



**INTERNAL
QUALITY
ASSURANCE
SYSTEM
(IQAS)
POLICIES**



**Universitas Brawijaya
Malang
2022**



RECTOR'S REGULATION OF UNIVERSITAS BRAWIJAYA

NUMBER 77 THE YEAR 2022

CONCERNING

INTERNAL QUALITY ASSURANCE SYSTEM POLICIES

BY THE GRACE OF GOD ALMIGHTY

THE RECTOR OF UNIVERSITAS BRAWIJAYA,

- Considering :
- a. Whereas to control the management of higher education with international standards, internal quality assurance system policies are deemed necessary in the environment of Universitas Brawijaya;
 - b. Whereas the Rector's Regulation Number 70 the Year 2018 concerning Internal Quality Assurance System Policies no longer comply with the needs of the administration of Universitas Brawijaya, it is to be revoked and replaced;
 - c. Whereas pursuant to the consideration as intended in point a and point b, it is deemed necessary to make the Rector's Regulation concerning Internal Quality Assurance System Policies;

- In view of :
1. Law Number 17 the Year 2003 concerning State Finance (State Gazette of the Republic of Indonesia the Year 2003 Number 47, Addendum to State Gazette of the Republic of Indonesia Number 4286)
 2. Law Number 20 the Year 2003 concerning National Education Systems (State Gazette of the Republic of Indonesia the Year 2003 Number 78, Addendum to State Gazette of the Republic of Indonesia Number 4301);
 3. Law Number 12 the Year 2012 concerning Higher Education (State Gazette of the Republic of Indonesia the Year 2012 Number 158, Addendum to State Gazette of the Republic of Indonesia Number 5336);
 4. Government Regulation Number 4 the Year 2014 concerning the Administration of Higher Education and the Management of University (State Gazette of the Republic of Indonesia the Year 2014 Number 16, Addendum to State Gazette of the Republic of Indonesia Number 5500);
 5. Government Regulation Number 57 the Year 2021 concerning Education National Standards (State Gazette of the Republic of Indonesia Number 6676) as amended

- to Government Regulation Number 4 the Year 2022 concerning Amendment to Government Regulation Number 57 the Year 2021 concerning Education National Standards (State Gazette of the Republic of Indonesia the Year 2022 Number 14, Addendum to State Gazette of the Republic of Indonesia Number 6762);
6. Government Regulation Number 108 the Year 2021 concerning State University as Legal Entity of Universitas Brawijaya (State Gazette of the Republic of Indonesia the Year 2021 Number 240, Addendum to State Gazette of the Republic of Indonesia Number 6732);
 7. Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 1 the Year 2015 concerning the Guidelines of Evaluations of Public Service Administration Performance (Official Gazette of the Republic of Indonesia the Year 2015 Number 25);
 8. Regulation of the Minister of Research, Technology, and Higher Education Number 62 the Year 2016 concerning Higher Education Quality Assurance (Official Gazette of the Republic of Indonesia the Year 2016 Number 1462);
 9. Regulation of the Minister of Education and Culture Number 3 the Year 2020 concerning National Standards of Higher Education (Official Gazette of the Republic of Indonesia the Year 2020 Number 47);
 10. Regulation of Minister of Education and Culture Number 5 the Year 2020 concerning Accreditation of Study Programs and Universities (Official Gazette of the Republic of Indonesia the Year 2020 Number 49);
 11. Rector's Regulation of Universitas Brawijaya Number 93 the Year 2021 concerning Organization and Work Scheme under Rector (The Gazette of Universitas Brawijaya the Year 2021 Number 122 as amended to Rector's Regulation of Universitas Brawijaya Number 1 the Year 2022 concerning Amendment to Rector's Regulation Number 93 the Year 2021 concerning Organization and Work Scheme under Rector (The Gazette of Universitas Brawijaya the Year 2022 Number 1)

HAS DECIDED:

To stipulate: RECTOR'S REGULATION CONCERNING INTERNAL QUALITY ASSURANCE SYSTEM POLICIES.

Article 1

In this Rector's Regulation:

1. Universitas, henceforth referred to as UB, means the university as a legal entity.
2. Rector means an organ of UB that leads the administration and management of UB.
3. Faculties refer to a group of supporting resources administering and

- managing academic activities and professional education in 1 (one) domain of science and technology.
4. Quality refers to all the characteristics of products that indicate the ability to meet all the demands and requirements set by stakeholders stated in contracts or implied.
 5. Quality manuals refer to the documents that serve as guidelines to determine an organized quality management system.
 6. Documents refer to information and supporting media.
 7. Internal Quality Assurance System, henceforth referred to as IQAS, refers to systematic activities of the quality assurance of higher education autonomously conducted by every university to control and improve the administration of higher education measurably and sustainably.
 8. External Quality Assurance System, henceforth referred to as EQAS, refers to accreditation activities to assess the appropriateness and the level of the achievement of the quality of study programs and the university.
 9. Quality Assurance represents all the processes of setting quality standards of consistent management of the university and sustainable improvement to allow for the achievement of the vision and mission of the university, and it allows stakeholders to gain satisfaction.
 10. Standards refer to the technical specification or standardized matters, including the procedures and methods organized according to the consensus of all parties related to the consideration of requirements in the development of science and technology and experiences, current and future development to gain significant advantages.
 11. National Standards of Higher Education represents a unit of standards including education national standards and research national standards, and community service national standards.
 12. The Standards of Higher Education set by the university represent a unit of standards of the university exceeding the National Standards of Higher Education.
 13. Customers in general refer to a person as an individual or a legal entity accepting and buying education services in the university.
 14. The products produced by Educational Organizations refer to the services of higher education with added values in the process.
 15. Risk-based Quality Standards refer to the standards that guarantee the quality of UB based on a risk approach, allowing the organization to be proactive in preventing unwanted matters to encourage sustainable development.
 16. Internal Quality Audit, henceforth referred to as IQA, refers to systematic and independent assessment to investigate whether the implementation of IQAS is effective and pursuant to the plans made by working units in UB.
 17. External audit refers to monitoring, evaluations, and assessment conducted by third parties.
 18. Quality Assurance Center, henceforth referred to as QAC, serves as an organ of the rector as a supporting element that performs tasks to execute, coordinate, monitor, and evaluate all the activities of academic quality assurance.
 19. Faculty Quality Assurance Unit, henceforth referred to as FQAU, serves as a unit assisting the Head of a Faculty in performing academic quality assurance at the faculty level.
 20. Department Quality Assurance Unit, henceforth referred to as DQAU,

serves as a unit assisting the head of the faculty and the head of the department in performing academic quality assurance at a department level.

Article 2

IQAS policies as set forth in the Annex shall constitute an inseparable part of this Rector's Regulation.

Article 3

IQAS policies shall apply to lecturers, academic staff, and students of UB.

Article 4

Upon the enforcement of this Rector's Regulation, Rector's Regulation Number 70 the Year 2018 concerning Internal Quality Assurance System Policies (The Gazette of Universitas Brawijaya the Year 2018 Number 71) shall be revoked and declared void.

Article 5

This Rector's Regulation is coming to force as from the date of its promulgation.

For public cognizance, hereby ordering the promulgation of this Rector's Regulation by its placement in the Gazette of Universitas Brawijaya.

Stipulated in Malang
On 9 September 2022

THE RECTOR OF UNIVERSITAS BRAWIJAYA

signed.

WIDODO

Enacted in Malang

On 9 September 2022

Ad Interim HEAD OF DIVISION OF LEGAL AND GOVERNANCE

UNIVERSITAS BRAWIJAYA

signed.

HARU PERMADI

THE GAZETTE OF UNIVERSITAS BRAWIJAYA THE YEAR 2022 NUMBER 83
Per-2022-77-Kebijakan SPMI

ANNEX
RECTOR'S REGULATION OF
UNIVERSITAS BRAWIJAYA
NUMBER 77 THE YEAR 2022
CONCERNING INTERNAL QUALITY
ASSURANCE SYSTEM POLICIES

IQAS POLICIES

CHAPTER I

VISION, MISSION, OBJECTIVES, GOALS, AND MOTTO OF UB

1.1 Vision

The vision of UB is “to serve as a pioneer and a reformer with international reputations in science and technology, essentially to support culture-based industries for the welfare of the people”.

