human resource management
5. Improvement in working condition for instructors and administration staffs
6. Accountable and effective asset management development

B. EDUCATION AND STUDENT SECTOR

1. Development of qualified, internationally standardized and public-oriented system of education
2. Promotion programs developed by GPBU to improve public's quality of education
3. Development of students' abilities in research and publication to increase their chances in market force
4. Increase in alumni roles in public generation system

C. RESEARCH AND PUBLICATION SECTOR

1. Development of interdisciplinary research that meets national and international issues
2. Increase in national and international publication in the form of journals, publication and seminars
3. Conducting national and international interdisciplinary practitioners through seminars, conference, symposium, training, workshop and other related events to build networking
4. Development of research significance to enhance the quality of education in interdisciplinary programs

D. COMMUNITY SERVICE SECTOR

1. Conducting well-qualified community service program supported by a research that provide effective learning atmosphere for students

2. Making use of scientific-and-technological interdisciplinary inventions to meet public need and challenge

E. INSTITUTIONAL PARTNERSHIP SECTOR

1. Partnership effectiveness with government and private institutions including international institutions to enhance GPUB's performance to create a World Class University
2. Partnership in human resource development of an institution in order to increase working performance and local development where the institution is located

CHAPTER IV

BASIC POLICY AND PROGRAM PLAN

A. Basic Policy

Basic policy of the Graduate Program of Brawijaya University (GPUB) to support Brawijaya University as Entrepreneurial and International University is as follow:

1. Being as supporter to establish Brawijaya University as Entrepreneurial University through the development of:
 - Learning models
 - Research and publication
 - Scientific information service for people in general
 - Interdisciplinary program
 - Business and entrepreneurship
2. Increasing the number of national and international collaboration in order to:
 - Realize the vision and missions of Brawijaya University as an international-standardized university
 - Creating alumni who is able to compete in national and international level
 - Realize Word Class University program established by the Ministry of Education

B. Program Plan

GPUB has five program plans to realize the basic policy, namely:

1. Organization and management
2. Education and student
3. Research and scientific publication
4. Service
5. Partnership

A. MANAGEMENT PROGRAM

The program plant for management sector involves (1) Autonomous Development Program, and (2) Organization Management Program

1. Autonomous Development Program

a. Anticipated Policy Reform Program

The program is established to anticipate several policies established by the Directorate General of Higher Education and Brawijaya University to realize decentralization. The program is as follow:

- 1) Academic application and development autonomy
- 2) GPUB management autonomy embedded through merit-based system, performance-based evaluation, bureaucracy efficiency, funding, and work accountability.

b. Structural Funding Development Program

- 1) Establishing transparent, efficient, effective and dependable financial system
- 2) Improving human resources
- 3) Improving competitive ability to generate people and government resource

b.1 Ability to Obtain Grants Development

It is achieved through (1) improving organization working performance, (2) hiring external consulting staffs using data from management and facilities from the head of departments as support

- 1) Harmonious effort in educational grant management among programs, faculties and university
- 2) Ensure the continuation of the existing research grants that
- 3) Improvement in monitoring and internal evaluation team working performance
- 4) Block grant design and implementation training

b.2 Increase in PNB grant revenue

The increase in PNB grant revenue is conducted by having national and international collaboration with government, private sectors and people in general

b.3 Increase in quality of PNB grant revenue management

- 1) The grant management is carried out by proportional collaboration between GPUB and Brawijaya University
- 2) Budget planning is carried out based on an up-to-date program by involving related working units
- 3) Structural Analysis on how much funding is accepted and how effective it is spent is carried out continuously to achieve efficient, productive and optimum budget spending

b.4 Increase in Revenue management and generating program

- 1) Increasing more fund by increasing number of collaboration
- 2) Utilizing and optimizing the resources of GPUB together with other related programs and faculties
- 3) Conducting classes/ courses/ workshops that people need
- 4) Improving community service that meet people's need

b.5 Improvement of Consulting and Scientific Research Information System

- 1) Improving web-based consulting service generated by GPUB staffs
- 2) Increasing GPUB staffs participation in national and international forum

3) Improving web-based information system about national and international academic events where GPUB staffs and students become the participants

b.6 Improvement of GPUB human resources

- 1) Increasing the capacity of evaluation and monitoring team
- 2) Developing integrated, informational technology based program design system
- 3) Developing the quality of human resource

2. Organization Management Program

a. Quality Control Development Program

- 1) Increasing GJM and KJM working performance
- 2) Conducting academic quality audit periodically in collaboration with Brawijaya University's PJM
- 3) Developing quality assurance instrument

b. Institutional Capacity Building Program

- 1) Elaborating capacity building program of Directorate General of Higher Education to all program of GPUB
- 2) Developing capacity building of all units of GPUB

c. Good and Clean Governance Improvement Program

The focus of management organization development is developing efficient employment system that supports career advancement and achievement. The program is as follow:

