



RISK-BASED QUALITY STANDARDS



**Universitas Brawijaya
Malang
2022**



RECTOR'S REGULATION OF UNIVERSITAS BRAWIJAYA

NUMBER 76 THE YEAR 2022

CONCERNING

RISK-BASED QUALITY STANDARDS

BY THE GRACE OF GOD ALMIGHTY

THE RECTOR OF UNIVERSITAS BRAWIJAYA,

- Considering :
- a. Whereas to manifest the management of higher education pursuant to international standards, it is necessary to apply risk-based quality standards within the environment of Universitas Brawijaya;
 - b. Whereas pursuant to the consideration as intended in point a, it is necessary to stipulate Rector's Regulation concerning Risk-Based Quality Standards;

- 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 Year 2012 Number 158, Addendum to State Gazette of the Republic of Indonesia Number 5336);
 4. Government Regulation Number 32 the Year 2013 concerning Amendment to Government Regulation Number 19 the Year 2005 concerning Education National Standards (State Gazette of the Republic of Indonesia the Year 2013 Number 71, Addendum to State Gazette of the Republic of Indonesia Number 5410);
 5. 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 Year 2014 Number 16, Addendum to State Gazette of the Republic of Indonesia Number 5500);
 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 38 the Year 2012 concerning the Guidelines of Assessment of Performance of Public Services Unit (Official Gazette of the Republic of Indonesia the Year 2012 Number 750);
 8. Regulation of the Minister of Research, Technology, and Higher Education Number 32 the Year 2016 concerning Study Program and Higher Education Accreditation (Official Gazette of the Republic of Indonesia the Year 2016 Number 774);
 9. 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);
 10. 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 RISK-BASED QUALITY STANDARDS.

Article 1

In this Rector's Regulation:

1. Universitas, henceforth referred to as UB, means the university of legal entity.
2. Rector means an organ of UB who leads the administration and management of UB.
3. Faculties mean the faculties within the environment of UB.
4. Quality Assurance Center, henceforth referred to as QAC, serves as a rector's organ as academic support responsible to run, coordinate, monitor, and evaluate academic quality assurance agenda.
5. Quality represents the whole characteristics of products demonstrating the ability to fulfil the demands or requirements set by stakeholders either those set forth in a contract or implied.
6. Risk-Based Quality Standards refer to the standards of assuring the quality of UB with risk-based approaches to allow for proactive organization to alleviate unexpected impacts and to foster sustainable development.

Article 2

Risk-Based Quality Standards as set forth in the Annex shall constitute an inseparable part of this Rector's Regulation.

Article 3

The Policy of Risk-Based Quality Standards shall apply to lecturers, academic staff, and students of UB.

Article 4

Upon the enforcement of this Rector's Regulation, University Regulation Number 1 the Year 2017 concerning Quality Standards (the Gazette of Universitas Brawijaya the Year 2017 Number 97) 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-2022-76-Standar Mutu Berbasis Risiko

ANNEX
 RECTOR'S REGULATION OF UNIVERSITAS BRAWIJAYA
 NUMBER 76 THE YEAR 2022
 CONCERNING
 RISK-BASED QUALITY STANDARDS

RISK-BASED QUALITY STANDARDS

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1	Vission, Mission, Objectives, and Target	UB has long-term, medium-term, and short-term development plans with performance indicators and targets set forth therein to measure the outcomes of strategic objectives that have been set.	UB has: 1. Development plans that are currently valid, consisting of: long-term, medium-term, and short-term plans, 2. Performance indicators, 3. International competitiveness-oriented targets, and 4. Evidence of consistent development	1. The availability of documents on long-term strategic plan in the form of development master plan (DMP); medium-term in the form of 5-year strategic plan UB; short-term Program and Annual Budget Plan (PAB) 2. The availability of performance indicators with the targets that are international competitiveness-oriented set forth in the documents of DMP and strategic plan 3. The availability of monitoring and	1. Twenty-year DMP 2. Five-year Strategic Plan 3. Program and Annual Budget Plan (PABP) 4. Yearly Performance agreements and contracts 5. Master plan (spatial) 6. Accountability System of Government Institution Performance (ASGIP)	1. Work Program Implementation 2. Dikti Database Update 3. Documentation of data and The System of Internal Quality Assurance (SIQA) information (e-IQAS)	1. Monitoring and evaluation of Strategic Plan of UB (Academic Units) every end of year. 2. Monitoring and evaluation of work program, performance contract, performance agreement (PAU) on a three-year basis 3. Monitoring and evaluation of Dikti database (QAC) every semester 4. Monitoring and evaluation of performance outcome SIQA (QAC) every semester	1. Dissemination of strategic plan evaluation results, work program, performance contract, performance agreement, Dikti database, SIQA, IQA 2. Corrective Action Requirement (CAR) by QAC to Academic Units and Supporting Units 3. Meeting and report of	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review report	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 3. Risk mitigation a) Internal coordination ; b) Introduction of policies and internal audit; c) SOP update d) IQAS reinforcement	1. Strategic plan monitoring and evaluation result 2. ASGIP report 3. Performance contract 4. outcome report 5. NSP, SSH, HPS, DMP, Strategic Plan, Master Plan documents 6. Development master plan monitoring and evaluation documents



No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				evaluation report in DMP on a five-year basis, annual strategic plan monitoring and evaluation reports and five-year strategic plan evaluations, annual PABP evaluation report, annual PAR, annual rector performance report and management review reports			5. Risk-based IQA (QAC) at the end of every even semester	management review			
2	Vision, mission, objectives, and goals (VMOG)	Mechanism and involvement of stakeholders in VMOG MUSP drafting.	Existence of mechanism in drafting and setting vision, mission, objectives, and strategies documented and the involvement of all internal stakeholders (lecturers, students, and academic staff) and external stakeholders (alumni, alumni users and experts/partners/professional organizations/gov	Availability of VMOG documents involving stakeholders.	1. SOP for VMOG drafting 2. SOP for VMOG enactment	1. Workshop on VMOG drafting 2. Workshop on VMOG enactment	Monitoring and evaluation of SOP of VMOG drafting and enactment	Management review reports and meetings	SOP update	1. Risk Potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation a) SOP update; b) IQAS reinforcement	1. SOP of VMOG drafting 2. SOP OF VMOG Enactment 3. Meeting minute 4. Declaration of Events and Report of Workshop activities

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
3	Governance, management, and cooperation	The availability of formal documents of the governance systems pursuant to the institutions to assure the accountability, sustainability, transparency, and mitigation of risk potential	UB has formal documents of governance systems elaborated into several policies and regulations	UB has formal documents of governance systems elaborated into several policies and regulations that are referred to consistently, effectively, and efficiently pursuant to the institutional context and assuring the accountability, sustainability, transparency, and mitigation of risk potential	<ol style="list-style-type: none"> Enacting Rector's Regulation as a subordinate regulation of Government Regulation Number 108 the Year 2021 concerning State University as Legal Entity Universitas Brawijaya (PTNBH UB) Enacting Rector's Regulation by complying with Rector's Regulation Number 24 the Year 2016 concerning Official Document Management, requiring the availability 	<ol style="list-style-type: none"> Implementing the drafting of Rector's Regulation concerning governance, management, and cooperation Implementing the regulations concerning the procedures of the enactment of Rector's Regulation by complying with Rector's Regulation Number 24 the Year 2016 concerning Official Document Management 	<ol style="list-style-type: none"> Performing monitoring and evaluation and IQA Performing evaluations of performance on a monthly basis at Legal and Governance Division 	<ol style="list-style-type: none"> Management review reports and meetings Conducting a meeting on the coordination and monitoring on a monthly basis at Legal and Governance Division 	<ol style="list-style-type: none"> Updating Rector's Regulation concerning governance, management, and cooperation Educating drafters of rector's regulation to allow for fulfillment of requirements set forth in the proposals of rector's regulation drafting 	<ol style="list-style-type: none"> Risk potential: <ol style="list-style-type: none"> Policy risk; Obedience risk; Operational risk; Reputational risk Risk mitigation <ol style="list-style-type: none"> Providing information openness on the current Rector's Regulation Providing information on procedures of submission of a proposal regarding rector's regulation drafting; Performing repeated investigation in either normative or substantive scope; Synchronizing and 	<ol style="list-style-type: none"> Rector's Regulation, minutes, declaration of meeting events The proposal of rector's regulation drafting should involve: <ol style="list-style-type: none"> The drafting of rector's regulation; A proposal submitted to Rector; Assignment letter for rector's regulation drafting team

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
					of proposals submitted by drafters to the rector and the availability of drafting team of a rector's regulation drafting process (Division of Legal and Governance)					fostering harmony with related parties.	
4	Governance, management, and cooperation	The availability of valid proof of good university governance practices (including the aspects of credibility, transparency, accountability, responsibility, and justice), and risk management. The university announces the summary in an annual report to all the members of the public (Article 33 Paragraph (3) of Government Regulation Number 4 the year	Fostering good university governance (including the aspects of credibility, transparency, accountability, responsibility, and risk management.	UB has valid proof regarding university governance practices, including the aspects of credibility, transparency, accountability, responsibility, justice, and risk management consistently, effectively, and efficiently. The university announces the summary in an annual report to the members of the public.	Enactment: 1. DMP every 20 years 2. Five-year strategic plan 3. Annual PABP 4. Annual work performance contract and agreement 5. ASGIP 6. Documents of Policies, standards, manuals, and forms of IQAS.	1. Workshop on drafting, enactment, and introduction of DMP 2. Workshop on drafting, enactment, and introduction of strategic plan 3. Workshop on drafting, enactment and introduction of PABP 4. Workshop on drafting, enactment, and introduction of work	1. Monitoring and evaluation of UB strategic plan (Academic Units) at the end of the year 2. Monitoring and evaluation of work programs, work performance contract and agreement (PAU) every three months 3. Monitoring and evaluation of Dikti database (QAC) every semester 4. Monitoring and evaluation of work	Management review reports and meetings	Setting new standards, new performance indicators, strategy and program of priority and excellence as set forth in management review reports	1. Risk potential a) Policy risk; b) Obedience risk c) Operational risk; d) Reputation al risk 2. Risk mitigation a) internal coordinatio n b) introductio n of LAKIN; c) introductio n of managem ent review reports d) IQAS reinforceme nt	1. Minutes 2. LAKIN 3. Management review reports 4. IQAS Activity reinforcement reports

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		2014)				performance contract and agreement 5. Workshop on drafting, enactment, and introduction of ASGIP 6. Workshop on drafting, enactment, and introduction of documents of policies, manuals, and forms of IQAS	performance outcomes of SIQA (QAC) every semester 5. Risk-based IQA (QAC) at the end of even semesters				
5	Governance, management, and cooperation	Existence and function of institution/function of code of conduct enforcement to assure the governance of value and integrity	Existence of institution/function of code of conduct	UB has an institution that entirely functions to enforce code of conduct to assure the governance of value and integrity consistently, effectively, and efficiently	Enactment of Rector's Regulation concerning Structure of Organization and Work Scheme and code of conduct	Introduction of rector's regulation concerning code of conduct	Monitoring and evaluation of enforcement of code of conduct and IQA	Management review meetings and reports	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1. Risk Potential a) Policy risk b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk Mitigation a) Internal coordination ; b) Introduction of the policy of code of conduct; c) SOP update; d) IQAS Reinforceme	1. Meeting minutes 2. management review reports 3. SOP of the enforcement of code of conduct 4. IQAS reinforcement activity reports

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										nt	
6	Management	The availability of formal function of the system of functional and operational management of university consisting 5 aspects as follows: a) planning; b) organizing; c) staffing; d) leading; and e) controlling	The availability of management and operational system of university	UB has formal proof of the functionality of management, function, and operational system of university consisting of 5 aspects consistently and effectively performed by considering the uniqueness of university as a legal entity pursuant to relevant statutes	Enactment 1. DMP every 20 years 2. Five-year strategic plan 3. Annual PABP 4. Annual performance contracts and agreements 5. Master plan (spatial) 6. ASGIP	Implementation of work programs pursuant to the system of functional and operational management of UB	1. Monitoring and evaluation regarding the following aspects: a) planning; b) organizing; c) staffing; d) leading; e) controlling 2. IQA	Management review meetings and reports	Setting new management standards, new performance indicators, and strategies and programs of priority and excellence set forth in management review reports	1. Risk potential: a) Policy risk b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Internal coordination; b) Introduction of the policy of functional and operational management of UB; c) SOP update d) IQAS reinforcement (planning, organizing, staffing, leading, and controlling)	1. Rector's regulation concerning Structure of Organization and Work Scheme 2. Strategic plan 3. Management review reports 4. Documents on planning (DMP, strategic plan, PABP, performance contract and agreement, etc) 5. Documents of organizing (rector's regulation and SOP). 6. Documents of staffing (staffing, rector's regulation, and SOP of staffing) 7. Meeting minutes (policy making) 8. Documents of controlling (rector's regulation and SOP of

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
											controlling of Internal Audit Unit and Audit committee) 9. Documents of mapping and projection of human resource development
7	Management	The availability of formal documents and the guidelines of management consisting of 11 aspects as follows a) education; b) the development of academic atmosphere and knowledge autonomy; c) Student affair program; d) Research; e) Community service f) Human Resources; g) Finance; h) Infrastructure and facilities; i) Information systems; j) Quality assurance	Referring to the guidelines covering all 11 aspects that have been performed	The university has the formal documents and the detailed guidelines of the management and they demonstrate the relevance among all 11 aspects	1. Documents of IQAS (policies, standards, manuals, forms of IQAS) 2. Academic guidelines 3. Research guidelines 4. Community service guidelines 5. Cooperation guidelines 6. Rector's regulation and relevant SOP	1. Planning 2. Workshop 3. Program introduction	1. Monitoring and evaluation 2. IQA	Management review meetings and reports	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Internal coordination ; b) Introduction of policies and guidelines; c) SOP update; d) IQAS reinforcement	1. DMP 2. Strategic plan 3. Planning documents 4. IQAS documents (policies, standards, manuals, and forms of IQAS) 5. Academic guidelines 6. Research guidelines 7. Community service guidelines 8. Cooperation guidelines 9. Rector's regulation and relevant SOP

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		systems; and k) Cooperation									
8	Management	The availability of valid proof of the implementation of policies and guidelines of the management covering 11 aspects as follows: a) Education; b) Academic atmosphere and knowledge autonomy development; c) Student-affair programs; d) Research e) Community service; f) Human resources g) Finance; h) Infrastructure and facilities; i) Information system; j) Quality assurance system; and k) Cooperation	Guidelines of effective management and implementation	UB has valid proof of the implementation of policies and guidelines of management with consistent, effective, and efficient implementation covering 11 aspects	1. Planning documents 2. Relevant rector's regulation 3. Relevant SOP 4. The scope of monitoring and evaluation and relevant IQA regarding the implementation of the policies and the guidelines of the management	1. Workshop on planning 2. Workshop on rector's regulation drafting 3. Workshop on SOP drafting 4. Work meeting	1. Monitoring and evaluation of the implementation of policies and guidelines of management 2. IQA	1. Monitoring and evaluation reports 2. IQA reports 3. Management review reports and meetings	Setting new management standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk' d) Reputational risk 2. Risk mitigation: a) Internal coordination; b) Introduction of policies and guidelines; c) SOP update	1. DMP 2. Strategic plan 3. Planning documents 4. IQAS documents (policies, standards, manuals, forms of IQAS) 5. Academic guidelines 6. Research guidelines 7. Community service guidelines 8. Cooperation guidelines 9. Rector's regulation and relevant SOP 10. Documents of strategic plan evaluation
9	Management	The availability of formal documents and the proof of mechanism of agreement and	Performed and evaluated Strategic Plan consisting of five aspects	UB has formal documents and the proof of the mechanism of agreement and the	SOP of the drafting of strategic plan, SOP of the enactment of	Workshop on SOP of the drafting of strategic plan, SOP of strategic plan enactment,	Monitoring and evaluation of the execution of the strategic plan	The report of monitoring and evaluation of the strategic plan	SOP update	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational	1. SOP of strategic plan drafting 2. SOP of strategic plan enactment 3. Minutes