1.2 Mission

Departing from this vision, the mission of UB 2022-2027 is to:

- a. administer education with international standards producing graduates who believe only and are pious to God Almighty and demonstrate moral and noble values, independence, professionalism, and entrepreneurship quality.
- b. conduct research that yields science and technology significant to society.
- c. conduct community service to improve the role of the university as a reformer, pioneer, and disseminator of science and technology, and an economic agent of the state that adheres to noble local wisdom.
- d. administer higher education and manage the university excellently, justly, and sustainably.

1.3 Objectives

The objectives of UB are to:

- a. produce graduates capable of demonstrating academic skills, entrepreneurship quality, professionalism, independence, hard work, discipline, noble value, and the knowledge of recent technology and be capable of competing excellently at national and international levels.
- b. create innovations in technology, art, social and cultural aspects that can contribute to the economic development of the state and encourage independence based on the noble value of culture and excellence at both national and international levels.
- c. provide a welcoming academic environment with excellent

- competitiveness and cutting-edge technology to grow the potential of every academician.
- d. run university governance that is accountable, proper, efficient, recent, and integrated to allow for competitiveness at both national and international levels.

1.4 Goals

The goals of UB not only refer to the objectives, but also refer to the performance agreement between the Rector of UB and the Ministry of Education, Culture, Research, and Technology through Ad Interim of the Directorate General of Higher Education, research, and Technology containing the following goals: (1) enhancing the quality of the graduates of higher education (SS-1), (2) enhancing the quality of lecturers of higher education (SS-2), (3) enhancing the quality of the curriculum and learning (SS-3), and (4) enhancing the governance of working unit at the environment of Directorate General of Higher Education. Specifically, the goals and performance indicators of the goals of UB consist of:

- a. Improved quality of graduates based on *Merdeka Belajar Kampus Merdeka* (Independent Learning, Independent Campus); with the following indicators: the percentage of the graduates directly employed (IKU 1); the percentage of the graduates with outside-campus experience of at least a semester (IKU 2);
- b. Improved quality of curriculum and innovative and adaptive learning with the following indicators: the percentage of lecturers performing activities outside campus (IKU 3); the percentage of practitioners teaching on campus (IKU 4); research and community service outcomes gaining international recognition or applied by the society per quantity of lecturers (IKU 5).
- c. Improved quality of human resources in the development of science and technology with the following indicators: the percentage of study programs performing partnership (IKU 6); the percentage of modules in Bachelor's program (S1) referring to the learning method of collaborative class resolution (IKU 7) and the percentage of study programs internationally accredited/certified recognized by the government (IKU 8).
- d. Achieved quality governance; with the following indicators: ASGIP score and working unit of the ZI-WBBM.

1.5 Motto

“Building up noble future”

CHAPTER II

BACKGROUND AND OBJECTIVES OF IQAS POLICIES OF UB

2.1 Development of IQAS

Internal Quality Assurance System (IQAS) of UB has taken place since the establishment of Benefit Monitoring Evaluation (BME) in 2003. This organization was established by the Rector to conduct internal monitoring and evaluation of *Program Hibah Kompetisi* (Competitive-Based Funding) of Due-Like Directorate General of Higher Education (DGHE) and TPSDP gained by UB. Following the growing function no longer restricted to the monitoring and evaluation of the Competitive-Based Funding, UB also developed an academic quality assurance system and accreditation of study programs, and the BME changed to *Pusat Jaminan Mutu* (PJM) (Quality Assurance Center - QAC) in 2005. Furthermore, the quality assurance system first developed in 2005 changed to Academic Quality Assurance System (Academic QAS) and further converted to Internal Quality Assurance System (IQAS) in 2007, embracing both academic and non-academic aspects (Figure 2.1).

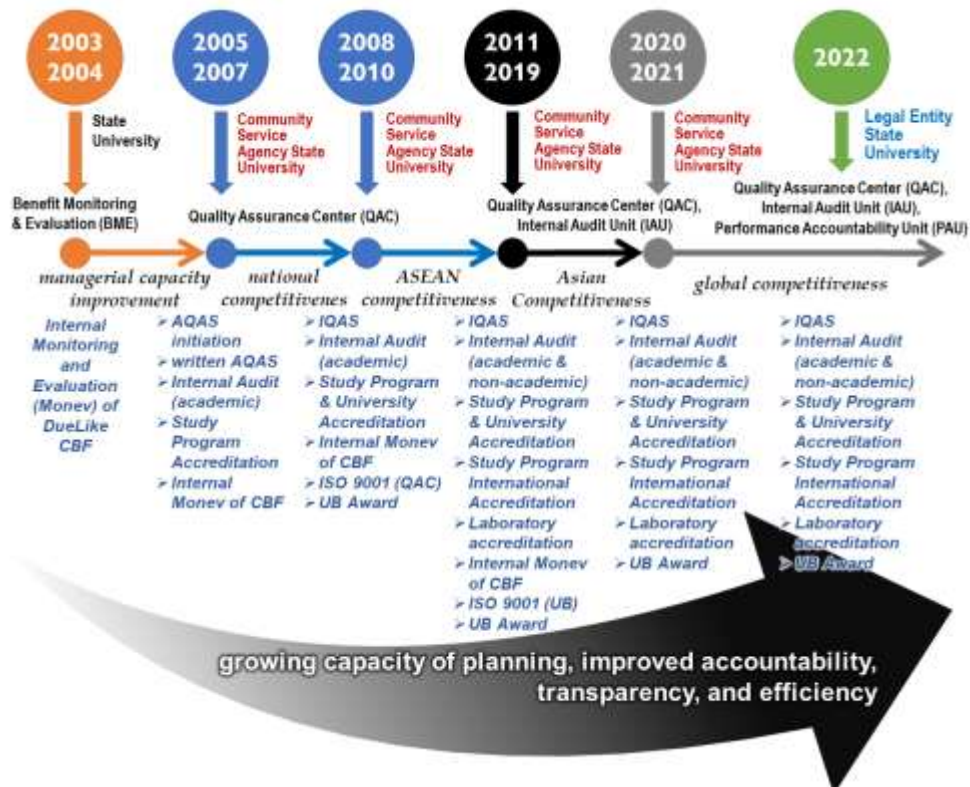


Figure 2.1 Roadmap of IQAS Development UB 2003 to date

2.2 Background of IQAS Policies

These policies are intended to control the management of higher education with international standards that meet the Government Regulation of the Republic of Indonesia, meet the requirements of national

accreditation, and the requirements of the quality management system ISO 9001. IQAS policies also explain the elaboration on the connectedness between the organizational structure of UB, performance indicators, education administration, and quality assurance system internally in UB.

From 2006 to 2009, UB referred to Quality Assurance System (QAS) internally under the name *Sistem Penjaminan Mutu Akademik* (SPMA) or Academic QAS with 10 academic quality standards of the Directorate General of Higher Education (DGHE). Since 2011, the quality assurance system in UB has used IQAS with national accreditation standards issued by National Accreditation Agency for Higher Education (NAAHE) for Institutional Accreditation and Study Program Accreditation, the requirements of quality management system ISO 9001, Fundamental Service Standards of Public Services, Excellent Service Standards, Certification Requirements of ASEAN University Network (AUN).

Quality assurance of higher education is the responsibility that UB has to perform for the stakeholders in sustainably developing the quality of education at UB. With this assurance, UB is recognized both internally and externally by NAAHE or international accreditation agency.

In the implementation of IQAS, UB ensures that the quality atmosphere can be understood and performed by all parties and is controllable. With IQAS, UB is capable of achieving its vision (deductive aspect), meeting the needs or the stakeholders satisfaction (inductive aspect) including the need of the members of the public, career world, and professional jobs. UB drafted IQAS documents consisting of master documents and operational documents. Detailed information on the classification of documents of IQAS UB is presented in Chapter VI.

2.3 Objectives of IQAS Policies

IQAS policies are drafted according to the following objectives:

- a. Setting tri dharma as a core business of higher education, either the one directly or indirectly connected to educational services in UB in terms of planning, implementation, evaluation, or improvement to assure sustainable development that meets customer requirements.
- b. Explaining the relationship of all activities related to the above processes.
- c. Reflecting the commitment of UB to sustainably increasing the quality in a written form that can be understood by all parties involved in tri dharma service and its supporting systems in UB
- d. Setting plan and implementation of IQAS integrated with working units within the environment of UB.