- 1) Establishing quality assurance committee
- 2) Establishing quality assurance team to control the implementation of quality assurance in GPUB

B. EDUCATION AND STUDENT PROGRAM

Basic Policy

- 1) To improve the quality of learning process through various application process to select future students with both academic and non-academic achievement
- 2) To develop a set of curriculum that enhances student's ability to compete in national and international level as well as implement techno-savvy, problem-based and student-centered learning situation
- 3) To provide as much opportunity for students to learn and develop their skills
- 4) To provide room for students to explore their capabilities and interest
- 5) To develop quality assurance system in education

The goal of education program is to create competent and resourceful graduates. The program is divided into three major programs, namely (1) education development, (2) student development, and (3) alumni development.

1. Education Development Program

a. Program to generate equality and expansion of access in education

The goal of the program is to improve social responsibility towards Indonesian human resources in higher education.

- 1) To conduct promotion that attracts future students to study in University of Brawijaya. It is also carried to increase public appreciation to GPUB
- 2) To increase the use of information and communication technology, especially one that supports long-distance learning
- 3) To search for selection methods so that Brawijaya University has wider access to reach its future students. Partnership with government, private and public institution can be carried out to conduct the selection process
- 4) To increase number of scholarship as well as have more partnership/ collaboration with national and international institution in order to provide more scholarship for students

b. Program to improve the quality and relevance of education

The purpose of the program is to establish program and develop materials and learning models suitable with public's need and the development of science and technology

- 1) To develop learning process that focuses on global trends in education, such as knowledge-intensive economy, life-long learning, skill shortage of workforces, interdisciplinary skills, self-learning, and digital form of delivery and access.
- 2) Establish new program that meets local, national and international needs

C. Program to develop curriculum

The goal of the program is to develop dynamic and up-to-date curriculum relevant to the need of stakeholders and market force

- 1) To carry out international benchmarking curriculum with other graduate program in Asian or world leading universities
- 2) To have tracer study curriculum to create alumni who meets national and international market force need and requirements
- 3) To integrate certain subjects to achieve holistic and comprehensive competence

D. Program to Develop Education Management

The basic goal of the program is to create efficient, effective and productive management system to facilitate learning process and eventually increase the level of competitiveness of Brawijaya University.

- 1) To improve participatory leadership and organization management merits using academic value as the basis

2) To increase technology-based organizational and managerial skills so that education as core business can be established in effective, efficient and productive manner.

E. Program to Develop Learning and Learning Evaluation Quality

The goal of the program is to improve the quality of learning and learning evaluation so that these will go hand-in-hand with technology and its education-related innovations in order to improve the effectiveness of study time and output-input ratio

- 1) To improve learning process using teaching how to learn, instead of teaching knowledge, as the paradigm
- 2) To improve learning process by improving the quality of instructors and learning materials
- 3) To improve up-to-date and technology-based learning materials through e-learning based learning
- 4) To publish learning materials through national and international publishing companies, followed by rewarding incentive system.

F. Program to Develop Academic Quality Assurance System

The goal is to ensure the quality of GPUB in achieving the mission through the establishment of their vision as well as to ensure that its graduates can meet the requirements of stakeholders by conducting continuous evaluation.

- 1) To establish academic quality assurance system in each program in GPUB and make sure the system runs effectively
- 2) To provide required documents to conduct academic quality assurance
- 3) To carry out a discipline academic quality assurance system periodically
- 4) To report the result of academic quality assurance to the head of GPBU so that further steps for evaluation or development can be taken
- 5) To perform best practice within or outside GPUB

G. Program to Develop the Role of Alumni

- 1) To ensure GPUB alumni are actively participate in the Alumni Association of Brawijaya University
- 2) To strengthen net-working with alumni
- 3) To invite alumni to take part in the curriculum design and academic development of GPUB
- 4) To improve the role of alumni in public involvement to increase the quality of GPUB

C. RESEARCH AND PUBLICATION PROGRAM

- 1) To increase faculty-student collaboration in conducting academic research
- 2) To create partnership with local, national and international institutions in conducting academic research
- 3) To increase numbers of both faculty and student's publications in the form of books, proceedings, national and international journals.