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		enactment of the strategic plan that covers five aspects as follows: a) The involvement of stakeholders; b) Reference to strategic plan outcomes of earlier period c) Reference to institutional VMOG d) Analysis of internal and external conditions that have been performed e) The validity given by an authorized organ		enactment of the strategic plan covering all five aspects with benchmarks involving another similar higher education institution at an international level.	strategic plan, SOP of strategic plan monitoring and evaluation	SOP of strategic plan monitoring and evaluation				risk; d) Reputationa risk; 2. Risk mitigation: a) SOP update	4. Declaration of events and report of workshop activities
10	Internal Quality Assurance System (IQAS)	The availability of IQAS formal documents proven with the five following aspects: a) Organ/function of IQAS; b) Documents of IQAS; c) Internal auditors; d) Audit results; and	IQAS with the existing five aspects including: a) Organ/function of IQAS; b) The documents of IQAS; c) Internal auditorS; d) Audit results; and e) Proof of follow-	The university has performed the IQAS proven by the involvement of five aspects and having the standards exceeding the national standards of the Directorate of Higher Education (SN-DIKTI) with international competitiveness of significant quality	1. The policies of main performance indicators and supplementary performance indicators of UB 2. Performance contracts and agreements	1. Workshop on IQAS document drafting 2. Work meeting	1. Monitoring and evaluation 2. IQA	Mangement review meetings and reports	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in the management review report	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputation al risk; 2. Risk mitigation: a) Internal coordinatio n; b) Introductio	1. DMP 2. Strategic plan 3. Planning documtns 4. IQAS documents (policies, standards, manuals, and forms of IQAS) 5. Academic guidelines 6. Research guidelines 7. Community

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		e) Proof of follow-up.	up.	and quantity, effective to develop the quality behavior and to implement the innovation of quality assurance systems, such as: risk-based audit or other innovations.	3. Rector's regulation concerning organ and document setting of IQAS 4. SOP of IQA					n of policies and guidelines; c) SOP update d) IQAS reinforcement	8. Cooperation guidelines 9. Rector's regulation and relevant SOP 10. Documents of internal and external audit results
11	Quality Assurance System	The availability of valid proof of good governance in the development of the quality behavior in university through management review meeting that sets the agenda of the following aspects: a) Internal audit result; b) Feedback; c) Product relevance and process performance d) Status of preventive action and improvement; e) Follow-up of the earlier	Documents of quality behavior practices	The university has valid proof regarding good governance in the development of the quality behavior in the university through management review meeting, setting the agenda of the 7 aspects.	1. Setting the documents of IQAS (policies, standards, manuals, and forms) 2. Circular Letter of Rector regarding IQA 3. Introduction of IQA 4. SOP of IQA	Management review meeting	IQA	1. IQA report 2. Management review meeting 3. CAR	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review report	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputation al risk; 2. Risk mitigation: a) Internal coordinatio n; b) IQAS reinforceme nt; c) enactment	1. DMP 2. Strategic plan 3. Planning documents (policies, standards, manuals, forms) 4. IQAS documents 5. Rector's regulation and relevant SOP

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		management review meeting; f) Transformation affecting quality assurance system; and g) Recommendation of improvement									
12	Quality Assurance System	Certification/external accreditation performed by an international or internationally reputable institution	The score of certification/external accreditation by an international institution or an internationally reputable institution (NK) = 8	$NK = 4 \times NA + 2 \times NB + NC$ NA = the number of certifications/accreditations within the scope of the university or faculty released by an internationally reputable institution. NB = the number of certifications/accreditations within the scope of university (other than National Accreditation Body for University) or faculty released by a nationally reputable institution NC = the number of certifications/accreditations within the scope of unit (laboratory and others) released by an internationally and nationally reputable institution.	1. DMP 2. Strategic plan 3. PABP 4. Performance contract 5. Performance agreement 6. International accreditation roadmap	1. Introduction of international accreditation policy 2. International accreditation center (QAC) 3. Workshop on international accreditation mentoring (Quality Assurance)	1. Monitoring and evaluation of work program of international accreditation 2. Monitoring and evaluation of performance contracts 3. Monitoring and evaluation of performance agreements 4. IQA	Management review reports and meetings	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in the management review reports	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputation al risk 2. Risk mitigation: a) Internal coordination; b) IQAS reinforcement	1. DMP 2. Strategic plan 3. Planning documents 4. IQAS documents (policies, standards, manuals, forms of IQAS) 5. Rector's regulation and relevant SOP 6. Accreditation certificate

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				PAI = (NAI / NPS) x 100% NAI = the number of study programs in a primary program accredited by an international reputable institution. NPS = the number of study programs in a primary program							
13	Quality Assurance System	Accreditation of a study program by an internationally reputable accreditation institution	The percentage of accreditation of the study program gained, performed by an internationally reputable accreditation institution (PAI) = 5%	PAI = (NAI / NPS) x 100% NAI = the number of study programs in a primary program accredited by an internationally reputable institution. NPS = the number of study programs in a primary program	<ol style="list-style-type: none"> DMP Strategic plan PABP Performance contracts Performance agreements International accreditation roadmap 	<ol style="list-style-type: none"> Introduction of international accreditation policy International accreditation center (QAC) Workshop on international accreditation mentoring (Quality Assurance) Strategies of reinforcing human resource competence through coaching and workshop 	<ol style="list-style-type: none"> Monitoring and evaluation of international accreditation work program Monitoring and evaluation of performance contracts Monitoring and evaluation of performance agreements IQA 	Management review reports and meetings	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in the management review reports	<ol style="list-style-type: none"> Risk potential: <ol style="list-style-type: none"> Policy risk; Obedience risk; Operational risk; Reputational risk. Risk mitigation: <ol style="list-style-type: none"> Internal coordination; Introduction of policies and guidelines; SOP update IQAS reinforcement 	<ol style="list-style-type: none"> DMP Strategic plan Planning documents IQAS documents (policies, standards, manuals, forms of IQAS) Rector's regulation and relevant SOP
14	Quality Assurance System	Accreditation status of the study program given by National Accreditation	The score of the accreditation status of a study program by National	NSA = [(4 x NUnggul + 3.5 x NA + 3 x Nbaik_Sekali + 2.5 x NB + 2 x Nbaik + 1,5 x NC) / (NUnggul +	<ol style="list-style-type: none"> DMP Strategic plan PABP Performance contracts 	<ol style="list-style-type: none"> Introduction of the policy of accreditation of National Accreditation 	<ol style="list-style-type: none"> Monitoring and evaluation of national accreditation work program 	Management review reports and meetings	Setting new standards, new performance indicators, strategies and programs of	<ol style="list-style-type: none"> Risk potential: <ol style="list-style-type: none"> Policy risk; Obedience risk; Operational 	<ol style="list-style-type: none"> DMP Strategic plan Planning documents IQAS

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		Board for Higher Education or Independent Accreditation Institution (IAI)	Accreditation Board for Higher Education or Independent Accreditation Institution (NSA) = 3.50	NA + Nbaik_Sekali + NB + Nbaik + NC + NK) + 0.5 Nunggul (excellent) = the number of study programs accredited excellent. Nbaik Sekali (Very Good) = the number of study programs accredited very good Nbaik (Good) = the number of study programs accredited good. NA = the number of study programs accredited A NB= the number of study programs accredited B NC = the number of study programs not accredited/expired Note: a new study program accredited minimum is not included in NSA calculation	5. Performance agreements 6. National accreditation roadmap	Board for Higher Education or Independent Accreditation Institution (QAC) 2. Accreditation center of National Accreditation Board for Higher Education or Independent Accreditation Institution (QAC) 3. Workshop on National Accreditation Board for Higher Education or Independent Accreditation Institution (Quality Assurance) accreditation mentoring	2. Performance contract monitoring and evaluation 3. Monitoring and evaluation performance agreement 4. IQA		priority and excellence set forth in the management review report	risk; c) Reputational risk; 2. Risk mitigation: a) Internal coordination; b) Introduction of policies and guidelines; c) SOP update d) IQAS reinforcement	documents (policies, standards, manuals, forms of IQAS) 5. Rector's regulation and relevant SOP
15	Quality Assurance System	The percentage of study programs accredited excellent by National Accreditation Board for Higher	The percentage of the number of study programs accredited excellent = 55%	The number of study programs accredited excellent by National Accreditation Board for Higher Education and IAI/ the total of study programs in UB	1. DMP 2. Strategic plan 3. PABP 4. Performance contracts 5. Performance	1. Introduction of the policy of accreditation by National Accreditation Board for Higher	1. Monitoring and evaluation of national accreditation work program 2. Monitoring and evaluation of	Management review reports and meetings	Setting new standards, new performance indicators, strategies and programs of priority and excellence set	1. Risk potential: a) Policy risk; b) Obedience risk; d) Operational risk;	1. DMP 2. Strategic plan 3. Planning documents 4. IQAS documents (policies,

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		Education and (IAI)		* 100%	agreements	Education or AIA (QAC) 2. National Accreditation Board for Higher Education or IAI (QAC) accreditation center 3. Workshop on accreditation mentoring and IISK of International Accreditation Board for Higher Education or IAI (Quality Assurance) 4. Strategies of reinforcement of human resource competence through coaching and workshop	performance contract 3. Monitoring and evaluation of performance agreement 4. IQA		forth in management review report	e) Reputational risk; 2. Risk mitigation: a) Internal coordination; b) Introduction of policies and guidelines; c) SOP update d) IQAS reinforcement	standards, manuals, forms of IQAS) 5. Rector's regulation and relevant SOP
16	Quality Assurance System	The percentage of study programs having international accreditations or certificates recognized by the government	The percentage of study programs internationally accredited/certified= 40%	Study programs having international accreditations or certificates recognized by the government/the total of study programs in UB x 100%	1. DMP 2. Strategic plan 3. PABP 4. Performance contract 5. Performance agreement	1. Introduction of the policies of international accreditation and certification 2. International accreditation	1. Monitoring and evaluation of international accreditation work program 2. Monitoring and evaluation of performance contract	Management review reports and meetings	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review report	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk	1. DMP 2. Strategic plan 3. Planning documents 4. Rector's regulation and relevant SOP

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
						and certification center 3. Workshop on international accreditation or certification mentoring	3. Monitoring and evaluation of performance agreement			mitigation: a) Internal coordination b) Introduction of policies and guidelines; c) SOP update	
17	Quality Assurance System	The rank of Universitas Brawijaya has improved according to the review of QS International University Rankings	The ranking of UB at 801 +	Monitoring UB ranking in QS International Ranking Institution	1. DMP 2. Strategic plan 3. PABP 4. Performance contract 5. Performance agreement	1. Implementation of regular monitoring of UB ranking 2. Ranking report	1. Monitoring and evaluation of the implementation of ranking monitoring 2. Monitoring and evaluation of performance contract	1. Performance contracts 2. Ranking report	1. Setting new standards 2. Setting new indicators 3. Setting the strategies of international ranking	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; b) Reputation al risk. 2. Risk mitigation: a) Regular ranking monitoring; b) Evaluation in case of falling rank; c) Setting the strategies of priority to improve rank	1. Regular ranking report validated by an authorized party 2. Rector's regulation
18	Cooperation	The availability of formal documents of policies and procedures of network and	The policies and procedures of network and partnership development done	UB has formal comprehensive, detailed, and updated documents of policies and procedures	1. Twenty-year DMP 2. Five-year strategic plan 3. Annual	1. Work program implementation 2. Documentation and	1. Update of DIKTI cooperation database report 2. Monitoring and evaluation of	1. Performance agreement. 2. Cooperation report of DIKTI	1. Setting new standards 2. New performance indicators 3. Strategies and	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational	1. Cooperation policy documents 2. Documents of national and international

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		partnership development (nationally and internationally), and monitoring and evaluation of partner satisfaction and the SOP of the implementation of cooperation	effectively	accessible for stakeholders regarding network and partnership development (nationally and internationally), including how monitoring and evaluation of the satisfaction of the partners are performed.	performance agreement 4. Rector's regulation regarding cooperation 5. Relevant dean's regulation 6. SOP	information of SIQA (e-IQAS) 3. Publication of policy documents 4. The procedures of cooperation and partnership network development at both national and international levels	cooperation information system of UB 1) monitoring and evaluation of Strategic plan of UB (Academic Units) every year end 3. Quarterly monitoring and evaluation of work programs, performance contracts, and cooperation agreements (SAK) 4. Monitoring and evaluation of performance outcomes of SIQA every semester 5. Risk-based IQA (QAC) at the end of every even semester	database 3. Management review 4. Activity publication	programs of priority and excellence set forth in the management review report 4. Setting new SOP adjusted to the standard of DMP and the strategic plan of legal entity university version	risk; d) Reputation al risk. 2. Risk mitigation: a) Integrated and comprehensive monitoring at every level of policy implementation; b) Reward and punishment according to performance outcomes; c) Early warning system at every level of implementation; d) The existence of an attached unit appointed to control the cooperation	network and partnership development procedures. 3. Documents of cooperation SOP 4. The publication of policy documents 5. Activity publication 6. Documents of Monitoring and evaluation report on partner satisfaction

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
19	Cooperation	The availability of network and partnership planning documents set to achieve vision, mission, and the strategic objectives of the institution.	Documents performed effectively	UB has network and partnership development planning documents that are valid and directed to achieve vision, mission, and strategic objectives of the institution	<ol style="list-style-type: none"> Twenty-year DMP Five-year strategic plan Annual performance agreement Relevant rector's regulation Relevant dean's regulation Documents of partner criteria 	<ol style="list-style-type: none"> Technical guidelines and templates relevant to the standards of Dikti Documentation of network and partnership development planning Documentation of cooperation and partnership network development procedures in a national and an international scope Publication of the documents of partnership criteria Documentation of data and information on SIQA (e-IQAS) 	Annual monitoring and evaluation of assessment of partner satisfaction at national and international levels.	<ol style="list-style-type: none"> Quarterly reports Quarterly Evaluation meetings Uploading quarterly reports Dissemination of the outcomes of cooperation in national and international scopes 	<ol style="list-style-type: none"> Determining priority program according to the strategic plan and performance agreement Setting new legal protection for cooperation 	<ol style="list-style-type: none"> Risk potential: <ol style="list-style-type: none"> Policy risk; Obedience risk; Operational risk; Reputational risk Risk mitigation: <ol style="list-style-type: none"> Availability of MOU template according to the standards of cooperation of Dikti The availability of MOA template according to the standards of dikti cooperation report 	<ol style="list-style-type: none"> Document publication
20	Cooperation	The availability of data, quantity, scope, relevance, and the usefulness of cooperation	Documents of questionnaires related to the relevance and the usefulness of cooperation	University has networks and partners relevant to VMOG and useful for the development of tridharma of the	<ol style="list-style-type: none"> Strategic plan Performance contract Annual PABP 	<ol style="list-style-type: none"> The documentation and publication of data regarding numbers, 	<ol style="list-style-type: none"> Quarterly monitoring and evaluation of work agreement Monitoring and evaluation of 	<ol style="list-style-type: none"> Quarterly reports Annual reports Dissemination of evaluation 	<ol style="list-style-type: none"> Arranging new cooperation Extending the scope of cooperation 	<ol style="list-style-type: none"> Risk potential: <ol style="list-style-type: none"> Operational risk; Reputational risk Risk 	<ol style="list-style-type: none"> Cooperation list documents Questionnaire documents