CHAPTER III THE SCOPE OF IQAS POLICIES OF UB

IQAS policies of UB represent the commitment to the effective implementation of IQAS that refers to risk-based quality standards with national and international competitiveness to sustainably create a cultural-based environment and improve the quality of the cycle representing organization-system-implementation-audit-follow-up (OSDAT) or locally abbreviated as OSDAT.

IQAS policies of UB are drafted and set for the provision of *tri dharma* services in the university including the vocational program, bachelor's program, postgraduate program, research, and community service, all supported by supplementary services. The administration of *tri dharma* services in the university consists of faculties, departments, study programs, and supporting units.

Supporting units refer to the units other than faculties, departments, and study programs as set forth in the Organizational Structure and Work Scheme of UB, including directorate, institutions, technical implementation units, division, Internal Audit Unit (IAU), Performance Accountability Unit (PAU), and Business Management Agency (BMA). The scopes of IQAS are set forth in Quality Manual.

The scopes of the IQAS policies are specifically outlined in the quality manual of each faculty, department, study program, and the supporting unit, covering all requirements without any exemptions. However, for working units, these requirements depend on the authorities and rules enforced in the units.

CHAPTER IV

WORKING UNITS IMPLEMENTING IQAS IN UB

According to the scope of IQAS policies outlined in Chapter III, IQAS of UB covers all requirements without exception, and the working units of all levels are required to implement IQAS. These working units consist of all units following the structure of organization and work scheme of UB, enacted under Government Regulation of the Republic of Indonesia Number 108 of 2021 concerning State University as Legal Entity of Universitas Brawijaya. These working units involve the following:

A. Rector

B. Vice Rector

- 1) Vice Rector of Academic Affairs
 - a) Directorate of Administration and Academic Services (DAAS)
 - b) Institute of Educational Development (IED)
 - c) Central Laboratory of Life Sciences (CLLS)
 - d) Central Laboratory of Science and Engineering (CLSE)
 - e) Student Personality Development Unit (SPDU)
 - f) Central Library
 - g) Disability Service Center (DSC)
- 2) Vice Rector of Finance and Resources
 - a) Directorate of Budget and Treasury (DBT)
 - b) Directorate of Accounting, Reporting, and Taxation (DART)
 - c) Directorate of Human Resources (DHR)
 - d) Directorate of Asset (DA)
 - e) Procurement Services Unit (PSU)
- 3) Vice Rector of Student Affairs, Alumni, and Student Entrepreneurship
 - a) Directorate of Student Affairs (DSA)
 - b) Directorate of Career Development and Alumni (DCDA)
- 4) Vice Rector of Planning, Cooperation, and Internationalization
 - a) Directorate of Planning and Program Control (DPPC)
 - b) Directorate of Cooperation and Internationalization (DCI)
- 5) Vice Rector of Research and Innovations
 - a) Institute of Research and Community Service (IRCS)
 - b) Directorate of Innovation and Business Incubator (DIBI)

C. University Secretary

- 1) Division of Legal and Governance (DLG)
- 2) Division of General Affairs (DGA)
- 3) Religious Development Center (RDC)
- 4) Division of Information, Documentation and Complaints (DIDC)
- 5) Systems and Information Technology Unit (STIU)
- 6) Legal Service Office (LSO)

D. Performance Accountability Unit (PAU)

E. Quality Assurance Center (QAC)

F. Internal Audit Unit (IAU)

G. Business Management Agency (BMA)

H. Faculties

- 1) Faculty of Law (FL)
- 2) Faculty of Economics and Business (FEB)
- 3) Faculty of Administrative Science (FAS)
- 4) Faculty of Agriculture (FA)
- 5) Faculty of Animal Science (FANS)
- 6) Faculty of Engineering (FE)
- 7) Faculty of Medicine (FM)
- 8) Faculty of Fisheries and Marine Sciences (FFMS)
- 9) Faculty of Mathematics and Natural Sciences (FMNS)
- 10) Faculty of Agricultural Technology (FAT)
- 11) Faculty of Social and Political Sciences (FSPPS)
- 12) Faculty of Cultural Studies (FCS)
- 13) Faculty of Veterinary Medicine (FVM)
- 14) Faculty of Computer Science (FCOS)
- 15) Faculty of Dentistry (FD)
- 16) Interdisciplinary Postgraduate (IDP)
- 17) Faculty of Vocational Studies (FVS)
- 18) Faculty of Health Sciences (FHS)

In the implementation of IQAS UB, all these working units are further divided into two main categories:

A. Academic Units

- 1) University Management Leaders
- 2) Faculties and Interdisciplinary Postgraduate
- 3) Departments
- 4) Study Programs
- 5) Laboratories

A. Supporting Units

- 1) Directorates
- 2) Institute
- 3) Units
- 4) Divisions
- 5) Internal Audit Unit
- 6) Performance Accountability Unit
- 7) Business Management Agency

The details of all the tasks and functions of each division/unit are elaborated in Rector's Regulation of UB Number 1 of 2022 concerning the Amendment to Rector's Regulation Number 93 of 2021 concerning the Organizational Structure and Work Scheme of UB.

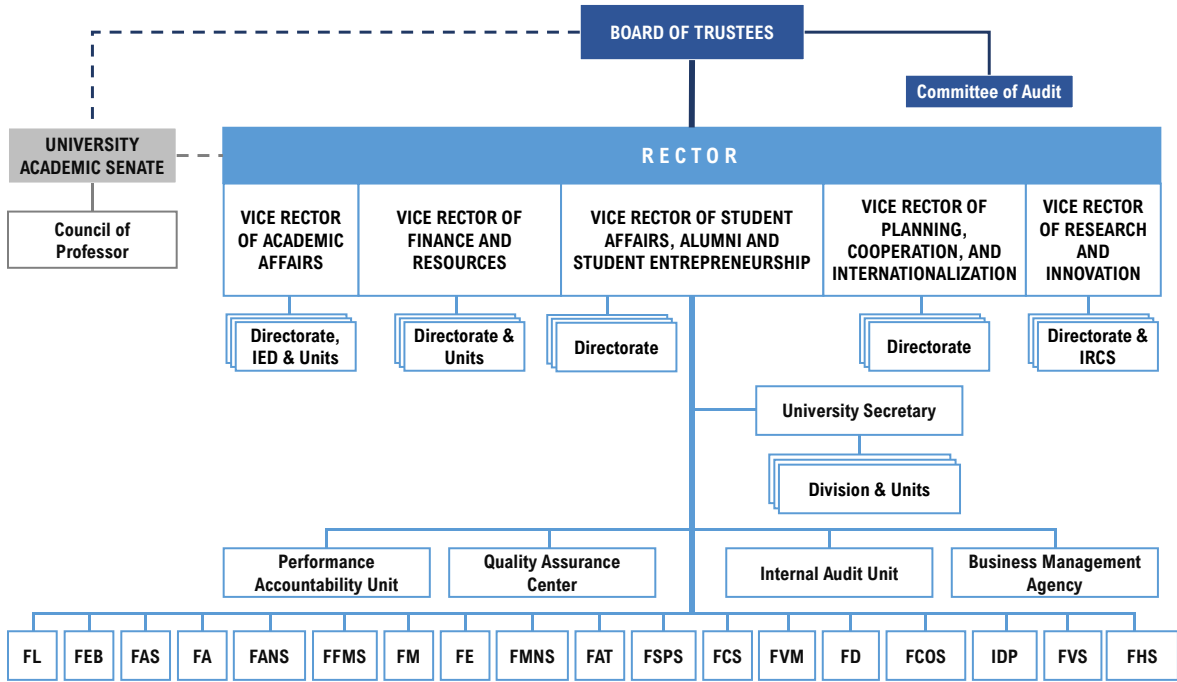


Figure 4.1 Organizational Structure of UB

CHAPTER V
OUTLINES OF IQAS IMPLEMENTATION POLICIES OF UB

5.1 Objectives and strategies of IQAS in UB

The objectives of the implementation of IQAS in UB consist of:

- a. achieving vision-mission by fulfilling quality standards and performing sustainable improvement, both of which comply with risk-based management.
- b. Customer satisfaction by providing excellent services.
- c. Customer care
- d. Sustainability and improvement of the organization (promotion, branding).