D. SERVICE PROGRAM

- 1) To improve the service in scholarship, language competency test (TOEFL) and academic pedagogy test
- 2) To increase academic service in academic publication (journal/ proceedings)
- 3) To increase community service
- 4) To conduct seminars/ workshops periodically
- 5) To carry out academic administration system

CHAPTER V

IMPLEMENTATION PLAN

Implementation plan program is designed gradually and certain indicators are utilized in order to evaluate how efficient each program in the plant works. The implementation plan is as follow:

Program Indicators

No.	Programs	2012	2013	2014	2015	2016
I	ORGANIZATION AND MANAGEMENT					
	Partnership development to promote the Graduate Program of Brawijaya University (GPBU) to the public	10	10	12	12	18
	Leading program increase (number)	0	1	1	2	2
	ISO implementation (percentage)	75	78	80	80	82
	Prime quality implementation	80	85	90	95	100
II	EDUCATION QUALITY AND STUDENTS					
	EDUCATION QUALITY IMPROVEMENT					
	International expert	7	7	8	8	10
	Faculty or national guest lecture	4	4	6	8	10
	Lecturer's participation in conference/ symposium/ workshop/ exhibition/ modeling involving experts from other universities per three years	1	2	15	15	10
	Percentage of faculty who become experts/ consultant/ consulting staff/ speakers (percentage)	10	10	15	15	20
	CONTINUOUS TEACHING-LEARNING PROCESS QUALITY ASSURANCE					
	Number of graduate students	50	50	55	60	60
	Number of doctorate students	70	80	100	100	120
	New student: future student ratio	1:1	8:10	6:10	4:10	4:10
	New student's GPA mean	3.02	3.1	3.15	3.15	3.15
	New student GPA >3.00	50	60	60	65	65
	Cumulative GPA mean	3.6	3.7	3.75	3.75	3.75
	Length of study (year)	2.5	2.4	2.4	2.3	2.2
	Number of international student	1	1	1	2	2
	Student satisfaction rate (percentage)	50	60	60	75	75
	Graduate AEE (percentage)	42	44	46	48	50
	Doctorate AEE (percentage)	28	28	29	29	30
	Accredited magister program in GPBU	9	12	15	18	20
	Accredited doctorate program in GPBU	0	0	0	0	1
	GPBU'S MAGISTER AND DOCTORATE QUALITY ASSURANCE					
	Magister's program registered and future students ratio	90	85	85	80	80
	Accepted and registered student ratio	95	90	85	80	75
	Magister's student publication in national journals	5	20	25	30	40

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	Magister program with A accreditation in GPBU	9	12	15	18	20
	Magister program with A accreditation in GPBU	3	4	5	6	8
	STUDENT					
	Tracer study (% alumni)	20	25	50	75	100
	Alumni quality development with global competitiveness through international seminars	1	2	2	3	3
	Increase in student/ alumni participation in International Professional Association (number of students/ alumni)	0	1	2	3	4
	Students' activities in international level (number of students)	0	1	2	4	8
	Increase in Entrepreneurial Education Implementation (curriculum)	10%	20%	30%	40%	50%
III	RESEARCH AND COMMUNITY SERVICE QUALITY					
	Research					
	Number of research	50	50	55	60	60
	Number of book	100	110	120	130	140
	Mean of research fund per faculty per year	25	30	30	35	35
	COMMUNITY SERVICE					
	Number of community service	10	12	12	15	15
	Mean of community service fund per faculty per year	5	7	9	10	10
	Number of volume per journal per year	2	2	2	3	3
	Customer satisfaction (%)	70	75	80	80	85
	Interdisciplinary Research Development					
	Number of Magister Program	3	4	4	5	5
	Number of Doctorate Program	1	2	2	3	3
	Development in English Electronic Journal in International and Brawijaya University Website					
	Number of journal	3	4	5	6	6
	Number of accredited international journal	0	1	2	2	3
	Uploaded journal implementation	1	2	3	4	6
IV.	INTERNATIONAL OUTLOOK					
	Number of international class	0	1	1	1	2
	Number of national collaboration in the implementation of doctorate program	2	2	3	3	4
	Number of national partnership	6	7	8	9	10
	Number of international partnership	5	6	6	7	8
VI	MANAGERIAL/ SERVICE EFFICIENCY AND EFFECTIVENESS					
	Implementation of academic administration system	0	25%	50%	75%	
	Number of participant in training	15%	20%	30%	40%	50%
	SCHOLARSHIP					
	Numbers of GPUB getting	60%	70%	80%	80%	85%

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	scholarship					
	Scholarship monitoring	85%	90%	100%		
	FINANCIAL SERVICE					
	Financial integration system plan	50%	100%			
	FACILITIES AND RESOURCES					
	Class size (m ²)	1.6	1.7	1.8	2.0	2.0
	Faculty room size (m ²)	2	3	3	4	4
	NATIONAL AND INTERNATIONAL SEMINAR					
	Number of seminar per year	1	2	2	3	4