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				institution consisting of local/regional, national, and international cooperations.		scope, relevance, and usefulness of cooperation 2. Data update in <i>laporkerma</i> (cooperation report) Dikti	<i>laporkerma</i> Dikti every semester 3. Monitoring and evaluation of risk-based IQA every semester	result of cooperation, work program, performance contract, performance agreement, Dikti database, SIQA, IQA 4. Management review reports and meetings		mitigation: a) Choosing and determining cooperation according to the criteria set by Dikti	
21	Cooperation	The availability of proof of monitoring and evaluation of the implementation of partnership, the level of satisfaction of partners measured with valid instruments, and measures taken to improve the quality of the networks and partnership to assure the achievement of vision, mission, and strategic goals.	Reports of monitoring and evaluation and follow-up of the satisfaction of partners	The university has the proof of monitoring and evaluation of partnership measured with valid instruments, and the improvement of the quality of sustainable networks to realize the vision, mission, and strategic goals	1. Questionnaires 2. Performance contracts	Documentation and publication of data regarding the numbers, scope, relevance, and the usefulness of cooperation	Annual monitoring and evaluation that indicate assessment of the satisfaction of partners in national and international scopes	Report documents regarding the satisfaction index of partners	1. Increase in Monitoring frequency 2. Addition of monitoring parameter	1. Potential risk: a) Operational risk 2. Risk mitigation: a) Coaching intended to improve human resources	1. Scientific and non-scientific publications 2. Online and offline publications 3. Cooperation reports 4. Book of innovation and cooperation outcomes
22	Cooperation	Cooperation in university in the	The ratio of cooperation within	RI = NI/NDT RN = NN/NDT	1. Performance contract	Data update in cooperation report	1. Monitoring and evaluation of	1. Dissemination of	Arranging new cooperation	1. Risk potential: a) Operational	Documents of cooperation

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		domains of education, research, and community service (PkM) within the last three years	an international scope to the total tenured lecturers (RI) = 2%	Factor: a = 0.02, b = 0.2, c = 0.5 NI = quantity of tridharma cooperation at international level. NN = quantity of tridharma cooperation at national level. NL = quantity of tridharma cooperation at regional/local level. NDT = quantity of tenured lecturers RL = NL/NDT	2. Annual PABP	systems (LAPORKERMA)	cooperation report systems 2. Monitoring and evaluation of risk-based IQA	evaluation results of <i>lekerma</i> , work program, performance contracts, performance agreements, Dikti database, SIQA, IQA 2. Management review reports and results		1 risk; b) Reputational risk 2. Risk mitigation: a) Adding to the number of cooperation targets; b) Encouraging lecturers to initiate new cooperation	agreement letters. MoU and MoA are not supporting documents for cooperation
23	Satisfaction of stakeholders	The satisfaction level of internal and external stakeholders in each criterion: governance and cooperation, university students, human resources, finance, infrastructure and facilities, education, research and community service that meet all the four following aspects: a) Using valid, reliable, and applicable	Fulfilling all the four aspects: a) Using valid, reliable, and applicable satisfaction instruments b) Regular implementation and comprehensive data recording c) Analysis with appropriate and useful methods for decision-making; and d) The satisfaction	University performs the measurement to see the satisfaction level of internal and external stakeholders toward each criterion that meets the four aspects, and the results are published and accessible, followed by the review regarding the implementation of the satisfaction level of the users.	1. Performance contract 2. Annual PABP 3. The availability of tested SKM that meets the four aspects with instruments that are broken into two categories: templatekategori: a) Instrument for public services in	1. Surveys measuring satisfaction level take place once a year. 2. Survey result publication	1. Monitoring and evaluation of survey results 2. Monitoring and evaluation of IQA	1. Dissemination of survey results 2. Management review report and meeting	1. Increasing survey frequency 2. Addition of survey parameter	1. Risk potential: a) Operational risk; b) Reputational risk 2. Risk mitigation: a) Publication of previous year survey results for follow-up; b) IKM as one of the parameters of the preparation of the program in each work unit and institutional development	The publication of document of IKM

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		satisfaction instruments; b) Regular implementation and comprehensive data recording; c) Analysis with appropriate and useful methods for decision-making; and d) The satisfaction level and feedback are given follow-up for the improvement and enhancement of the outcome quality regularly and systematically.	level and feedback are given follow-up for the improvement and enhancement of the outcome quality regularly and systematically.		general; b) Instrument for activity implementation;						
24	The quality of the input of the students (Bachelor/applied Bachelor)	The ratio of the number of applicants to the number of selected applicants in the primary program	UB sets the ratio of the applicants to the number of the applicants in the selection in Bachelor/Applied Bachelor program representing 1 : 5	$\text{Ratio} = \text{NA}_i / \text{NB}_i$ $\text{NA}_i =$ the number of the applicants attending the selection in the primary program. $i = 1, 2, \dots, \text{or } 7.$ $\text{NB}_i =$ the number of the applicants selected in the primary program. $i = 1, 2, \dots, \text{or } 7.$	The academic data of the university	1. The implementation of new student admission process 2. Dikti database 3. Documentation of data and information (Academic Bureau of the	1. Monitoring and evaluation of new student admission 2. Risk-based IQA (QAC)	Management review reports and meetings	Setting new standards and new performance indicators pursuant to the methods of measuring the criteria of the ratio of the number of applicants to the number of the applicants that are successfully	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Promotion	The documents of new student admission of the previous year and its requirements

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
						university)			selected in a primary program.	to help increase the quality of the input of the interest of new students	
25	The quality of the input of students (Bachelor/ Applied Bachelor)	The percentage of students doing re-registration to the number of applicants successfully seleted in the main program	The percentage of students doing re-registration to the number of the applicants successfully selected representing 95%	$PDU = (NCi / NBi) \times 100\%$ NBi = the number of students successfully selected in the primary program. i = 1, 2, ..., or 7. NCi = . i = 1, 2, ..., or 7.	The academic data of the university	1. The implementation of new student admission process 2. Dikti database 3. The documentation of data and information (academic bureau of the university)	1. Monitoring and evaluation of new students 2. Risk-based IQA (QAC)	Management review report and meeting	Setting new standards and new performance indicators pursuant to the measuring methods	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk. 2. Risk mitigation: a) Promotion intended to increase the quality of the input of the interest of new students	Rector's regulation concerning the implementation of new student admission
26	The quality of the input of students (Bachelor/ Applied Bachelor)	The percentage of foreign students to the total number of students	The standard applied for the percentage of foreign students more than 1%	The admission of foreign students more than 1% of the total number of active students	Academic data of the university	1. The implementation of new student admission process 2. The documentation of data and information (academic bureau of the university)	1. Monitoring and evaluation of new students 2. Risk-based IQA (QAC)	Management review reports and meetings	Setting new standard and new performance indicators pursuant to the measuring methods of foreign student admission	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputation al risk 2. Risk mitigation: a)Promotion to increase the	Rector's regulation concerning the implementation of new student admission

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										quality of input of interest of new students	
27	Master's Program students	Very demanding requirements of student admission to the Master's program	The standards set to apply for master's program in UB require applicants to have GPA \geq 3.05, APT \geq 480 (scale 1 -700), and TOEFL \geq 480 (scale 1 - 700)	The system of the student admission with specific requirements set forth in the policy of student admission and selection of applicants	1. Academic guidebook of the university 2. Academic guidebook of a faculty	1. The implementation of new student admission process 2. The documentation of data and information (academic bureau of the university and a faculty)	1. Monitoring and evaluation of new student admission 2. Risk-based IQA (QAC)	Management review reports and meetings	Setting new standards and new performance indicators regarding the system of new student admission in Master's program	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Introduction of the process of new student selection	Rector's regulation concerning the implementation of new student admission
28	Master's program students	Selection process	The standards set by UB to administer written test and interview as the requirements to join the master's program	Instruments of the admission of the applicants (written test and interview)	Academic data of a faculty	1. The implementation of the process of new student admission 2. Documentation of data and information (academic bureau of the university and a faculty)	1. Monitoring and evaluation of new student admission 2. Risk-based IQA (QAC)	Management review reports and meetings	Setting new standards and new performance indicators concerning the system of the selection of new students in Master's program	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Introduction of new student admission process	Rector's regulation concerning the implementation of new student admission
29	Doctoral Program Students	Very demanding requirements of student admission to doctoral program	The standards set to apply for doctoral program in UB require applicants to have IPK \geq 3.50, APT \geq	The student admission system with the following specific requirements: 1. Policy of student admission and	1. Academic guidebook of the university 2. Academic guidebook of	1. The implementation of new student admission process	1. Monitoring and evaluation of new student admission 2. Risk-based IQA (QAC)	Management review reports and meetings	Setting new standards and new performance indicators regarding new student selection system in	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk;	Rector's regulation concerning the implementation of new student admission

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			500 (scale 1 -700), TOEFL ≥ 500 (scale 1 - 700), and experience in scientific paper publication	selection for applicants. 2. The criteria of admission of applicants involve: a) The student's GPA, b) APT score, and c) TOEFL score	a faculty 3. Student selection website (Selma UB)	2. Documentation of data and information (Academic Bureau of the university and a faculty)			doctoral program	d) Reputational risk 2. Risk mitigation: a) The introduction of new student admission process	
30	Students of Doctoral Program	Selection process	As the standard, UB administers written test and interview to measure the intellectual capacity of the students and the motivation of the students and to assess research proposal as part of the requirement of admission to doctoral program	Student selection system with the following specific requirements: 1. Instruments used in new student selection: written test and interview. 2. Experience in scientific paper publication 3. Research proposal	Faculty academic data	1. The implementation of new student admission process 2. Documentation of data and information (Academic Bureau of the university and a faculty)	1. Monitoring and evaluation of new student admission 2. Risk-based IQA (QAC)	Management review reports and meetings	Setting new standards and new performance indicators regarding new student selection system in doctoral program	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) The introduction of new student selection process	Rector's regulation concerning the implementation of new student admission
31	Student service	1. The availability of services like training and development of students' interests and talents 2. The availability of program to improve welfare, 3. The availability	1. All the students have access to training and development of their interests and talents 2. All students have access to welfare improvement 3. 30% of	1. The percentage of the students joining student program 2. The percentage of the students granted with scholarships and bursaries 3. The percentage of the students having access to	1. Annual budget and work plan 2. Annual work contract and performance agreement 3. Rector's regulation 4. Rector's decree	The implementation of the work program of sub public directorate (Subdit) of interests and talents, Subdit of welfare and entrepreneurship of students, the implementation of	1. Vice-Rector 3 Performance report. 2. SIMKATMAWA report	Coordination meeting and management review	1. The improvement of work program innovation and student service. 2. Work program performed regularly and measurably	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) The development of online	Documents of monitoring and evaluation of the implementation of services for students and the documents of students' satisfaction with the service

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		of counseling service for career and entrepreneurship 4. The availability of counseling service 5. The availability of scholarship service, and 6. The availability of health service	students have access to career and entrepreneurship counseling 4. 100% of students have access to counseling 5. 15% of students have access to scholarship service 6. 100% of students have access to health service	career service, the percentage of the students having access to entrepreneurship counseling and the percentage of the students having access to initial business capital 4. The percentage of the students having access to counseling 5. The percentage of the students having access to scholarships and bursaries. 6. The percentage of the students having access to health clinic and UB Hospital		the work program of Subdit of welfare and entrepreneurship of students, the implementation of work program of subdit of counseling regarding the prevention of sexual violence and bullying.				consultation before direct consultation b) Coaching on being a good listener for students who are feeling low.	
32	Student service	The percentage of foreign students (inbound students)	The percentage of foreign students (inbound students) ≥ 0.5%	The number of foreign students in inbound program in the year concerned/the number of active students of UB in the year concerned* 100%	1. Strategic plan 2. Performance contracts 3. Performance agreements 4. Academic guidebook of UB	The implementation of work program relevant to rector's regulation of foreign students in inbound program	1. The monitoring and evaluation of performance contracts relevant to the rector's regulation concerning foreign students in inbound program 2. Monitoring and evaluation of performance	1. Report of monitoring and evaluation of performance contracts relevant to the rector's regulation concerning foreign students in inbound program	1. Setting new standards 2. Setting new indicators	1. Risk potential: a) Policy risk; b) Operational risk 2. Risk mitigation: a) The introduction of the policy regarding admission of foreign students;	Academic guidebook of the faculty chosen

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
							contracts relevant to rector's regulation concerning foreign students in inbound program	2. Report of monitoring and evaluation of performance contracts relevant to rector's regulation concerning foreign students in inbound program		b) Increasing the understanding of the requirements of foreign student admission	
33	Student service	The percentage of outbound students	The percentage of outbound students = 1.50%	The number of foreign students in outbound program of the year concerned/ the number of active students in UB of the year concerned* 100%	1. Strategic plans 2. Performance contracts 3. Performance agreements	The implementation of work program relevant to rector's regulation concerning foreign students in outbound program	1. Monitoring and evaluation of performance contracts relevant to rector's regulation concerning foreign students in outbound program 2. Monitoring and evaluation of performance agreements relevant to the rector's regulation concerning foreign students in outbound program	1. Dissemination of monitoring and evaluation reports of performance contracts relevant to the rector's regulation of foreign students in outbound program 2. Dissemination of monitoring and evaluation reports of performance agreements relevant to	1. Setting new standards 2. Setting new indicators	1. Risk potential: a) Policy risk; b) Operational risk 2. Risk mitigation: a) The introduction of the policy regarding sending foreign students; b) Increasing the understanding of the requirements of sending foreign students	The syllabi of the university chosen