The strategies for the implementation of IQAS of UB are drafted following the OSDAT (Organization, System, Do, Audit, and Follow-up). These measures are in line with those outlined by IQAS of Higher Education: enactment (*Penetapan*), implementation (*Pelaksanaan*), evaluation (*Evaluasi*), control (*Pengendalian*), and improvement (*Peningkatan*) or locally abbreviated as PPEPP. These measures are specified as follows:

- a. Organization (O) refers to establishing an organization responsible for quality assurance. The organization is parallel to enactment (*Penetapan*) in PPEPP.
- b. System (S) refers to the policies of quality assurance that formulate the documents required in the quality assurance and the documentation systems (quality policies, quality manuals, quality standards, and forms). Similar to an organization, system (S) is also parallel to enactment (*Penetapan*) in PPEPP.
- c. Implementation (I) refers to the system (S) drafted and performed, starting from the introduction and it then serves as a reference for the work. Implementation (I) is parallel to implementation (*Pelaksanaan*) in PPEPP.
- d. Audit (A) refers to the performance of the Internal Quality Audit (IQA). Audit (A) is parallel to evaluation (*Evaluasi*) in PPEPP.
- e. *Tindaklanjut* (T) or Follow-up refers to the results of the internal audit given follow-up according to the scopes and the levels of the organization. The follow-up is parallel to control (*Pengendalian*) and improvement (*Peningkatan*) in PPEPP

Those strategies are presented in Figure 5.1 and OSDAT and PPEPP are matched in Figure 5.2.

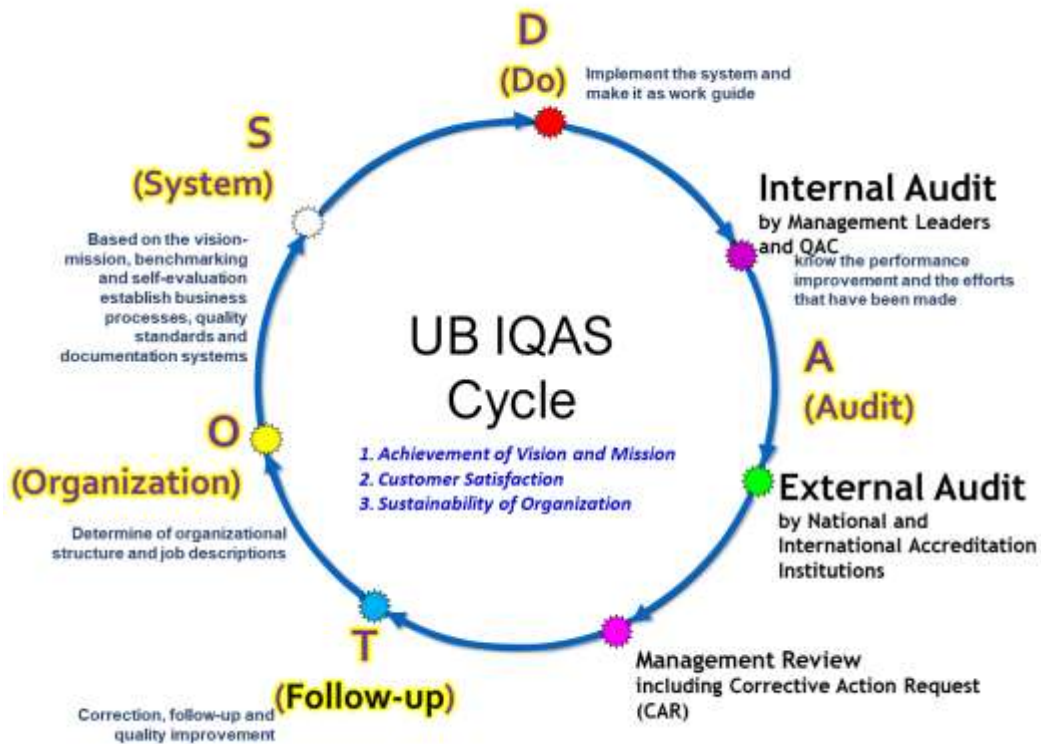


Figure 5.1 Strategies of IQAS Implementation of UB

5.2 The Principles of Implementation of IQAS of UB

In the implementation of IQAS, every organizational level must refer to the following principles:

- a. customer-focused
- b. leadership
- c. human resource empowerment
- d. process approach
- e. improvement
- f. proof-based decision-making
- g. relationship management

5.3 Leadership and Commitment

Universitas Brawijaya has been committed to performing IQAS proven with the existence of five aspects (1)organ/function of IQAS, 2) IQAS documents, 3) internal auditors, 4) audit results, 5) proof of follow-up, demonstrating the standards exceeding the National Standards set by DGHE, encouraging international competitiveness with significant quantity and quality that are effective in developing the quality behavior and implement the innovations of quality assurance system such as risk-based audit or other forms of innovations.

UB has valid proof of the practices of fostering the quality behavior development in the university through management review meetings that set the agenda of seven aspects (1) internal audit results, 2) feedback, 3)

performance of process and relevance of products, 4) the status of preventive action and improvement, 5) follow-ups addressed to management review meetings held previously, 6) transformations that can affect quality assurance system, and 7) recommendation for improvement.

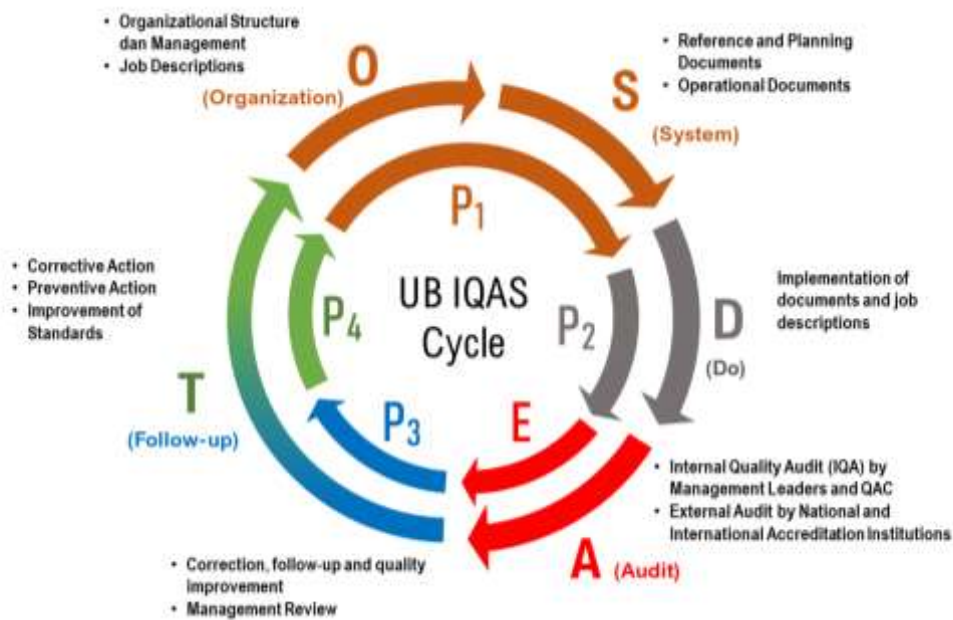


Figure 5.2 OSDAT and PPEPP Equivalence

According to the Government Regulation of the Republic of Indonesia Number 108 of 2021 concerning State University as Legal Entity, UB is led by a rector responsible for the administration and management of the university. A rector is appointed and discharged by Board of Trustees (BT). The tenure of a rector is five years and the rector can be reelected for another and the last tenure period. Rector is responsible to the Board of Trustees. The appointment, inauguration, and discharge of a rector are regulated by the Board of Trustees which refers to the following elements:

1. minister;
2. Rector;
3. The Head of University Academic Senate (UAS);
4. Three representatives of the public;
5. One representative of alumni of UB;
6. Seven representatives of the members of ASU other than the Head of UAS with the official position as academic professors;
7. One representative of lecturers of UB not as a member of UAS with the official position as non-professor;
8. One representative student of the university.