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
								the rector's regulation concerning foreign students in outbound program			
34	Human Resources	The ratio of the number of tenured lecturers meeting the requirements for lecturers to the number of study programs 1. Bachelor and Applied Bachelor 2. Master program 3. Doctoral program 4. Diploma 3	The ratio of several tenured lecturers ≥ 10 , while a study program has to meet the following qualifications and academic positions: 1. Minimum 50% S3, GBLK+L 70% 2. GBLK 70% 3. GB 70% 4. GBLK+L 70%	The data revealing the number of tenured lecturers on the webpage of PD-DIKTI. RDPS = NDT / NPS NDT = the number of tenured lecturers NPS = the number of study programs	1. Strategic plan 2. Performance contracts 3. Performance agreements	1. The implementation of work program 2. Dikti database update 3. Documentation of data and information 4. Update of data of activities in SISTER 5. Mapping lecturers in every study program according to their education levels and functional positions/academic position 6. Monitoring the homepage of lecturers and DTSP data on Dikti	1. Monitoring and evaluation of RCSB 2. Electronic performance report 3. academic position promotion	1. Dissemination of RCSB evaluation results 2. Quality internal audit 3. Internal audit unit of human resources	1. Recommendation of National Registration Number for Lecturer (NIDN), Specific Registration Number for Lecturer (NIDK) recommendation 2. Further study facilities 3. Academic position promotion facilities	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk. 2. Risk mitigation: a) Introduction of government and UB policies regarding compulsory academic position promotion for lecturers; b) Policy concerning grants to encourage academic position promotion for lecturers	1. Data of RCSB of lecturers of the previous year 2. update of sister of lecturers

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
						database. 7. Update of the data of lecturer education					
35	Human Resources	The percentage of lecturers having functional position as a professor to the total number of tenured lecturers.	The percentage of professors (PGB) = 15%	$PGB = (NDTGB / NDT) \times 100\%$ NDTGB = The number of tenured lecturers having functional position as a professor. NDT = the number of tenured lecturers	1. Strategic plan 2. Performance contract 3. Performance agreement	1. Acceleration of the promotion of professor as an academic position 2. Provision of incentive for scientific journal publication 3. Provision of grants for research and book publication or teaching module publication by associate professors and professors 4. Coaching/mentoring of scientific writing and publication and book writing	The promotion of professor as an academic position	1. Quality internal audit 2. Internal audit unit in human resources	1. Facilities provided for scientific paper writing and publications (journals) 2. Facilities for the promotion of professor as an academic position 3. Equalizing the perceptions of credit values	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; 2. Risk mitigation: a) Introduction of government and UB policies regarding compulsory promotion of professor b) Policy regarding grants to encourage the promotion of professor for lecturers	1. Data of RCSB of lecturers of the previous year 2. Update of <i>sister</i> of lecturers
36	Human Resources	The percentage of lecturers certified as professional	The percentage of lecturers certified as professional	$PDS = (NDS / NDT) \times 100\%$ NDS = the number of	1. Strategic plan 2. Performance contract	1. Recommendation of certification for lecturers	1. Monitoring and evaluation of RCSB	1. CAR 2. Management Review	1. Accelerating the first promotion of academic	1. Risk potential: a) Policy risk; b) Obedience	1. Data of RCSB of lecturers of the previous year

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		educators/having certification of profession to the total number of tenured lecturers	educators/having certification of profession (PDS) = 80%	tenured lecturers that are certified as professional educators/having certification of profession /holding certificate of competence. NDT = the number of tenured lecturers	3. Performance agreement	2. TOEP and TKDA test facilities	2. Quality internal audit (IQA) 3. Internal audit unit in human resources	Meetings	position 2. NIDN recommendation	risk; c) Operational risk 2. Risk mitigation: a)The introduction of government and UB policies regarding the compulsory certification for lecturers; b) The policy regarding grants to encourage lecturers to take certification	2. Update of <i>sister</i> of lecturers
37	Human Resources	The ratio of the number of students to the number of tenured lecturers	Bachelor/Applied Bachelor in Science and Technology RMDT < 15-25 Bachelor/Applied Bachelor in Social Science and Humanities RMDT < 25-35 Master RMDT < 20 Doctoral RMDT < 10 Diploma 3 RMDT < 30	RMDT = NM / NDT NM = the number of students (regular and transfer) in the primary program during TS. NDT = the number of tenured lecturers	1. Strategic plan 2. performance contract 3. performance agreement	1. Appointment of tenured lecturers 2. Setting the capacity available for students	Tenured lecturer selection process	1. Analysis of workload 2. Position map 3. The ratio of lecturers to students	Staff Bezetting (tenured lecturers)	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk 2. Risk mitigation: a) Tenured lecturer mapping; b) Policy regarding new student admission	The data of non-permanent academic lecturers of the previous year and short-term, medium-term, and long-term needs analysis of human resources

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										c) RMD monitoring and evaluation	
38	Human Resources	The average quantity of research per lecturer per year funded by institutions overseas within the last three years.	The average research conducted by lecturers (RI) = 0.1	RI = NI / 3 / NDT NI = the quantity of research funded by institution overseas within the last three years. NDT = the number of tenured lecturers	1. Strategic plans 2. Performance contracts 3. Performance agreements 4. Rector's regulation concerning research collaborations with overseas institutions	The implementation of rector's regulation concerning research collaborations with institutions overseas	Monitoring and evaluation of research collaborations with institutions overseas	Management meeting discussing the outcomes and implementation of research collaborations with institutions overseas	Growing number of research collaborations with overseas institutions and the improvement of the collaborations	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) The policy regarding research collaborations and community service; b) The policy regarding fund allocation for research and community service; c) Monitoring and evaluation of research and community service	1. The data of MoU and PKS 2. Rector's regulation concerning collaborations 3. Rector's regulation concerning research and community service funds 4. Monitoring and evaluation report of research and community service 5. Research and community service reports
39	Human Resources	The average community service	The average number of	RI = NI / 3 / NDT NI = the number of	1. Strategic plans	The implementation of	Monitoring and evaluation of the	Management meetings	The growing number and	1. Risk potential: a) Policy risk;	1. Data of MoU and PKS

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		per lecturer per year funded by institutions overseas within the last three years	community service lecturers (RI) = 0.1	community service activities funded by institutions overseas within the last three years. NDT = the number of tenured lecturers	2. Performance contracts 3. Performance agreement 4. Rector's regulation concerning research collaborations within national scopes	rector's regulation concerning research collaborations within national scopes	implementation of research collaborations within national scopes	discussing the outcomes and the implementation of national research collaborations	improvement of the quality of national research collaborations	b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Policy regarding research collaboration and community service; b) Policy regarding fund allocation for research and community service; c) Research and community service monitoring and evaluation	2. Rector's regulation concerning collaborations 3. Rector's regulation concerning research and community service funding 4. Research and community service monitoring and evaluation reports 5. Research and community service reports
40	Lecturer Recognition	The average number of recognitions of achievement/performance demonstrated by tenured lecturers within the the last	The average number of recognitions for achievement/performance demonstrated by lecturers (RRD) = 0.5	RRD = NRD / NDT NRD = the number of recognitions of lecturers' achievement/performance within the last three years. NDT = the number of	1. Strategic plans 2. Performance contracts 3. Performance agreements	The implementation of performance contracts and performance agreements supported by grants for visiting	Monitoring and evaluation of the number of lecturers involved as visiting professors, expert staff, editors, and receiving awards of achievements at	Management meeting discussing the target number of lecturers invoved as visiting professors,	The growing number of lecturers involved as visiting provessors, keynote speakers, expert staff, editors and those with achievements at	1. Potensi Risiko: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk	1. Collaboration documents including MoU, MoA, PKS 2. Monitoring and evaluation documents of the facilities for

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		<p>three years. These recognitions are given through the following:</p> <ol style="list-style-type: none"> 1. Serving as a visiting professor in a university within national and international scopes 2. Serving as a keynote speaker/invited speaker in a scientific meeting at national/international level 3. Serving as an expert staff in an institution at national/international level 4. Serving as an editor or peer review for an accredited national journal/reputable international journal. 5. Receiving an award for work performance or 		tenured lecturers		professor programs	national/international level	keynote speakers, expert staff, editors, and those with achievements at national/international level	national/international level	<p>2. Risk mitigation:</p> <ol style="list-style-type: none"> a) Tridharma collaboration policy; b) Tridharma fund allocation policy c) Lecturer recognition policy; d) Tridharma monitoring and evaluation 	<ol style="list-style-type: none"> 3. ASGIP reports 4. Management review reports 5. Letter of duty or reports of recognition-related activities

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		achievement at national/international level									
41	Lecturer recognition	The percentage of tenured lecturers with doctoral qualification (S3); having certification of competence/profession recognized by industries and career world; those as professional practitioners representing industries or companies.	The percentage of tenured lecturers with doctoral qualification (S3) (PDS3) = 45%	PDS3 = (NDS3 / NDT) x 100% NDS3 = the number of lecturers with doctoral degree as the highest qualification NDT = the number of tenured lecturers	1. Strategic plans 2. Performance contracts 3. Performance agreements	The implementation of performance contracts and performance agreements with grants/aid given to help improve the doctoral qualification and to encourage them to join the competence/professional certification	Monitoring and evaluation of the number of lecturers with doctoral (S3) qualification and competence/professional certification	Management meeting discussing the target number of lecturers with doctoral (S3) qualification and competence/professional certification	The growing number of lecturers with doctoral (S3) qualification and competence/professional certification	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Tridharma collaboration policy; b) Tridharma fund allocation policy; c) Lecture recognition facilities; d) Tridharma monitoring and evaluation	1. Collaboration documents including MoU, MoA, PKS 2. Monitoring and evaluation documents of the facilities for lecturer recognition 3. ASGIP reports 4. Management review reports
42	Lecturer recognition	The percentage of foreign lecturers (visiting lecturers and visiting professors) to the number of tenured lecturers	The percentage of foreign lecturers (PDA) = 5%	PDA = (NDA/NDT) x 100% NDA = the number of foreign lecturers (visiting lecturers and visiting professors) NDT = the number of tenured lecturers	1. Strategic plans 2. Performance contracts 3. Performance agreements	Implementation of performance contracts and performance agreements under rector's regulation concerning procurement of foreign lecturers	Monitoring and evaluation of the number of foreign lecturers	Management meeting discussion the target number of foreign lecturers	The growing number of foreign lecturers	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Mitigation risk: a) Tridharma collaboration	1. Collaboration documents including MoU, MoA, PKS 2. Monitoring and evaluation documents 3. Lecturer recognition facilities 4. ASGIP report

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										<ul style="list-style-type: none"> b) Tridharma fund allocation policy c) Lecturer recognition facilities; d) Tridharma monitoring and evaluation 	5. Management review report
43	Academic staff	UB has the qualification of the academic staff according to job type/functional positions and implementer (librarians, laboratory assistants, technicians, etc)	UB has academic staff with their official positions: 1. Functional position as learning technology developers (D4), librarians (D3), education laboratory assistants (D3), computer laboratory assitants (high school), public relation staff (S1), the managers of procurement of goods and services (S1), archivists (D3), State	<ul style="list-style-type: none"> 1. The availability of the documents regarding academic staff according to their official positions 2. The availability of performance indicators with the target that is oriented according to the official positions 3. The availability of monitoring and evaluation report regarding position promotion and rank promotion 	<ul style="list-style-type: none"> 1. Target performance of staff 2. Types of the positions of academic staff 	<ul style="list-style-type: none"> 1. The outcomes of target performance of academic staff 2. Documentation of data and information 3. Independent update of data 	<ul style="list-style-type: none"> 1. Academic staff assessment every 3, 6, 9, and 12 months 2. Electronic performance report 3. IP ASN 	<ul style="list-style-type: none"> 1. Dissemination of evaluation results of the target performance of staff 2. Quality internal audit 3. Internal audit unit in human resources 	<ul style="list-style-type: none"> 1. The improvement of competence through min 20 JP annually 2. Further studies 	<ul style="list-style-type: none"> 1. Risk potential: <ul style="list-style-type: none"> a) Policy risk; b) Obedience risk; c) Operation risk; d) Reputational risk 2. Risk mitigation: <ul style="list-style-type: none"> a) Human resources; b) Human resource mapping; c) Facilities of human resource competence improvement ; d) Monitoring and evaluation of human resources through 	<ul style="list-style-type: none"> 1. Data of the number of academic staff according to their positions 2. Electronic performance report documents 3. SKP documents 4. Coaching documents

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			Budget financial management analysts (S1), staff analysts (D3), budget analysts (S1). 2. Pratama High Official Position (S1) 3. Implementing Position (High School, D3, S1)							Internal Audit Unit	
44	Finance	The percentage of fund collected from the source other than students and the ministry/institution to the total amounts obtained by university. Fund sources: a) income generating activities (professional service and/or expertise, products, collaboration institutions, institutional collaborations, etc.) b) other sources (grants, endowment funds, and philanthropy,	The percentage of the fund obtained from the source other than students and the ministry/institution to the total amounts of fund obtained by the university (PDL) ≥10%	$PDL = (DK / DT) \times 100\%$ DL = the amount of fund obtained from the source other than students within the last three years DT = the amount of fund obtained by the university within the last three years	1. Five-year strategic plans 2. Annual PABP 3. Annual performance contracts and agreements of BPU	1. Implementation of work program 2. Budgeting based on Financial Management System	1. Annual Monitoring and evaluation of strategic plan UB (Academic Units) 2. Quarterly monitoring and evaluation of work program, performance contract, and performance agreement (PAU) 3. Internal audit by Internal Audit Unit and external audit by KAP/BPK/Itjen/BPKP	1. Financial report every semester and every year 2. Income reconciliation every semester 3. evaluation of income and budget by Internal Audit Unit/Directorate of Budgeting and Treasuries	1. Setting PABP by MWA 2. Discovering the financial potential apart from DM	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational; risk d) Micro/macro economic risk; 2. Risk mitigation: a) Enactment of rector's regulation concerning service standards; b) Introduction and coordination with work unit; c) Development of income	1. PABP 2. Report on realization of semester and annual incomes

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		etc.). the percentage of fund collected from students to the total amounts obtained by the university								managem ent application	
45	Finance	The percentage of finance obtained from students to the total amounts obtained by the university	PDM ≤ 50%	PDM = (DM / DT) x 100% DM = the amount sourced from students within the last three years DT = the amount of fund received by the university within the last three years	1. Five-year strategic plan 2. Annual PABP 3. Annual Performance contract and performance agreement of the Rector	1. Work program implementation 2. Budgeting according to financial management system	1. Monitoring and evaluation of strategic plan UB (Academic Units) every end of year 2. Monitoring and evaluation of work program, performance contract, and performance agreement (PAU) quarterly 3. Internal audit by Internal Audit Unit and external audit by KAP/BPK/Itjen/BPKP	1. Semester and annual financial reports 2. Semester income reconciliation 3. Evaluation of income and budget by Internal Audit Unit/Director ate of Budgeting and Treasuries	1. Setting PABP by MWA 2. Discovering income potential apart from DM	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Micro/macroeconomic risk 2. Risk mitigation: a) Enactment of rector's regulation concerning service standards; b) Introduction and coordination with work unit; c) Development of income management application	1. PABP 2. Reports of realization of semester and annual incomes
46	Finance	Average operational fund for learning	Average operational fund for learning	DOM = DOP / 3 / NM DOP = the amount of operational fund for	1. Five-year strategic plan	1. Work program implementation	1. Monitoring and evaluation of strategic plan	1. Semester and yearly financial	1. Setting PABP by MWA 2. Monitoring	4. Risk potential: a) Policy risk; b) Obedience	1. PABP 2. Semester and yearly expense