The rector is appointed democratically through democratic mechanisms by taking into account the leadership quality and the requirements set in the government regulation mentioned above; the candidate must have a good leadership record, integrity, commitment, and

managerial competence for the development of UB. Voting for a rector of the university is governed under the regulations of Board of Trustees according to the principles of democracy, direct voting, liberty, secrecy, honesty, justice, and accountability.

Referring to Instruments of Institutional Accreditation from NAAHE, the top management of UB must realize all the strategic and operational plans that have to be organized and performed intensively by holding appropriate communication with internal stakeholders. The top management must also be able to make strategic and innovative decisions with measurable risks in the implementation of operational policies.

The top management of UB is also required to make strategic and innovative decisions with measurable risks in the implementation of organizational policies that assure the sustainability and existence of the university and are capable of serving as an agent of change that keeps sharing motivation regarding the achievement of vision, mission, culture, and the strategic goals of the university.

Furthermore, the top management of UB must be able to demonstrate the ability to establish a partnership in tri dharma that is beneficial for all parties involved and can set the university as a public reference at national/international levels.

a. Operational Leadership

Operational leadership refers to the ability to set the synergy between the quality of leadership characters and strategic managerial capacity, and integrated empowerment in formulating and setting organizational activities and leading the implementation. According to NAAHE, operational leadership is related to the ability to elaborate vision and mission into the institutional operation of the university by assuring the sustainability and existence of the university, and this quality demonstrates the quality of the agent of change that keeps contributing motivation to achieve the vision and mission, culture, and strategic goals of the university.

Operational leadership of the Rector of UB has been running effectively along with the Vice Rector 1, 2, 3, 4, and 5, having elaborated the vision and mission of UB in operational activities that have the quality of international and risk-based competitiveness, innovations of quality assurance system, quality standards, and risk-based audit. Universitas Brawijaya has formal functionality of the operational system of the university, which involves five aspects: consistency, effectiveness, efficiency, and the consideration regarding the uniqueness of the university as a legal entity according to the statute of each department. Vision and mission are elaborated further in the Five-year strategic plan, followed by the drafting of the rector's work program or budgeting plan each year through the mechanism of management meetings attended by the management of the university, faculties, departments, and study programs. The rector of UB actively

communicates with the Head of the Ministry of Research and Technology of the Directorate General of Higher Education to allow for relevant programs of Education and Culture-Research and Technology. The top management of UB has also actively asked for, recorded, and synthesized the opinions into a work program. This model has created goal congruence in the execution of the program at the university, faculty, and department level. The rector has attempted to realize the university programs through directed operational activities, and most activities are under the responsibility of the rector of UB. Programs and activities performed have always been evaluated and monitored for feedback for continuous improvement.

b. Organizational Leadership

Organizational leadership is linked to the understanding of the work scheme among units within the institutional organization of the university and within the administration of higher education at the national level. The top management of UB has attempted to influence all elements of UB to demonstrate the value, norms, ethics, and organizational culture agreed upon. Decision-making performed by UB is participative and democratic, which involves all stakeholders in sessions and meetings conducted at the university. The top management of the university controls the work scheme of all elements of departments with the mechanism of organizational structures, main tasks and functions, and SOP.

Universitas Brawijaya has always observed opportunities and challenges of the organization in the time to come. The rector is actively encouraging deans, heads of departments, and lecturers to never stop innovating in academic, teaching, research, and community service scope. The Vice Rectors have also detailed the instruction of the rector by administering work programs according to the main task and functions of each unit.

c. Public Leadership

According to the Instruments of Institutional Accreditation from NAAHE, the leadership of UB should demonstrate the ability to build a partnership of tridharma that is beneficial for all parties involved and should set the university as a reference for the public at the national/international level. Seen from the existing achievements, the public leadership of UB is deemed to be highly successful. The rector of UB has made some improvements in physical and non-physical achievement. This success is also obvious in achievement among lecturers, staff, and students taking part in bureaucratic, social, and professional activities outside UB. The rector of UB has been able to stimulate all elements of the university to build a partnership with stakeholders and improve the brand of UB at the national and international levels.

5.4 IQAS Management of UB

IQAS management model of UB is intended to control quality standards of UB by following the model of PPEPP standard control mentioned earlier. The PPEPP in quality standards of UB take into account the following:

- a. setting standards is performed under University Regulation Number 1 the Year 2017 concerning Quality Standards of Universitas Brawijaya; these standards are set according to the development masterplan, strategic plan, work plan, annual budgeting, performance contracts, performance agreements, master plan, and performance accountability system of government organizations.
- b. The implementation of these quality standards begins with introduction and trials at supporting units, faculties, departments, and study programs via workshops.
- c. The evaluation of the standards involves review and discussion with the academic senate of the university, the top management of the university, the teams in charge of the formulation of quality standards (Quality Assurance Center), and the coordinating committee of standard achievement (supporting units, faculties, departments, and study programs) via monitoring and evaluation of performance reports.
- d. Standard control requires Internal Quality Audit (IQA) and management review in supporting units, faculties, departments, and study programs. The mechanism of IQA is governed according to the SOP of Internal Quality Audit (IQA).
- e. Standard improvement requires the consideration of IQA and management review results to improve the work programs within the IQAS cycle in the future.

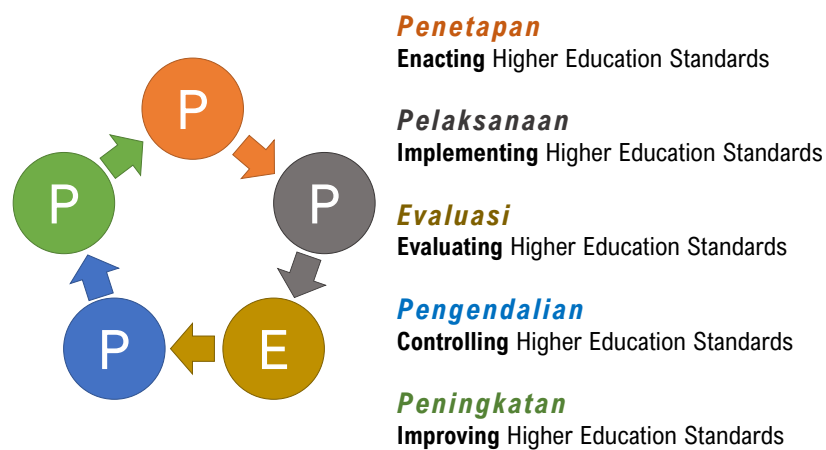


Figure 5.2 PPEPP Cycle

The mechanism of the IQAS cycle of UB applies PPEPP as illustrated in Figure 5.2, indicating that the quality assurance in UB is a systemic program aiming to improve the quality of higher education pursuant to law

Number 12 of 2012 concerning Higher Education, Article 7 Paragraph (3) point c, implying that the tasks and authority of the Minister in the administration of Higher Education involve: improvement of quality assurance, relevance, reachability, just development, and continuous access to higher education; as well as pursuant to the Regulation of the Minister of Education and Culture Number 50 of 2014 concerning Quality Assurance System for Higher Education. The business process of UB is illustrated in Figure 5.3.

Quality audit is performed internally and externally in UB pursuant to the quality audit documents of UB. This audit is performed periodically, at least once a year to measure the requirements of SMM and quality standards applied by the university. The guidelines for internal audit implementation at the university level are enacted in the SOP of Internal Quality Audit. Internal Audit at the working unit level is governed by the SOP of Internal Audit in each faculty and department and supporting units.

The external audit is performed for all working units in UB to measure the fulfillment of the external standards and requirements in the form of obedience, findings, or certificates.

IQAS serves as one of the methods to give solutions to the problems and challenges in higher education in Indonesia, especially in UB. In general, the quality assurance set by UB takes into account the following:

- a. consistent and sustainable process of setting policies and meeting quality standards of education for customer satisfaction.
- b. The process is intended to ensure that the quality of the graduates is parallel to the competence set/agreed upon to allow for consistent quality and continuous improvement.