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		process/students yearly.	process/students (DOM) ≥ 20 millions	education administration within the last three years (in million rupiah). NM = the number of active students during tracer study	2. Annual RKT 3. Annual performance contracts and performance agreements	2. Budgeting according to financial management system	UB (Academic Units) every end of year 2. Monitoring and evaluation of performance contracts and agreements (PAU) 3. Internal audit by Internal Audit Unit and external audit by KAP/BPK/Itjen /BPKP	reports 2. Semester income reconciliation 3. Evaluation of incomes and budgets by Internal Audit Unit/Directorate of Budgeting and Treasuries	report of expense realization	risk; c) Operational risk; d) Micro/macro economic risk 5. Risk mitigation: a) Enactment of rector's regulation concerning cost standards; b) Introduction and coordination with work unit; c) Financial management system application development d) Expense monitoring	realization reports 3. Expense budgeting report documents 4. Expense budgeting realization control documents
47	Finance	Average research fund for lecturers annually	Average research fund for lecturers (DPD) Diploma and S1 programs ≥ 10 millions S2 ≥ 20 million S3 ≥ 28 million	DPD = DP / 3 / NDT DP = the amount of fund received by lecturers within the last three years; 45 (in million rupiah). NDT = the number of tenured lecturers	1. Five-year strategic plan 2. Annual PABP 3. Annual performance contract and agreement	1. Work program implementation 2. Financial management system budgeting	1. Annual strategic plan monitoring and evaluation UB (Academic Units) 2. Quarterly monitoring and evaluation of work program, performance contract,	1. Semester and annual financial reports 2. Semester expense budgeting reconciliation 3. Budget evaluation by Internal	1. Setting PABP by MWA 2. Expense budgeting realization report	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk' d) Micro/macro economic risk 2. Mitigation risk: a) Enactment	1. PABP 2. Semester and annual expense realization reports 3. Expense report documents 4. Expense realization control documents

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
							performance agreement (SAK) 3. Internal Audit Unit (SPI) and external audit of KAP/BPK/Itjen/BPKP	Audit Unit/Directorate of Budgeting and Treasuries		a) of rector's regulation concerning cost standards; b) Introduction and coordination with work unit; c) Financial management system application development; d) Expense monitoring	
48	Finance	The average fund for community service for lecturers yearly	The average fund for community service for lecturers (DPkMD) ≥ 5 millions	DPkMD = DPkM / 3 / NDT DPkM =the amount of fund for community service received by tenured lecturers within the last three years (in million rupiah). NDT = the number of tenured lecturers	1. Five-year strategic plans 2. Annual PABP 3. Annual Rector's performance contracts and performance agreements	1. Work program implementation 2. Financial management system budgeting	1. Monitoring and evaluation UB (Academic Units) every end of year 2. Quarterly monitoring and evaluation of work program, performance contracts, performance agreements (PAU) 3. Internal audit by Internal Audit Unit and external audit by KAP/BPK/Itjen/BPKP	1. Semester and annual financial reports 2. Semester expense reconciliation 3. Expense and budget evaluation by Internal Audit Unit/the Directorate of Budgeting and Treasuries	1. Setting PABP by MWA 2. Expense realization monitoring reports	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Micro/macroeconomic risk 2. Risk mitigation: a) Enactment of rector's regulation concerning cost standards; b) Introduction and coordination	1. PABP 2. Semester and annual expense realization reports 3. Expense report documents 4. Expense realization control documents

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										n with work unit; c) Financial management system application development; d) Expense monitoring	
49	Finance	The percentage of research fund spend to the total amount of fund of the university	The percentage of research fund spend (PDP) ≥15%	PDP = (DP / DT) x 100% DP = the amount of fund spent by the university on research activities within the last three years DT = the amount of budget spent by the university within the last three years	1. Five-year strategic plan 2. Annual PABP 3. Annual rector performance contract and performance agreement	1. Work program implementation 2. Financial management system budgeting	1. Monitoring and evaluation of strategic plan UB (Academic Units) every end of year 2. Quarterly monitoring and evaluation of work contracts, performance contracts, performance agreements (PAU) 3. Internal audit by Internal Audit Unit and external audit by KAP/BPK/Itjen/BPKP	1. Semester and annual financial reports 2. Semester expense reconciliation 3. Evaluation of budget by internal audit unit/The Directorate of Budgeting and Treasuries	1. Setting PABP by MWA 2. Expense realization monitoring reports	1. Risk potential: a) Policy risk; b) obedience risk; c) operational risk; d) micro/macro economic risk 2. Risk mitigation: a) enactment of rector's regulation concerning cost standards; b) introduction and coordination with work unit; c) Fincancial management system application development d) Expense monitoring	1. PABP 2. Semester and annual expense realization reports 3. Expense report documents 4. Expense realization control documents
50	Finance	The percentage of fund spend on	The percentage of the fund spend on	PDPkM = (DPkM / DT) x 100%	1. Five-year strategic	1. Implementatio n of work	1. Monitoring and evaluation of	1. Semester and annual	1. Setting PABP by MWA	1. Risk potential: a) Policy risk;	1. PABP 2. Semester and

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		community service to the total amount of fund of the university.	community service (PDPkM) ≥5%	DPkM = the amounts of funds spent by the university for community service within the last three years. DT = the amounts of budget spent by the university within the last three years.	1. plan 2. Annual PABP 3. Annual rector performance contracts and performance agreements	1. program 2. Financial management system budgeting	1. strategic plan UB (Academic Units) every end of year 2. Quarterly monitoring and evaluation of work program, performance contract, and performance agreement (SAK) 3. Internal audit performed by Internal Audit Unit and external audit by KAP/BPK/Itjen/BPKP	1. financial reports 2. Semester expense reconciliation 3. Evaluation of expense and budget by SPI/the Directorate of Budgeting and Treasuries	2. Expense realization monitoring reports	b) Obedience risk; c) Operational risk; d) Micro/macro economic risk 2. Risk mitigation: a) Enactment of rector's regulation concerning cost standards; b) Introduction and coordination with work unit; c) Simkeu application development d) Expense monitoring	1. annual expense realization reports 3. Expense report documents 4. Expense realization control documents
51	Infrastructure and Facilities	Adequacy of infrastructure and facilities seen from the availability, recency, and relevance in the facilities and learning, research, and community service tools and the conditions where those with	UB demonstrates: 1. The adequacy of latest and relevant infrastructure and facilities 2. Facilities and tools supporting learning, research, community	1. The availability of adequate, relevant, and latest infrastructure and facilities to support Tridarma of university 2. The availability of facilities and tools to support learning, research, community service,	Enactment: 1. Five-year strategic plans 2. Annual PABP 3. Annual rector performance contracts and performance agreements 4. Master plan (ASGIP)	1. Work program implementation 2. Dikti database update 3. Documentation of data and information SIQA (e-IQAS)	1. Annual monitoring and evaluation of strategic plan UB (Academic Units) 2. Quarterly monitoring and evaluation of work programs, performance contracts, performance	1. Dissemination of evaluation results of strategic plan, work program, performance contract, performance agreement, Dikti	Setting new standards of infrastructure and facility procurement and development	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk d) Micro/macro economic risk 2. Risk mitigation: a) Enactment of rector's	1. Strategic plan outcome reports 2. PABP 3. Master plan documents of UB

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		special need are accommodated.	service, and persons with special need 3. Facility development and procurement planning 4. Performance indicators 5. Proof of infrastructure and facility development and procurement 6. Narration to guarantee the achievement of favorable learning outcomes and enhance academic atmosphere	and to facilitate those with special need according to SN-DIKTI and Independent Student Selection of UB 3. The availability of facility procurement and development planning 4. The availability of performance indicators to meet the need of relevant and the latest infrastructure and facilities 5. The availability of proof of infrastructure and facility development and procurement			agreements (PAU) 3. Monitoring and evaluation of the data of DIKTI database (QAC) every semester 4. Monitoring and evaluation of performance outcomes of SIQA (QAC) every semester 5. Risk-based IQA (QAC) at the end of even semesters.	database, SIQA, IQA 2. CAR from QAC to Academic Units and Supporting Units 3. Management review reports and meetings		regulation concerning infrastructure and facilities; b) Introduction and coordination with work unit c) ASGIP application development; d) Infrastructure and facility procurement monitoring	
52	Infrastructure and facilities	The availability of the systems of information and communication to collect accurate, accountable, and confidential data	UB has: a) Integrated management information systems of the university; b) Access management systems for users and a single login system; c) Integrated	UB has information systems of administrative services effective to meet the following aspects: a) Academic service, finance, human resources, and infrastructure and facilities (assets); b) Accessibility for all work unit within institutional scope;	1. IT governance 2. IT blueprint (5 year) 3. Annual performance contract and performance agreement 4. Master plan (ASGIP)	1. Implementation of work programs according to performance contracts and performance agreements 2. Data update on Data Unit UB 3. Documentation of data and information of	1. Monitoring and evaluation of work programs, performance contracts, performance agreements (PAU) (performed quarterly) 2. Information security management system (ISMS)	1. Dissemination of the results of evaluation of work programs, performance contracts, and performance agreements, UB Satu Data, Dikti	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in the management review reports (1. Addition of integrated system to GAPURA, 2. Addition of	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; 2. Risk mitigation: a) Provision of the documents regarding mitigation governance	1. Monitoring and evaluation report of IT governance 2. Monitoring and evaluation report of IT blueprint (5 years) 3. Annual report of performance contract and agreement

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			<p>dashboard of data of the university to facilitate decision-making;</p> <p>d) Proof of standardized development implementation</p> <p>e) Reports of the results of monitoring and evaluation of information and technology services</p>	<p>c) Comprehensiveness and recency;</p> <p>d) Integrated services for decision-making; and</p> <p>e) Regular evaluation of all integrated services with the results that require follow-up to improve information systems.</p>		SIQA (e-IQAS)	<p>audit (performed annually)</p> <p>3. Monitoring and evaluation of private data of UB Satu Data (performed every semester)</p> <p>4. Monitoring and evaluation of performance outcomes of SIQA (QAC) (performed every semester)</p> <p>5. Risk-based IQA (QAC) at the end of every even semester</p>	<p>database, SIQA, IQA.</p> <p>2. CAR proposed by BSSN auditors following the results of ISMS audit and QAC</p> <p>3. Management review reports and meetings</p>	integrated data to UB Satu Data)	<p>of the sustainability of IT services and information security (including SOP documents);</p> <p>b) Reconciliation of source data UB Satu Data regularly;</p> <p>c) Regular monitoring and evaluation</p>	<p>4. ASGIP reports</p> <p>5. Management review report documents</p>
53	Infrastructure and facilities	The availability of information and communication technology to manage and disseminate knowledge	<p>UB has:</p> <p>a) LMS of the university integrated with SPADA DIKTI;</p> <p>b) Integrated library system including online journal, repository, and e-book services;</p> <p>c) Management systems of access for users and single login;</p> <p>d) Proof of the implementation</p>	<p>UB has the information systems for a learning process, research, and community service effective to meet the following aspects:</p> <p>a) The availability of e-learning and library (e-journal, e-book, repository, etc);</p> <p>b) Accessibility for all academicians; and</p> <p>c) Periodical evaluation of all services and follow-up of results to</p>	<p>1. IT governance</p> <p>2. IT blueprint (5 year)</p> <p>3. Annual performance contracts and performance agreements</p> <p>4. Master plan (ASGIP)</p>	<p>1. Implementation of work program according to annual performance contract and agreement</p> <p>2. Data update on UB Satu Data</p> <p>3. Documentation of data and information SIQA (e-IQAS)</p>	<p>1. Monitoring and evaluation of work program, performance contract and agreement (PAU) (on a three-month basis)</p> <p>2. Monitoring and evaluation of BRONE UB (every semester)</p> <p>3. Monitoring and evaluation of library integrated information systems (every semester)</p>	<p>1. Dissemination of evaluation results of work program, performance contracts and agreements, BRONE UB service, library information system service</p> <p>2. Management review</p>	<p>Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review report</p> <p>1. BRONE UB service capacity improvement</p> <p>2. Library system service capacity improvement</p>	<p>1. Risk potential:</p> <p>a) Policy risk;</p> <p>b) Obedience risk;</p> <p>c) Operational risk</p> <p>2. Risk mitigation:</p> <p>a) Provision of documents of BRONE service governance and library systems</p>	<p>1. Monitoring and evaluation of IT governance</p> <p>2. Monitoring and evaluation report of IT blueprint (5 years)</p> <p>3. Report of annual performance contract and agreement outcomes</p> <p>4. ASGIP reports</p> <p>5. Management review report documents</p>

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			of standardized development; e) Monitoring and evaluation result reports of information system service	improve information systems			4. Monitoring and evaluation of SIQA (QAC) performance outcomes every semester 5. Risk-based IQA (QAC) at the end of even semesters	reports and meetings 3. CAR from QAC			
54	Education	The availability of policy regarding curriculum development that considers the connectedness of vision and mission (mandate) of the university, science development and the needs of stakeholders	UB has Rector's regulation concerning curriculum development	Rector's regulation concerning curriculum development policy according to law Number 12 of 2012 Article 35 paragraph 2 that refers to National Standards of Higher Education as regulated in the Regulation of the Ministry of Education and Culture Number 3 of 2020 Article 1	Enactment of Rector's Regulation concerning UB curriculum development	Dissemination addressed to study programs regarding the rector's regulation concerned	Evaluation of Study Program Curriculum Document according to the manual of curriculum development by Education Management Development Center – Institute of Educational Development (EMDC – IED)	Dissemination of evaluation result of Study Program curriculum documents	1. Study program curriculum documents 2. Manual of Study Program curriculum development in the environment of UB	1. Risk potential: a) Obedience risk; b) Operational risk 2. Risk mitigation: Monitoring of curriculum development at study program level by Quality Assurance and QAC	Curriculum development manual for higher education
55	Education	UB has the documents of the curriculum of each Study Program containing the involvement of stakeholders in the processes of evaluation and update of study program curriculum	UB has the documents of recent curriculum for study program	The availability of study program curriculum documents consisting of periodical curriculum evaluation and update every four to five years, involving internal and external stakeholders, and the curriculum is reviewed by experts in study program,	1. Rector's Regulation concerning Curriculum UB, 2. Study program curriculum development manual higher education 3. Higher education curriculum development	1. Conducting summative evaluation of curriculum implementation once in 4 to 5 years by involving internal and external stakeholders 2. Updating the study program curriculum by	Monitoring and evaluation and update of curriculum by curriculum team once in 4 to 5 years under the control of department	Dissemination of monitoring and evaluation and curriculum update results	Annual standard improvement through formative evaluation and study program curriculum implementation by curriculum team	1. Risk potential: a) Obedience risk; b) Operational risk 2. Risk mitigation: a) Monitoring of curriculum update at study program level by Quality	Documents of curriculum update of each study program validated by Rector

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				industries, associations, and it should be relevant to science and technology development and the need of users.	manual	taking into account the following aspects: a) Evaluation conducted by stakeholders; b) The consensus of the association of similar study programs/as sociation of professions; c) Learning outcomes set in KKNI, National Standards of Higher Education and Accreditation Body; d) Science and technology development. 3. New curriculum draft reviewed by experts in similar fields of study programs				Assurance and QAC; b) Periodical appropriate archiving of curriculum update documents of each study program due to time difference in curriculum archiving among study programs	
56	Education	Availability of	UB has the	Guidelines/manual of	1. Rector's	Dissemination of	Evaluation of study	Dissemination	Monitoring and	1. Risk potential:	Curriculum update