IQAS of UB complies with the Regulation of the Minister of Education and Culture Number 50 of 2014, Article 3 Paragraph (1):

- a. IQAS is planned, implemented, controlled, and developed by the university
- b. IQAS is planned, implemented, controlled, and developed by NAAHE and/or the Independent Accreditation Agencies through accreditation programs under the authority of each institution concerned.

5.5 Organizational Structure of IQAS of UB

To perform quality assurance at UB, an organizational structure in charge of internal quality assurance was established. This structure involves the university, faculties, and departments/study programs or working units supporting academic implementation. The head of the working unit assures the performance quality of the organization that the head is responsible for. The tasks and functions as well as the organizational coordination of UB are elaborated in the Government Regulation of the Republic of Indonesia Number 108 of 2021 concerning State University as Legal Entity of Universitas Brawijaya. The tasks and

functions of units and official positions are enacted in the Rector's Regulation of UB Number 93 of 2021 concerning the Organization and Work Scheme as an element under the Rector.

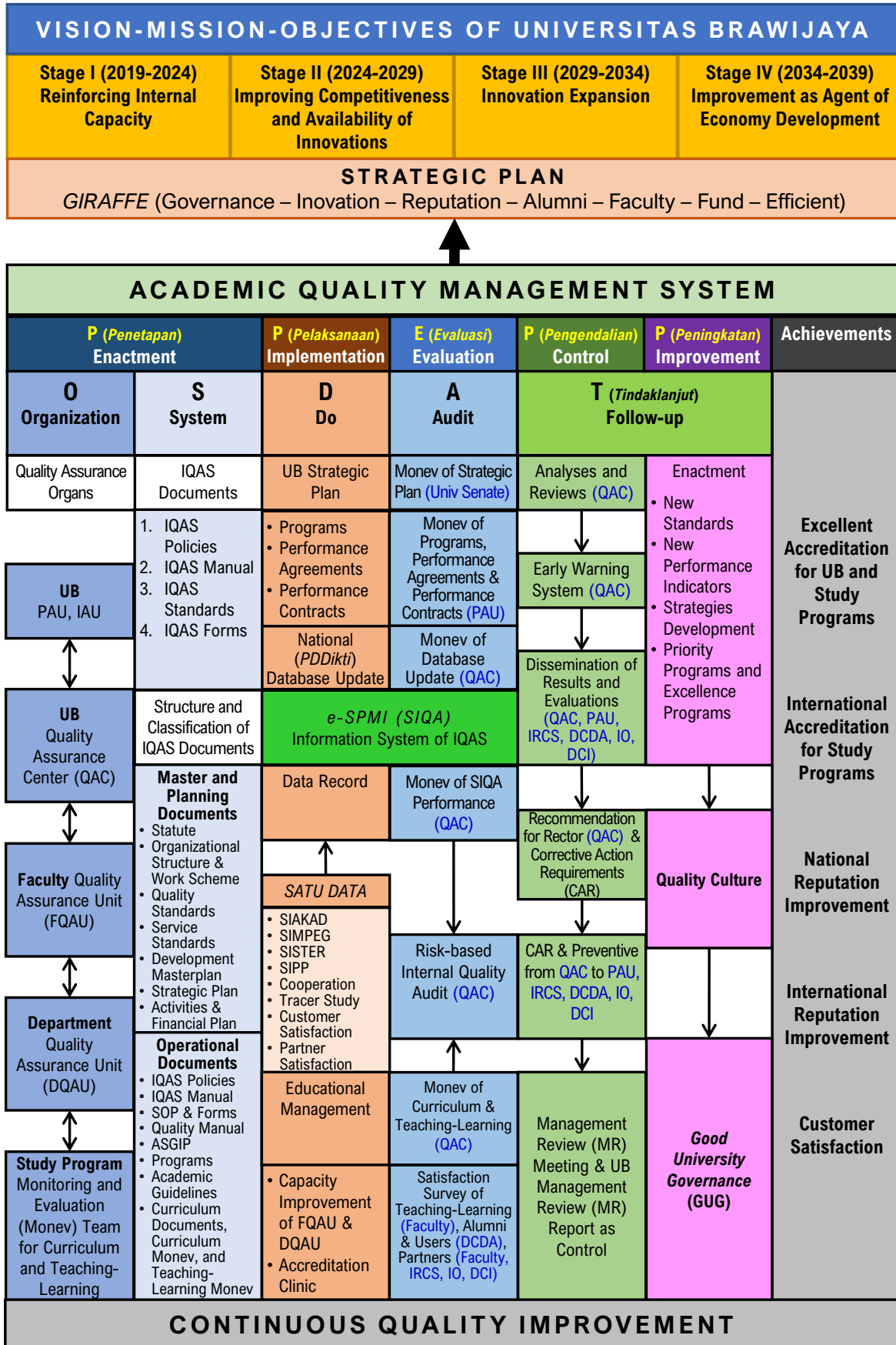


Figure 5.3 Business Process Cycle of UB

According to the Rector's Regulation of UB, organizations in charge of quality assurance of UB are drafted in stages ranging from university, faculties, departments, and study programs, to supporting units.

Generally, the distribution of tasks and functions of quality assurance organizations in UB follow the following categories:

Table 5.1. Distribution of tasks and functions of quality assurance organizations of UB

Quality Assurance Center (QAC)	Faculty Quality Assurance Unit (FQAU)	Department Quality Assurance Unit (DQAU)
IQAS	IQAS	IQAS
IQA	IQA	IQA
Accreditation	Accreditation	Accreditation
Reputation	Reputation	-

Pursuant to the Rector's Regulation of UB Number 1 of 2022 concerning Amendment to the Rector's Regulation of UB Number 93 of 2021 concerning Organization and Work Scheme as an element under the Rector, QAC has the following tasks to assist Rector in:

- a. the development of an integrated quality management system of UB
- b. integrated quality standard drafting in academic domains for all types and stages of education, student affairs, research, innovations, and community service;
- c. the implementation of measurement of the quality of services and the processes of services according to the continuous improvement principle;
- d. Quality evaluation and control in academic scopes for all types and levels of education, student affairs, research, and community service;
- e. Accreditation and certification of institutions at national and international levels;
- f. Introduction of the quality management system;
- g. Data and information processing in quality management system;
- h. Designing the guidelines for the drafting of quality documents of UB; and
- i. Evaluation for all types and levels of education, student affairs, research, innovations, and community service.

The Faculty Quality Assurance Unit (FQAU) has the following tasks:

- a. Elaborating quality standards of education into the documents of academic quality in faculties;
- b. Monitoring the implementation of academic quality assurance in faculties;
- c. Evaluating academic quality assurance in faculties; and
- d. Periodically delivering reports of implementation of academic quality assurance in faculties to Deans.

The Department Quality Assurance Unit (DQAU)

- a. elaborating quality standards of education into the documents of academic quality in departments;
- b. monitoring the implementation of academic quality assurance in departments;
- c. evaluating academic quality assurance in departments; and
- d. Periodically delivering reports of the implementation of academic quality assurance in departments to heads of departments.

The levels of organizations of quality assurance are presented in Figure 5.4. The Quality Assurance Center (QAC) of the university, the Faculty Quality Assurance Unit (FQAU), and the Department Quality Assurance Unit (DQAU) of the department/study program are connected in terms of coordination, and each is responsible under the head of the working unit.