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		curriculum development manual.	guidelines/manual of curriculum drafting and development.	curriculum development: 1. Profile of alumni, learning outcomes referring to KKNI, body of knowledge, curriculum structure and semester lesson plan referring to National Standards of Directorate General of Higher Education (SN-DIKTI) and benchmark in international institution, latest regulations, and sensitivity to the latest issues including character building, SGs, NAPZA, and anti-corruption education according to the education program conducted. 2. The mechanism of setting (legalize) the curriculum as the standard involving parties authorized in institutions accountably and transparently.	Regulation concerning UB curriculum development 2. Guidelines/manual of study program curriculum for UB 3.	UB curriculum development manual for all study programs	program curriculum documents according to curriculum development manual given by EMDC IED for study program curriculum	of study program curriculum document evaluation	evaluation of the monitoring results of the process of curriculum document drafting according to the UB manual at study program level	a) Obedience risk; b) Operational risk. 2. Risk mitigation: a) Document drafting monitoring according to the curriculum manual of UB at study program level; b) Conducting periodical meeting with Quality Assurance to monitor curriculum update in all study programs	documents in each study program validated by Rector

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
57	Education	Availability of curriculum implementation guidelines consisting of monitoring and review of curriculum that considers feedback from stakeholders, strategic issue settlement to assure the relevance and recency.	UB has guidelines/ manual of curriculum development/drafting	Guidelines/manual of curriculum development involves: curriculum implementation that consists of planning, implementation, monitoring, and review of curriculum that considers feedback from stakeholders, strategic issue settlement to assure the relevance and recency.	1. Rector's Regulation concerning UB curriculum development 2. Guidelines/manual of study program curriculum of UB	Dissemination of curriculum development manual of UB to all study programs	Document evaluation of study program curriculum according to curriculum drafting manual conducted by EMDC IED for study program curriculum	Dissemination of evaluation result of study program curriculum documents	Monitoring and evaluation of the processes of curriculum document development according to UB manual at the study program level	1. Risk potential: a) Obedience risk; b) Operational risk; 2. Risk mitigation: a) Monitoring of document drafting according to curriculum manual of UB at study program level by Quality Assurance and QAC; b) Conducting periodical meeting with Quality Assurance to monitor curriculum update in all study programs	Documents of curriculum update in each study program validated by Rector
58	Education	The percentage of Bachelor/Applied Bachelor and Diploma of study programs doing cooperation with partners	The percentage of study programs doing cooperation = 100%	The number of Bachelor (S1) and Diploma conducting cooperation/ the number of study programs in UB * 100%	1. Strategic plan 2. Performance contract 3. Performance agreement	The execution of performance contract and agreement and Rector's Regulation concerning cooperation	Monitoring and evaluation of the enforcement of rector's regulation concerning cooperation	Management meeting discussing the target quantity of cooperation	Setting new standards, new performance indicators, strategies and programs of priority and excellence to stimulate cooperation	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Internal	Cooperation agreement with partners

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										<ul style="list-style-type: none"> coordination ; b) Introduction of policy; c) SOP update; d) Collaboration reinforcement 	
59	Education	The percentage of Bachelor/Applied Bachelor and Diploma graduates completing at least 20 credits outside campus	The percentage of graduates completing at least 20 credits outside campus = 30% of graduates in every academic year	The number of Bachelor/Applied Bachelor and Diploma graduates completing at least 20 credits outside campus/the number of S1 and Diploma graduates in UB * 100%	<ol style="list-style-type: none"> 1. Strategic plan 2. Performance contract 3. Performance agreement 	Implementation of performance contract and agreement and rector's regulation concerning curriculum	Monitoring and evaluation of the implementation of rector's regulation concerning curriculum	Monitoring and evaluation report of the enforcement of rector's regulation concerning outside-campus learning requiring 20 credits	Setting new standards, new performance indicators, strategies and programs of priority and excellence to increase the number of students attending outside-campus learning	<ol style="list-style-type: none"> 1. Risk potential: <ul style="list-style-type: none"> a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: <ul style="list-style-type: none"> a) Internal coordination; b) Introduction of policy; c) Formation of graduation acceleration committee; d) SOP update 	<ol style="list-style-type: none"> 1. Strategic plan outcome report 2. Outcomes of performance contract and agreement 3. SOP
60	Education	The percentage of modules in Bachelor (S1) and Diploma program using case method or team-based project to contribute to the evaluation weight	The percentage of modules in Bachelor and Diploma program using case method= 51%	The number of modules in S1 and Diploma program using case method or team-based project /the number of modules S1 and Diploma in UB * 100%	<ol style="list-style-type: none"> 1. Strategic plan 2. Performance contract 3. Performance agreement 	The execution of performance contract and agreement and rector's regulation concerning curriculum	Monitoring and evaluation of the implementation of rector's regulation concerning case method and team-based project relevant to the UB curriculum	Monitoring and evaluation report of the implementation of rector's regulation concerning the number of classes and case method-based modules and	Setting new standards, new performance indicators, strategies and programs of priority and excellence to increase the numbers of classes and team-based method modules	<ol style="list-style-type: none"> 1. Risk potential: <ul style="list-style-type: none"> a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: <ul style="list-style-type: none"> a) Internal coordinatio 	<ol style="list-style-type: none"> 1. Strategic plan outcome reports 2. Outcomes of performance contract and agreement 3. Curriculum monitoring and evaluation reports

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
								team-based projects		n b) Introduction of policy c) Curriculum monitoring and evaluation	
61	Learning process characteristics	Fulfillment of learning process consists of the following characteristics: a) interactive; b) holistic; c) integrative; d) scientific; e) contextual; f) thematic; g) effective; h) collaborative; and i) student-oriented	Fulfilled learning process characteristics of study programs, involving all the characteristics and achieving the expected profile of alumni relevant to learning outcomes	Fulfilled learning process characteristics of study programs involving all the characteristics, and achieving the expected profile of alumni relevant to learning outcomes	Guidelines of outcome-based education (OBE) application and assessment	1. Module portfolio drafting 2. OBE assessment in each study program	Evaluation conducted by curriculum team at the end of every even semester under the control of the department	Dissemination of learning monitoring and evaluation by curriculum team	Improvement of learning implementation based on OBE	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Internal coordination; b) Introduction of policy; c) Curriculum monitoring and evaluation	1. Module portfolio reports 2. OBE assessment reports in each study program 3. Curriculum monitoring and evaluation reports
62	Lesson plan	Comprehensive availability of lesson plan (RPS) documents	Lesson plan documents include target learning outcome, body of knowledge, learning methods, time, expectation, assessment of learning outcomes. Lesson plan is periodically	Lesson plan documents include target learning outcomes, body of knowledge, learning methods, time, stages, assessment of learning outcome results. Lesson plan is periodically reviewed and adjusted and it is accessible for	1. Rector's Regulation concerning UB Curriculum 2. Manual of study program curriculum development in UB 3. Study program	1. Rector's regulation-making concerning UB curriculum that consists of minimum standards of lesson plan development, and periodical lesson plan review, and	Evaluation conducted by curriculum team at the end of every even semester under the control of department	Dissemination of curriculum monitoring and evaluation results by curriculum team	Program study curriculum document validity and implementation	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Internal coordination; b) Introductio	Curriculum monitoring and evaluation reports

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			<p>reviewed and adjusted and it is accessible for all students and can be performed consistently. The following are the elements of minimum lesson plan according to SN DIKTI:</p> <ul style="list-style-type: none"> a) The name of study program, module, and module code, semester, credit, lecturer's name b) Learning outcomes of the alumni weighted in modules; c) Final skill planned in each learning stage to fulfill learning outcomes of alumni; d) Body of knowledge related to the skill to be achieved; e) Learning methods; f) The time 	students and performed consistently.	curriculum documents	<ul style="list-style-type: none"> 1. accessible lesson plan for students 2. Curriculum manual development containing lesson plan minimum standards, periodical lesson plan review, and accessible lesson plan for students 3. Study program curriculum document development consisting of <ul style="list-style-type: none"> a) <ul style="list-style-type: none"> aa) The name of study program, module and module code, semester, credit, the modules lecturer's name; bb) Learning outcomes of alumni weighted in modules; cc) Final skill 				<ul style="list-style-type: none"> c) Curriculum monitoring and evaluation 	

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			available for the skill achieved in each learning stage; g) Student learning experience manifested in the descDMPTion of assignments that have to be done by students for one semester; h) Criteria, indicators, and scoring weight; and i) Reference list used			planned in each learning stage to fulfill the learning outcomes of alumni; dd) Body of knowledge relevant to the skill to be achieved; ee) Learning methods; ff) Time available to achieve skill in each learning stage; gg) Student learning experience manifested in the descDMPTion of assignments that have to be done by students in one semester; hh) Criteria, indicators, and scoring weight; and ii) Reference list used; b) Portfolio					

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
						making as learning evaluation and lesson plan adjustment every semester by team teaching; c) Uploading lesson plans of all modules on the websites of study programs					
63	Learning process implementation	Interaction among lecturers, students, and learning resources	The learning process involves the interaction among lecturers, students, and learning resources within particular online and offline learning environment in the form of documented visual audio	The learning process involves the interaction among lecturers, students, and learning resources within particular online and offline learning environment in the form of documented visual audio	1. Collaborative and participative class guidelines 2. Online learning Brawijaya guidelines	1. Development of collaborative and participative class guidelines 2. Development of Brawijaya online learning 3. Collaborative and participative class implementation 4. Integration of modules with LMS on Brawijaya online learning	Evaluation conducted by curriculum team at the end of every even semester under the control of the department	Dissemination of learning monitoring and evaluation results by curriculum team	1. Collaborative and participative class takes at least 30% of the total modules of a study program 2. The modules of a study program in LMS of Brawijaya online learning takes at least 50% of the total modules	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk. 2. Risk mitigation: a) Internal coordination ; b) Introduction of policy; c) Monitoring and evaluation of curriculum	1. Strategic plan outcome reports 2. Performance contract and agreement outcomes 3. Monitoring and evaluation reports of the curriculum
64	Learning process implementation	Monitoring the relevance of the process to lesson plan	The availability of valid proof of the systems and implementation of the monitoring of learning process	The availability of the documents of monitoring and evaluation reports in PBM involve the relevance of lesson	1. Collaborative and participative class guidelines	Module portfolio drafting by coordinating lecturers	Evaluation of learning process compared to lesson plan by monitoring and evaluation team and study	Dissemination of monitoring and evaluation results by curriculum monitoring and	Improvement of the implementation of OBE-based learning	1. Risk potential: a) Policy risk; b) Obedience risk; c) Reputational risk	1. Rector's regulation concerning the implementation of OBE and <i>Kampus Merdeka</i>

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			annually held to assure the relevance of the learning process to the lesson plan to maintain the quality of the learning process. Monitoring and evaluation results are documented in monitoring and evaluation reports PBM and the documents concerned serve as proof of followup as the basis to improve the quality of learning process	plans related to characteristics, body of knowledge, learning method, assessment methods, study load, integrated research and community service results, and the references of Semester Lesson Plan and sub-module learning outcomes	2. The guidelines of the implementation of <i>Assessment Outcome Based Education</i> (OBE)		program PBM at the end of every even semester under the control of the department	evaluation team and study program PBM and the results are reported in the documents of management review of a study program		2. Risk mitigation: a) Enactment of rector's regulation concerning learning outcome-based curriculum; b) Setting the requirement of primary documents of monitoring and evaluation guidelines of PBM; c) Setting the audit scope regarding the existence of PBM monitoring and evaluation reports and management review of study program with PBM monitoring and evaluation reports.	curriculum 2. Drafting Manual of PBM monitoring and evaluation and portfolio 3. PBM monitoring and evaluation results 4. Study program management review

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										d) Evaluation of the implementation of OBE curriculum in study programs by IED	
65	Learning process implementation	Learning process related to research has to refer to SN Dikti of Research: 1) Research results have to meet the development of science and technology, improve social welfare and the competitiveness of the state. 2) Research contents have to meet the depth and width of research materials in line with the learning outcomes. 3) The research process consists of planning, implementation, and reporting.	The availability of valid proof regarding the fulfillment of SN Dikti of Research in the learning process regarding research (Bachelor's and Master's theses and dissertations) in terms of the depth and width of the research discussion in line with the learning outcomes, learning process, and research module evaluation	The availability of the documents of evaluation reports related to Bachelor's theses/ Master's theses/dissertations according to the thesis outcomes/master's thesis outcomes/dissertation outcomes; the depth and width of the research discussion based on the sub module learning outcomes (CPMK) and learning outcomes (CP), and monitoring and evaluation, planning, and implementation, exams, and scoring rubric of bachelor's/master's theses/dissertations	1. Rector's regulation concerning final project implementation 2. Guidelines of final project implementation in every study program	The documents of final projects (logbook, registration form, and seminar and final exam assessment)	The evaluation of implementation, results, and bachelor's and master's thesis outcomes/dissertation outcomes by monitoring and evaluation team of the curriculum and PBM at the end of every even semester under the control of the department	Dissemination of learning monitoring and evaluation reports by monitoring and evaluation team of the curriculum and PBM of a study program and these reports are submitted in the form of documents of study program management review	1. Revision of Rector's Regulation concerning final projects 2. Revision of the guidelines of study program final projects	1. Risk potential: a) Policy risk; b) Obedience risk; c) Reputational risk; 2. Risk mitigation: a) Enactment of Rector's Regulation concerning final project implementation revision; b) Setting the requirement of primary documents of PBM monitoring and evaluation guidelines (final projects); c) Setting the audit scope of the existence of	1. Rector's regulation concerning final projects and final project outcomes 2. Guidelines of PBM monitoring and evaluation drafting (final projects) and portfolio 3. PBM monitoring and evaluation reports (final projects) 4. Study program management review

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		4) Research assessment should be educative, objective, accountable, and transparent.								PBM monitoring and evaluation reports (final projects) and study program management review with PBM monitoring and evaluation reports (final projects); d) Study Program OBE Curriculum evaluation by IED	
66	Learning process implementation	The learning process related to community service as in SN Dikti of has to refer to the following provisions: 1. The community service results should have to meet the development of science and technology,	The availability of valid proof regarding the fulfillment of SN Dikti of community service in the learning outcomes regarding the community service and its results and the depth and width of the community	The availability of the documents of community service (PkM) evaluation reports by students taking this module by taking into account the community service outcomes, the depth and the width of the community service discussion under the sub module learning outcomes	The guidelines of the community service program by the students	The documents of the implementation of the community service programs (logbook containing the activities, registration form, and scoring rubric of the community service activities.	Evaluation conducted by monitoring and evaluation team of the curriculum and PBM at the end of every even semester under the control of the department	Dissemination of monitoring and evaluation reports of learning by curriculum and PBM monitoring and evaluation, and these reports are submitted in the form of study program management	Revision of the guidelines of community service programs	1. Risk potential: a) Policy risk; b) Obedience risk; c) Reputational risk 2. Risk mitigation: a) Community service guideline revision; b) Setting the requiremtn	1. Community service (PkM) guidelines for students 2. The guidelines of PBM monitoring and evaluation drafting (community service module taken by the students) and portfolio 3. PBM monitoring