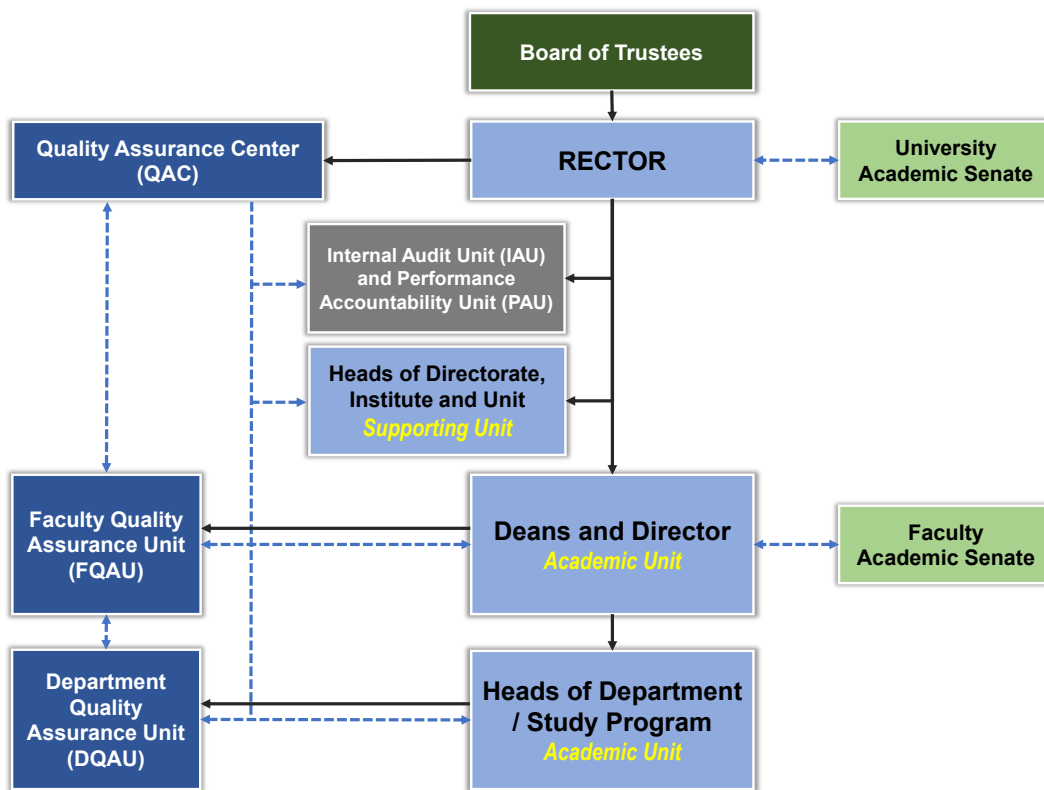


Figure 5.4 IQAS Organization of UB

5.6 Quality Standards of UB

The quality standards of UB are set based on the primary objectives, ensuring that the tri dharma services conducted in UB exceed the National Standards of the Directorate General of Higher Education. The quality standards of UB are compulsory and binding to all academic services, either in the university, faculties, departments, study programs, and supporting units.

The quality standards of UB are currently risk-based, covering 26 criteria:

1. Vision, mission, objectives, and goals
2. Governance, management, and cooperation
3. Management
4. Quality assurance system
5. Cooperation
6. Satisfaction of stakeholders
7. Quality of student input (bachelor/applied bachelor)
8. Student admission to Master's Program
9. Student admission to Doctoral Program
10. Student services
11. Human resources
12. Recognition of lecturers
13. Academic staff
14. Finance
15. Infrastructure and facilities
16. Education
17. Lesson plan
18. Lesson plan implementation
19. Monitoring and evaluation of the learning process
20. Learning
21. Learning assessment
22. Academic atmosphere
23. Research
24. Research teams
25. Community service
26. Tridharma results and outcomes

5.7 Monitoring and Evaluation

Since 2011, UB has applied and has been certified with Quality Management System ISO 9001:2008. The scope of ISO 9001:2008 certification in UB involves academic services and supporting activities. Academic services involve education, research, and community service, while supporting activities refer to all supporting services in academic activities, infrastructure and facilities, finance, and human resources. The implementation of ISO 9001:2008 represents the accountability of UB to the members of the public. In general, the application of ISO 9001:2008 indicates that UB has assured the quality of Tridharma activities in the university comprehensively.

a. Monitoring and Evaluation of Quality Assurance in Education

Monitoring and evaluation of quality assurance in education are performed in stages, covering study programs, departments, faculties, or equivalent units, and the university. At the level of the study program, for example, the monitoring is performed for a business, primarily taking into account the education or learning process, or lecturing activities. The monitoring of the lesson plan is given based on

the mechanism of the Lecture Supervisory Sheet by the department, and it is further discussed in a peer group of lecturers before it is audited by the head of a study program and reported to the head of the department concerned and the head of the faculty and the Faculty Quality Assurance Unit (FQAU). The monitoring of the percentage of attendance and lectures is conducted by the department by utilizing an information system and reporting it to the head of the faculty, the vice dean of academic affairs. The monitoring and evaluation results are then given follow-ups according to top-down and bottom-up principles for improvement or warnings/sanctions addressed to or imposed on lecturers with poor performance. All the results of monitoring and evaluation of education and their follow-ups are documented in the management review at the study program, department, or faculty levels.

b. Monitoring and Evaluation of Quality Assurance in Research and Community Service

Monitoring and evaluation in the research domain also take some stages, ranging from the department through research result seminars of lecturers in departments, reported to the vice deans of the faculties of academic affairs or those with equivalent positions and units/Research Departments in faculties, passed to the university through Research and Community Service Center. The results of monitoring and evaluation are then given follow-ups with the combination of top-down and follow-up methods for improvement or to give warnings or sanctions to those with poor performance. As the guidelines of research implementation, the Research and Community Service Center reports to departments and faculties to draft and set a research roadmap that serves as a reference and suggestion of research topics that lecturers in each department and faculty have to do. This roadmap is often evaluated/developed on a yearly basis by each department, faculty, and the university. Like the monitoring and evaluation of research, the monitoring and evaluation of community service are performed in stages from the department level, which is then verified at the faculty level through the community service unit/body, and passed to the university through research and community service center. All the results of monitoring and evaluation of research and community service and their follow-ups are documented at the study program, department, or faculty levels.

c. Monitoring and Evaluation of Quality Assurance in Management, Infrastructure and Facilities, and Finance

Monitoring and evaluation of quality assurance of management, infrastructure and facilities and finance are performed by bureaus in the environment of UB (Academic and Student Affairs Bureau, General Affairs and Staff Bureau, and Finance Bureau). The teams established by the bureaus periodically hold meetings for monitoring and evaluation of the management, infrastructure and facilities, and finance

of UB to refer to all the available information systems. The results of monitoring and evaluation are discussed in a management meeting for follow-ups to the findings of the monitoring and evaluation results. Monitoring and evaluation are also performed periodically by the Internal Audit Unit which is more independent to gain a vivid picture of existing managerial issues. Internal Audit unit so far covers financial audit, staff audit, development audit, infrastructure and facility audit, and information technology audit.

d. Internal Quality Audit

In addition to the above processes, monitoring and evaluation of tridharma activities of the university and other supporting activities are also performed by Internal Quality Audit (IQA) once a year. The activities conducted by IQA are categorized into two, namely IQA for academic units, including faculties, departments, and study programs, and IQA for supporting units, including directorate, organizations, and Technical Implementation Unit.

IQA is also referred to as an instrument for risk-based monitoring and evaluation intended to ensure that all units in UB demonstrate awareness of the fulfillment of performance standards according to the needs of external audit and performance achievement set.

The process of IQA activities in UB is conducted as part of the tasks and work programs of the Quality Assurance Center (QAC). The IQA processes conducted by QAC refer to the SOP of IQA. In brief, the stages of the mechanism of IQA are presented in Figure 5.5.

The instruments of IQA have integrated the needs of the evaluation for the improvement of SMM based on ISO 9001 (managerial), accreditation standards set by NAAHE, and Quality Standards of UB. The stages of IQA activities are associated with auditees and internal auditors in meetings or on the website of the QAC (<https://lpm.ub.ac.id/en/>). The IQA activity results can be accessed on this website.

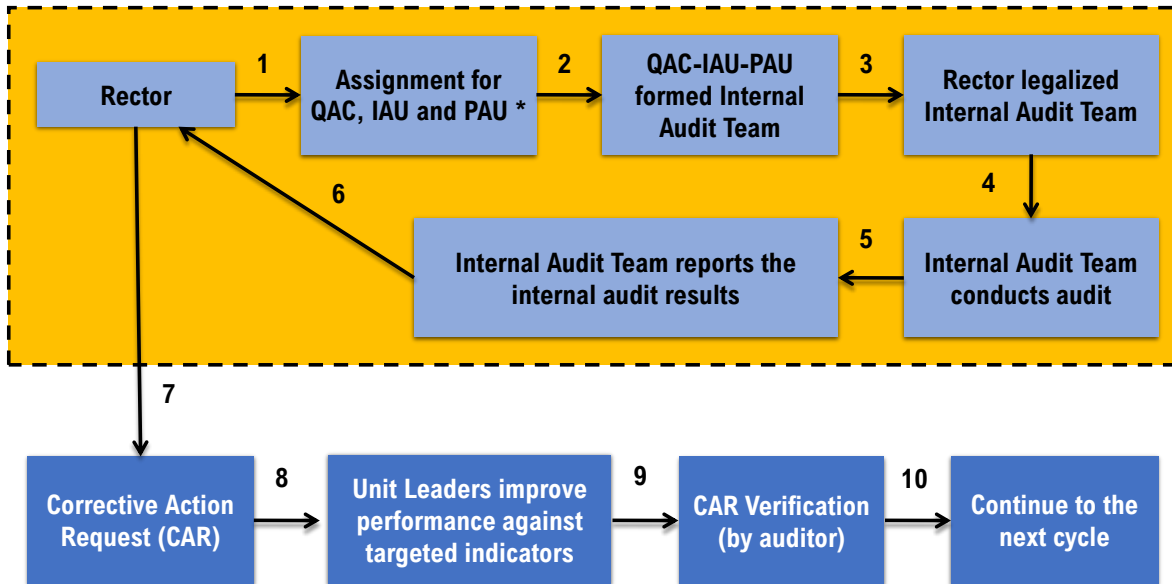


Figure 5.5 The Mechanism of IQA of UB

CHAPTER VI

STRUCTURE AND CLASSIFICATION OF IQAS DOCUMENTS OF UB

The structure and classification of IQAS documents are put in order according to the priority of the documents from the top. The types of documents of IQAS in UB are grouped into two, master and planning documents and operational documents.

Table 6.1 The List of Documents of IQAS UB and its structures

No.	Quality Document	UB	Fac.	Dept.	SP	Lab.	Supporting Units
MASTER AND PLANNING DOCUMENT							
1	Vision, mission, objectives, and organizations	√	√	√	-	-	√
2	Scientific Vision (Unit Development Blueprint)	-	-	-	√	-	-
3	Statute	√	-	-	-	-	-
4	Organization and Work Scheme	√	-	-	-	-	-
5	Structure of Organization and Work Scheme	√	√	-	-	-	√
6	Quality Standards of UB*	√	-	-	-	-	-
7	Service Standards	√	-	-	-	-	-
8	Development Masterplan (DMP)	√	√	√	-	-	√
9	Strategic Plan	√	√	√	-	-	√
10	Program and Annual Budget Plan (PABP)	√	√	√	-	-	√
OPERATIONAL DOCUMENT							
11	IQAS Policies*	√	-	-	-	-	-
12	Quality Manuals	-	√	√	-	-	√
13	IQAS Manuals*	√	-	-	-	-	-

No.	Quality Document	UB	Fac.	Dept.	SP	Lab.	Supporting Units
14	Standard Operating Procedure (SOP) and forms*	√	√	√	√	√	√
15	Work Programs	√	√	√	√	√	√
16	System of Accountability and Performance of Governmental Institution	√	√	-	-	-	√
17	Academic Guidelines	√	√	√	√ **	-	-
18	Curriculum, curriculum monitoring and evaluation, and teaching and learning monitoring and evaluation documents	-	-	-	√	-	-

Note:

- * According to IQAS document requirements (the Regulation of the Minister of Research and Technology of Directorate General of Higher Education 62/2016)
- ** operational according to the policies of each faculty
- *** consisting of the strategic plan of knowledge development in each study program

Furthermore, all the types of IQAS documents are labeled with codes referring to the Rector's Regulation of UB Number 57 of 2020 concerning Archive Classification and the Rector's Regulation Number 33 of 2016 concerning Working Unit Codes in UB.

Table 6.2 Codes of Documents of IQAS UB

No	Quality Document	Level	Code
MASTER AND PLANNING DOCUMENT			
1	Vision, mission, objectives, and organizations	UB	UN10/PR.00
		Fac.	UN10/<faculty serial number>/PR.00
		Dept. and Sub-Unit	UN10/<faculty serial number>/<dept./sub-unit serial number>/PR.00
		Supporting Units	UN10/<unit serial number>/PR.00
2	Scientific Vision (Unit	SP	UN10/<faculty serial number>/<dept. serial

No	Quality Document	Level	Code
	Development Blueprint)		number>/<SP/sub-sub-unit serial number>/HK.00.00
3	Statute	UB	UN10/OT.00.00
4	Organization and Work Scheme	UB	UN10/HK.00.00
5	Structure of Organization and Work Scheme	UB	UN10/OT.00.01
		Fac.	UN10/<faculty serial number>/OT.00.01
		<i>Supporting Units</i>	UN10/<unit serial number>/OT.00.01
6	Quality Standards of UB	UB	UN10/HK.06a
7	Service Standards	UB	UN10/HK.06b
8	Development Masterplan (DMP)	UB	UN10/PR.00.00
		Fac.	UN10/<faculty serial number>/PR.00.00
		Dept.	UN10/<faculty serial number>/<dept. serial number>/PR.00.00
		<i>Supporting Units</i>	UN10/<unit serial number>/PR.00.00
9	Strategic Plan	UB	UN10/PR.00.01
		Fac.	UN10/<faculty serial number>/PR.00.01
		Dept.	UN10/<faculty serial number>/<dept. serial number>/PR.00.01
		<i>Supporting Units</i>	UN10/<unit serial number>/PR.00.01
10	Program and Annual Budget Plan (PABP)	UB	UN10/PR.01.00
		Fac.	UN10/<faculty serial number>/PR.01.00
		Dept.	UN10/<faculty serial number>/<dept. serial number>/PR.01.00
		<i>Supporting Units</i>	UN10/<unit serial number>/PR.01.00
OPERATIONAL DOCUMENT			
11	IQAS Policies	UB	UN10/JM.00.05
12	Quality Manuals	Fac.	UN10/<faculty serial number>/JM.00.05
		Dept.	UN10/<faculty serial number>/<dept. serial number>/JM.00.05
		<i>Supporting Units</i>	UN10/<unit serial number>/JM.00.05
13	IQAS Manuals	UB	UN10/JM.00.09

No	Quality Document	Level	Code
14	Standard Operating Procedure (SOP) and forms	UB	UN10/OT.01.00/<serial number of SOP>
		Fac.	UN10/<faculty serial number>/OT.01.00/< serial number of SOP>
		Dep. and Sub-Unit	UN10/<faculty serial number>/<dept./sub-unit serial number>/OT.01.00/< serial number of SOP>
		SP and Sub-sub Unit	UN10/<faculty serial number>/<dept. serial number>/< SP/sub-sub-unit serial number>/OT.01.00/<serial number of SOP>
		<i>Supporting Units</i>	UN10/<unit serial number>/OT.01.00/< serial number of SOP>
15	Work Programs	UB	UN10/PR.00.03
		Fac.	UN10/<faculty serial number>/PR.00.03
		Dept.	UN10/<faculty serial number>/<dept. serial number>/PR.00.03
		SP	UN10/<faculty serial number>/<dept. serial number>/<SP serial number>/PR.00.03
		<i>Supporting Units</i>	UN10/<unit serial number>/PR.00.03
16	Accountability System of Government Institution Performance (ASGIP)	UB	UN10/OT.01.04.3
		Fac.	UN10/<faculty serial number>/OT.01.04.3
		<i>Supporting Units</i>	UN10/<unit serial number>/OT.01.04.3
17	Academic Guidelines	UB	UN10/KR.01.00
		Fac.	UN10/<faculty serial number>/KR.01.00
		Dept.	UN10/<faculty serial number>/<dept. serial number>/KR.01.00
		SP	UN10/<faculty serial number>/<dept. serial number>/< SP serial number>/KR.01.00
18	Curriculum	SP	UN10/<faculty serial number>/<dept. serial number>/< SP serial number>/KR.00.00

No	Quality Document	Level	Code
19	Curriculum Monitoring and Evaluation	SP	UN10/<faculty serial number>/<dept. serial number>/<SP serial number>/KR.00.01
20	Teaching and Learning Monitoring and Evaluation	SP	UN10/<faculty serial number>/<dept. serial number>/<SP serial number>/PK.01.07

THE RECTOR OF UNIVERSITAS BRAWIJAYA,

signed.

WIDODO