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		<p>improve social welfare, and competitiveness of the state.</p> <p>2. The content of the community research has to meet the depth and width of the materials of the community service according to the learning outcomes.</p> <p>3. The community service process involves planning, implementation, and reporting.</p> <p>4. The community research assessment has to be educative, objective, accountable, and transparent.</p>	<p>service discussion according to the learning outcomes, learning process, and community service module evaluation</p>	<p>(CPMK), learning outcomes (CP), and monitoring and evaluation of planning, implementation, and evaluation of the process of the community service conducted by the students</p>				<p>review documents</p>		<p>s of primary documents of PBM monitoring and evaluation guidelines;</p> <p>c) Setting the audit scope regarding the existence of PBM monitoring and evaluation reports (community service module taken by the students and the management review of a study program with PBM monitoring and evaluation reports (community service module taken by the students);</p> <p>d) The</p>	<p>and evaluation reports (community service module taken by the students)</p> <p>4. Study program management review</p>

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										evaluation of OBE curriculum implementation in every study program by IED	
67	Learning process implementation	The relevance between learning methods and learning outcomes, like in RBE (research-based education) IBE (Industry-based education), teaching factory/teaching industry, etc.	The availability of valid proof indicateing the learning methods conducted according to the learning outcomes planned within the proportion of 75% to 100% of modules.	The availability of the documents of PBM monitoring and evaluation reports related to the relevance of the learning methods and learning outcomes by setting the taxonomical level of sub module learning outcomes (sub CPMK) and learning outcomes (CP) seen from the portfolio evaluation	1. PBM Monitoring and evaluation guidelines in a program study 2. <i>Assessment Outcome Based Education</i> (OBE) implementation	1. Module portfolio drafting by coordinating lecturers 2. Assessment of OBE in a study program	Evaluation conducted by curriculum team at the end of every even semester under the control of the department, evaluation of the relevance of the learning methods and sub-CPM and CPL by curriculum and PBM monitoring and evaluation team of a study program at the end of every even semester under the control of the department	Dissemination of learning monitoring and evaluation results by curriculum and PBM monitoring and evaluation team of as tudy program and this is to be reported in the form of the documents of study program management review	The improvement of OBE-based learning implementation	1. Risk potential: a) Policy risk; b) Obedience risk; c) Reputational risk 2. Risk mitigation: a) Enactment of rector's regulation concerning learning outcomes-based curriculum; b) Setting the requirements of primary documents of PBM monitoring and evaluation guidelines; c) Setting the audit scope regarding the existence of the reports	1. Rector's regulation concerning OBE and Kampus Merdeka curriculum implementation 2. Guidelines of PBM monitoring and evaluation and portfolio drafting 3. PBM monitoring and evaluation reports 4. Study program management review

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										of PBM monitoring and evaluation and study program management review with PBM monitoring and evaluation report d) Evaluation of the implementation of OBE curriculum in a study program by IED	
68	Learning process monitoring and evaluation	Monitoring and evaluation of the implementation of learning process covering characteristics, planning, implementation, learning process, study load of the students to achieve the learning outcomes of alumni	A study program has: 1. Rector's regulation concerning learning monitoring and evaluation 2. The guidelines of learning monitoring and evaluation 3. The reports of monitoring and evaluation implementation 4. Follow-up	The availability of SIADO as a system supporting monitoring and evaluation implementation of the learning process covering characteristics, planning, implementation, learning process and study load of the students	Enactment: 1. Rector's regulation (rector, vice-rector, QAC, Division of Legal and Governance) 2. SOP of monitoring and evaluation of learning (vice-dean, QAC)	1. Monitoring and evaluation implementation 2. Dikti database update 3. Documentation of monitoring and evaluation reports and SIQA information (e-IQAS)	1. Learning monitoring and evaluation in every semester (Dean, Vice-Dean, KPS) 2. Risk-based IQA at the end of every even semester	1. Dissemination of evaluation reports 2. CAR from QAC to Academic Units and Supporting Units 3. Meeting and management review reports	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	Risk potential: 1. policy risk; 2. obedience risk 3. reputational risk Risk mitigation: 1. Enactment of rector's regulation concerning learning monitoring and evaluation 2. Setting the guidelines of the implementation	1. Rector's regulation concerning learning monitoring and evaluation 2. The guidelines of the implementation of learning monitoring and evaluation 3. Learning monitoring and evaluation implementation reports every

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			recommendations							of learning monitoring and evaluation 3. Implementation of learning monitoring and evaluation 4. Evaluation of the implementation of OBE curriculum in a study program by IED	4. Monitoring and evaluation reports 5. Management review reports
69	Learning	The availability of the guidelines of the implementation of tasks for lecturers according to the needs, qualification, skill, and experience.	The department has: 1. Documents of lecturer mapping according to workload 2. Decree of assignment of lecturer	The availability of documents of lecturer mapping according to workload. The availability of guidelines of lecturer assignment according to their need, qualification, skill, and learning experience	Enactment 1. Faculty quality standards 2. SOP or manual regarding lecturer assignment system	1. implementation prepared to set faculty and department quality standards 2. implementation of SOP or manual concerning assignment system 3. involvement of deans, vice-deans, heads of departments, heads of study programs	1. Monitoring and evaluation of lecturer assignment 2. Risk-based IQA (QAC) at the end of even semesters	1. Dissemination of the results of the assignment of module lecturers 2. CAR from QAC to Academic Units and Supporting Units 3. Management review meeting and report	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk. 2. Risk mitigation: a) setting DTSP policy b) setting SOP; c) Management review meeting	1. Rector's regulation concerning DTSP setting 2. SOP 3. Management review reports
70	Learning	Availability of valid proof regarding strategy, method, and learning media setting and learning	Study Program has: 1. Academic guidelines 2. Learning implementation	Study program has: 1. Curriculum documents 2. Education guidelines	Enactment: 1. Education guidelines 2. SOP	Availability of SOP of strategy, method, and learning media implementation	Availability of SOP of evaluation of strategies, methods, and learning media	Study program management review meeting and CAR	Setting new standards, new performance indicators, strategies and programs of priority	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk;	1. Rector's regulation concerning curriculum 2. Rector's regulation

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		assessment.	n guidelines						and excellence set forth in management review method	d) Reputational risk 2. Risk mitigation: a) Policy of setting curriculum; b) Setting education guidelines; c) Management review meetings	concerning education guidelines 3. Management review reports
71	Learning	Availability of valid proof regarding implementation of the system of monitoring and evaluation of the implementation and the quality of learning process.	Study program has: 1. Education guidelines 2. Self-Assessment Report (SAR) and implementation of learning monitoring	UB has the guidelines of the implementation of effective monitoring and evaluation regarding comprehensively documented learning process quality, followed by continuous follow-up	Enactment 1. Academic guidelines 2. SOP of learning monitoring and evaluation	Availability of SOP of implementation of monitoring and evaluation and learning process quality	Availability of SOP of monitoring and evaluation of implementation and learning process quality	Study Program MRM and CAR	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Curriculum setting policy; b) Setting education guidelines; c) Management review meeting; d) Setting SOP of learning monitoring and evaluation	1. Rector's regulation concerning curriculum 2. Rector's regulation concerning education guidelines 3. Management review reports 4. SOP of learning monitoring and evaluation
72	Learning assessment	Quality of learning assessment implementation	75% of modules meet the quality of learning	UB has valid proof of the fulfilled quality of learning	Enactment: 1. education guidelines	Availability of SOP of the implementation of	Availability of SOP of the evaluation of learning	Study program MRM and CAR	Setting new standards, new performance	1. Risk potential: a) Policy risk; b) Obedience	1. Rector's regulation concerning

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		(learning processes and results of students to measure learning outcomes according to the following assessment principles: a) educative; b) authentic; c) objective; d) accountable; and e) transparent and integrated.	implementation consisting of the following principles: a) educative; b) authentic; c) objective; d) accountable; and e) transparent and integrated	implementation consisting of: a) educative; b) authentic; c) objective; d) accountable; and e) transparent and integrated.	2. SOP of learning assessment implementation (learning processes and results of the students)	education quality according to the following assessment principles: a) Educative; b) Authentic; c) Objective; d) Accountable; and e) Transparent and integrated	implementation quality		indicators, strategies and programs of priority and excellence set forth in management review reports	risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Curriculum setting policy b) Setting education guidelines c) Management review meeting; d) Setting SOP of learning monitoring and evaluation	curriculum 2. Rector's regulation concerning education guidelines 3. Management review reports 4. SOP of learning monitoring and evaluation
73	Learning assessment	Assessment consists of techniques and instruments: a) observation; b) participation; c) performance; d) written test; e) oral tests; and f) questionnaire Instruments of assessment consist of the following: a) Assessment process in the	75% of modules have met rubric in assessment instruments	UB has assessment guidebook (relevant techniques and instruments of learning outcomes; Semester Lesson Plan).	1. Education guidelines 2. SOP of learning assessment (assessment techniques and instruments)	1. The availability of SOP of learning assessment consisting of assessment techniques and instruments 2. Narration/reports of learning assessment SOP implementation (related to assessment techniques and instruments)	1. The availability of SOP of learning implementation quality evaluation 2. Narration/report of evaluation of the implementation of learning assessment standards (comparing the outcomes to the standards set)	1. MRM of study programs and CAR 2. Narration/report of the causes of failure of achievement or inappropriateness in the implementation according to the standards, and this	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1. Risk potential: a) Learning outcomes not achieved 2. Risk mitigation: a) Internal coordination of study programs b) Introduction of policies and guidelines c) SOP update d) IQAS reinforcement	Management review, Semester Lesson Plan, rubric

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		form of rubric b) Assessment of outcomes in the form of portfolio; or c) Work of design						situation serves as the ground for corrective action.			
74	Learning assessment	Assessment according to the following principles: 1. Availability of assessment plan contract 2. Conducting assessment according to contract or agreement 3. Giving feedback and a chance to confirm the results with students 4. Availability of documentation of student learning process assessment 5. Availability of procedures consisting of planning, assignments, performance observation, returning observation	Fulfillment of six aspects and availability of supplementary documents	Availability of valid proof of assessment: 1. Assessment plan contract 2. Implementation of assessment according to the contract or agreement concerned 3. Feedback and changes to confirm the results with students 4. Availability of the documentation of learning outcome and process assessment	Enactment 1. Education guidelines 2. SOP of learning assessment implementation	1. Availability of SOP of all the six aspects of assessment set forth 2. Narration/reports of the results of implementation of SOP of six aspects of learning assessment	1. Availability of SOP of the evaluation concerning assessment quality 2. Narration/reports of evaluation of learning assessment with all six standardized aspects	Narration/ reports of the contributing causes of the failure of achievement or inappropriateness of the implementation that should be according to the standards for further MRM or CAR	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1. Risk potential: a) Learning outcomes not achieved 2. Risk mitigation: a) Internal coordination in a study program b) Introduction of policy and guidelines; c) SOP update; d) Reinforcement of IQAS	Management review, lesson plan, portfolio, rubric

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		<p>results, and delivery of final scores</p> <p>6. Assessment report according to the qualification of the achievement of the students in a module represented by a letter or number.</p> <p>7. Availability of proof indicating that plans and improvement have been made according to assessment monitoring and evaluation</p>									
75	Learning assessment	Integrated research and community service in learning	Bachelor/applied bachelor 4 modules Master's 50% of modules Doctoral program 100% of modules	UB has policies and guidelines to combine research and community service activities with learning	UB has formal comprehensive and detailed documents of policies and guidelines to integrate research and community service activities with learning	The availability of curriculum guidelines of UB, departments, and study programs and the availability of SOP of the implementation of integrated research and community service in learning	The availability of SOP of evaluation of curriculum guidelines of UB, departments, and study programs and the availability of integrated research and community service in learning	MRM and CAR	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	<p>1. Risk potential:</p> <p>a) Learning outcomes not achieved</p> <p>2. Risk mitigation:</p> <p>a) Internal coordination;</p> <p>b) Introduction of policies and guidelines;</p> <p>c) SOP</p>	Management review, Semester Lesson Plan, portfolio, and rubric

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										update; d) Reinforcement of IQAS	
76	Learning assessment	Sustainable quality implementation, evaluation, control, and improvement and the integration of research and community service with learning	Curriculum guidelines of UB, curriculum guidelines of a department, curriculum guidelines of a study program	UB has curriculum guidelines elaborating on sustainable quality implementation, evaluation, control, and improvement integrated into research and community service activities in learning.	UB has formal, comprehensive, and detailed documents of policies and guidelines to integrate research and community service activities in learning.	Availability of SOP regarding integrated implementation of research and community service in learning.	Availability of SOP regarding evaluation of research can community service activities in learning	Study program MRM and CAR	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1.Risk potential: a) Learning outcomes not achieved 2.Risk mitigation: a) Internal coordination; b) Introduction of policies and guidelines; c) SOP update; d) IQAS reinforcement	Management review, Semester Lesson Plan, portfolio, rubric
77	Learning assessment	Monitoring and evaluation of integrated research and community service in learning by IQAS	UB has IQAS policy, IQAS manual, and SOP and forms	UB has IQAS policy, IQAS manual, SOP, and forms of monitoring and evaluation of integrated research and community service in the learning responded by sustainable follow-up.	UB has IQAS policy and SOP in integrating research and community service with learning	Availability of SOP regarding monitoring and evaluation of the integration of research and community service with learning	Availability of SOP regarding the evaluation of monitoring and evaluation of the integration of research and community service with learning	Study program MRM and CAR	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1.Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; 2.Risk mitigation: a) The provision requiring the involvement of students as the members of research/community service b) The	Management review, Semester Lesson Plan, portfolio, rubric

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										availability of guideline documents regarding of research and community service roadmap with curriculum	
78	Academic atmosphere	The availability of formal documents concerning academic atmosphere policies including knowledge autonomy, academic freedom, and authority of knowledge-based contribution.	UB has the statute of UB and academic guidelines	UB has the comprehensive and detailed documents of academic guidelines regarding academic atmosphere, consisting of: knowledge autonomy, academic freedom, and authority of knowledge-based contribution	UB has comprehensive and detailed academic guideline documents describing academic atmosphere consisting of: knowledge autonomy, academic freedom, and authority of knowledge-based contribution	The availability of SOP of the implementation of comprehensive and detailed education guideline drafting academic atmosphere covering knowledge autonomy, academic freedom, and authority of knowledge-based contribution	The availability of SOP of the evaluation of education guideline drafting comprehensively covering and elaborating on academic atmosphere, including knowledge autonomy, academic freedom, and authority and knowledge-based contribution	Study program MRM and CAR	Setting new standards, new performance indicators, and strategies and programs of priority and excellence set forth in management review reports	1.Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk 2.Risk mitigation: a) The availability of checklist form showing the fulfillment of the needs of the documents/r eports for university accreditation /study program on an annual basis; b) The provision or use of legal documents (laws,	Management review, Semester Lesson Plan, portfolio, rubric

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
										government regulations, circular letters) as the guidelines of education guideline drafting	
79	Academic atmosphere	The level of satisfaction of students in learning processes includes the following aspects: a) Reliability; b) Responsiveness; c) Assurance; d) Empathy; e) Tangible.	The level of satisfaction of students in every aspect represents $\geq 75\%$ with follow-up	UB has systems and guidelines performed by every study program to measure satisfaction in learning.	UB has formal, comprehensive, and detailed documents and guidelines in integrating research and community service into learning.	The availability of SOP regarding surveys of student satisfaction including assessment techniques and instruments.	The availability of SOP of the evaluation of learning implementation quality	Study program MRM, CAR	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1.Risk potential: a) Policy risk; b) Operational risk; c) Reputational risk 2.Risk mitigation: a) Facilities supporting the setting of the standard of evaluation of student satisfaction; b) The provision of template standards of reports regarding student satisfaction	Management review, Semester Lesson Plan, portfolio, rubric, analysis results regarding student satisfaction annually.
80	Academic atmosphere	Strategic measures taken to improve academic performance	UB has 1. Government Regulation of the Republic of Indonesia 108/2022 concerning University as	The provision of: 1. Education guidebooks of university and faculties 2. Tracer guidelines of UB	Enactment 1. Education guidelines ranging from university to faculty level at the beginning of	1. Implementation of tracer study 2. Documentation of tracer study in SIQA 3. The availability of	The availability of SOP regarding the evaluation of strategic measures taken to improve academic atmosphere	Study program MRM and CAR	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in	1.Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk 2.Risk mitigation: a) The	Management review, Semester Lesson Plan, portfolio, rubric

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			Legal Entity UB 2. Education guidelines		every semester 2. Setting tracer study guidelines	SOP regarding the implementation of strategic measures taken to improve academic atmosphere			management review reports	provision and the use of legal documents (laws, government regulations, circular letters) as the guidelines in education guideline and operational unit drafting b) Facilities supporting the setting and evaluation of strategic measure planning to improve academic atmosphere.	
81	Research	The availability of formal documents of strategic plan of research covering development fundamentals, research roadmap, resources, the goals of strategic programs and performance	The university has formal documents of strategic plan of research setting forth development fundamentals, research roadmap, resources (including fund allocation for	The availability of formal documents of strategic plans of research covering development fundamentals, research roadmap, resources (including fund allocation for internal research), the goals of strategic	Enactment: 1. Research strategic plan of UB 2. Research and Community Service Center 3. Indicators of research standards of	1. Implementation of research strategic plan of UB 2. Formulation of indicators of research standards that cover development, research	1. Monitoring and evaluation of research activities 2. Monitoring and evaluation of the relevance of outcomes and the requirements set in research guidelines	1. Dissemination of results of the research activities in progress and at the end stage. 2. Adjustment of research activities to research	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Discretion (policy)	1. Research strategic plan 2. Reports of research results 3. Risk analyses of research activities

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		indicators.	internal research), the goals of strategic programs and performance indicators that are international competitiveness-oriented.	programs and performance indicators that are international competitiveness-oriented to measure the relevance of research outcomes.	development, research roadmap (including fund allocation for internal research), the goals of strategic programs and performance indicators that are international competitiveness-oriented.	roadmap, resources (including fund allocation for internal research), the goals of strategic programs and performance indicators that are international competitiveness-oriented.	3. Evaluation conducted by internal and external reviewres under the coordination of Research and Community Service Center	guidelines		setting according to current conditions b) The provision of research contract and integrity pact for grantees; c) Operational problem-solving facilities (via mentorship, consignment, training, coaching, mediation, supporting laboratory capacity improvement); d) As in point 1 and 3	
82	Research	The availability of research guidelines and the proof of their introduction	The university has research guidelines that are introduced, accessible, and relevant to the research strategic plan and understood by stakeholders	The availability of research guidelines that are introduced, accessible, and relevant to the research strategic plan and understood by stakeholders.	setting research guidebooks of the university and faculties.	1. Implementation of research guideline drafting 2. The availability of the systems of information on research and community service (SIRCS) 3. The	Monitoring and evaluation of the relevance of research guidebooks with the goals regularly set by the university	1. Documenting research guidebooks 2. Validity approval by an authorized official	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1.Risk potential: a) Obedience risk; b) Operational Irisk 2.Risk mitigation: a) The availability of guidebooks accessible	1. Research guidebooks 2. SIRCS 3. Link to research guidelines available on the website of Research and Community Service Center 4. Link to research

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
						introduction of research guidelines on the website of Research and Community Service Center				online and integrated in SIRCS; b) Facilitated guidebook review	guidelines available on faculty website
83	Research	Valid proof of the implementation of research processes comprising six aspects as follows: a) Assessment and review methods; b) Legality of appointment of reviewers; c) Assessment results of research recommendation ; d) The legality of assignment of researchers/ research collaborators; e) Declaration of events of monitoring and evaluation results; and f) Research output documentation	The university has valid proof regarding the implementation of research processes comprising six aspects and the university reviews the research processes (aspect 1 to 6) periodically and follow up is given.	The availability of valid proof of the implementation of research processes comprising six aspects and the university reviews the research processes (aspect 1 to 6) periodically and follow up is given.	1. Setting research guidebooks 2. Setting SOP of the implementation comprising six aspects of research process implementation	The availability of SIRCS and SOP	Monitoring and evaluation of six aspects of research processes	1. Documentation 2. Validity approval by an authorized official	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1. Risk potential: a) Obedience risk; b) Operation risk 2. Risk mitigation: a) The availability of quality manual documents b) Facilities supporting the review of quality manual documents	1. SOP of research 2. Work instruction 3. Research activity reports
84	Research	Research report documents prepared by research	The university has research activity report documents fulfilling five	The availability of research activity report documents that meets five	1. Setting research performance contract	1. The preparation of research reports to be	Monitoring and evaluation of research performed by the managing	The availability of accountability System of Government	The availability of the systems of the integration of research data to be	1. Likelihood of reputational risk 2. The	Annual report documents (research performance

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		organizers of the university and partners/fund providers should fulfill the following aspects: a) comprehensiveness; b) detail; c) relevance; d) up-to-date; and on time. Score = (A + (2 x B) + (4 x C) + D) / 8	aspects prepared by research organizers to be reported to the Head of the university and research partners/fund providers	aspects prepared by research organizers to be further reported to the head of the university and research partners/fund providers.	between a related unit and the head of the university. 2. Setting research report guidelines submitted to research partners/fund providers	submitted to the Head of the university 2. The preparation of research report for partners/fund providers 3.	director through the annual report mechanism.	Institution Performance (ASGIP)	further analyzed comprehensively	standardization of the application of the use of SIRCS for research and community service activities in UB	reports)
85	Research teams	The existence of research teams and research laboratories	The university has research teams and functional laboratories with the following proof: 1. The availability of formal legal proof of research teams and laboratories 2. Active involvement of research teams at national or international level 3. Useful research products to resolve issues in the society	The existence of research teams and functional laboratories with the following proof: 1. The availability of formal legal proof of research teams and laboratories. 2. Active involvement of research teams at national or international level 3. Useful research products to resolve issues in the society 4. Research products with international competitiveness	The Decree regarding research teams and research laboratories	The formation of research teams in faculties and the availability of research laboratories in faculties and university	1. Monev tahunan untuk kelompok riset yang diselenggarakan oleh LPPM dan Fakultas 2. Asesmen tahunan untuk laboratorium riset (ISO, IQAlab)	The availability of quality assurance systems and the dissemination of performance results of research teams and laboratories	1. Research grants for research teams and research laboratories 2. Training addressed to research teams and laboratories 3. Improvement of information system for research laboratories	1. Risk potential: a) Operational risk; b) Policy risk 2. Risk mitigation: a) The governance of operational application of research teams and laboratories; b) Periodical management review	1. The decree of research teams and research laboratories 2. SOP of the governance of operational application of research teams and research laboratories 3. Management review

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			4. Research products with international competitiveness								
86	Community service	The availability of formal documents of community service strategic plan covering development fundamentals, community service roadmap, resources, goals, of strategic programs and performance indicators.	The university has formal documents of community service strategic plan, development fundamentals, community service roadmap, resources (including fund allocation for internal community service), the goals of strategic programs and performance indicators that are more international competitiveness-oriented.	The availability of formal documents of community service strategic plans with development fundamentals, community service roadmap, resources (including fund allocation for internal community service), the goals of strategic programs and performance indicators that are international-competitiveness-oriented.	<ol style="list-style-type: none"> Setting community service strategic plan UB Setting community service guidelines Setting the SOP of community service implementation 	<ol style="list-style-type: none"> The availability of the website of Research and Community Service Center covering accessible research and community service guidelines The availability of SIRCS 	<ol style="list-style-type: none"> Monitoring and evaluation of community service Monitoring and evaluation of the relevance of the outcomes according to the requirements set in community service guidelines Evaluation conducted by internal and external reviewers under the coordination of Research and Community Service Center Periodical guidebook review 	<ol style="list-style-type: none"> documentation validity approval by an authorized official 	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	<ol style="list-style-type: none"> Risk potential: <ol style="list-style-type: none"> obedience risk; operational risk Risk mitigation: <ol style="list-style-type: none"> the availability of guidebooks accessible online and integrated in SIRCS; facilities supporting guidebook review activities 	<ol style="list-style-type: none"> community service strategic plan SIRCS link
87	Community service	The availability of community service guidelines and proof of their introduction	The university has community service guidelines that are introduced and accessible according to community service strategic plan and they should be	The availability of community service guidelines that are introduced and accessible according to community service strategic plan and they should be understood by stakeholders	<ol style="list-style-type: none"> setting community service guidelines setting SOP of introduction of community service implementation 	<ol style="list-style-type: none"> The availability of website of Research and Community Service Center covering research and community service guidelines accessible for 	Periodical community service Guidebook review	<ol style="list-style-type: none"> documentation validity approval by an authorized official 	Setting new standards, new performance indicators, and the strategies and programs of priority and excellence set forth in management review report	<ol style="list-style-type: none"> Risk potential: <ol style="list-style-type: none"> obedience risk operational risk Risk mitigation: <ol style="list-style-type: none"> the availability of guidebooks accessible 	<ol style="list-style-type: none"> community service introduction materials community service guidelines

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			understood by stakeholders		on	public 2. The availability of SIRCS				online and integrated in SIRCS; b) facilities supporting guidebook review	
88	Community service	Validity proof regarding the implementation of community service processes comprising the six aspects as follows: 1. assessment and review methods 2. legality of reviewer assignment 3. community recommendation assessment results 4. legality of assigning tasks to those in charge of community service/ community service collaboration 5. declaration of events of monitoring and evaluation results 6. community	The university has valid proof regarding the implementation of community service processes consisting of six aspects and periodical review of community service processes (aspect point 1 to 6), and follow-up is given	The availability of valid proof of the implementation of community service processes covering six aspects and periodical review of the implementation of community service processes (aspect point 1 to 6) and follow-up is given	1. setting community service guidelines 2. setting SOP of the implementation of six aspects regarding the implementation of community service processes	The availability of SIRCS and SOP	Monitoring and evaluation of six aspects of community service processes	1. documentation 2. validity approval by an authorized official	Setting new standards, new performance indicators, strategies and programs of priority and excellence set forth in management review reports	1.risk potential: a) obedience risk; b) operational risk; 2.Risk mitigation: a) the availability of quality manual documents; b) facilities supporting review of quality manual documents	1. SOP of community service 2. Community service work instructions 3. Community service activity reports

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		service output documentation									
89	Community service	Documentation of community service reports prepared by community service organizers submitted to the head of the university and partners/ fund providers meeting the following five aspects: a) comprehensive; b) detailed; c) relevant; d) updated; and e) on time Score = (A + (2 x B) + (4 x C) + D) / 8	The university has the documents of community service reports from community service organizers of the university and partners/fund providers regarding the fulfillment of all the five aspects and comprehensive, detailed, relevant, updated, and on time principles.	The availability of community service report documents from community service organizers of the university and partners/fund providers regarding the fulfillment of all five aspects: comprehensive, detailed, relevant, updated, and on time principles.	1. Setting community service performance contract between the related unit and the head of the university 2. setting the guidelines of community service reports submitted to the partners/fund providers	1. Community service report drafting for the head of the university 2. Community service report drafting for partners/fund providers	Monitoring and evaluation of community service report conducted by the head via annual report mechanism	The availability of ASGIP	The availability of integrated system of research data for comprehensive work analyses.	1.Risk potential: a) Policy risk; b) Operational risk 2.Risk mitigation: a) Making rector's regulation guaranteeing the obedience in report-making; b) Preparing online report systems to assure on time reporting	Annual report documents (community service performance report)
90	Community service executors	The existence of community service executors	The university has functional community service executors proven in the following ways: 1. Formal and legal proof of the existence of community service executors. 2. the products of community service useful in resolving	The availability of functional community service executors proven in the following ways: 1. Formal and legal proof of the existence of community service executors. 2. the products of community service useful in resolving problems in society. 3. Internationally	1. Setting strategic plan 2. Setting the target community service outcomes	The issuance of a decree regarding community service executors	The formation of community service executors in faculties and university	Annual monitoring and evaluation for community service teams held by Research and Community Service Center and faculties	The availability of quality assurance systems and dissemination of the outcomes given by community service teams	1.Risk potential: a) Operational risk; b) Policy risk 2.Risk mitigation: a) The governance of operational implementation of community service teams; b) Periodical management	Annual report documents (community service performance report)

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			problems in society. 3. Internationally competitive products of community service.	competitive products of community service.						t review	
91	Tridharma results and outcomes	GPA of the graduates of Diploma, S1 (Bachelor), S2 (Master), Professional program and S3 (doctoral)	GPA of Diploma and S1 graduates ≥ 3.25 GPA of S2, Professional program, S2 and S3 graduates ≥ 3.5	1. The reports prepared by the head of a study program every semester according to Information Systems of Electronic Reporting (ISER).	1. Setting quality standards UB 2. Updating academic guidelines UB	Uploading and analyzing the data of the GPAs of the graduates via ISER	1. Study program, department, and dean performance reports prepared every semester regarding the GPAs of graduates of all study programs. 2. The implementation of IQA with SIQA	1. Management review reports 2. Corrective Action Requirement (CAR) 3. Verification of reports as follow-up of CAR IQA	Sustainable improvement of work program outcomes	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk 2. Risk mitigation: a) Remedial examinations; b) Short-semester program; c) Specialized examinations; d) Learning outcome monitoring and evaluation	1. <i>Judicium</i> (assessment results) report 2. Evaluation reports of learning outcomes
92	Tridharma results and outcomes	The quantity of academic attainments of the students at national and/or international level compared to the number of the students in the last three years	The percentage of academic attainments at international level $RI > 0.05 \%$	$RI = NI / NM$ $RN = NN / NM$ NI = the quantity of academic attainments at an international level. NN = the quantity of academic attainments at a national level. NM = the number of	1. Quality standards UB 2. Strategic plan UB/MUSP, departments and study programs 3. Rector, MUSP, and department	1. The implementation of work program 2. The documentation of data and information SIQA (e-IQAS)	1. Annual monitoring and evaluation of strategic plan UB (Academic Units) 2. Quarterly monitoring and evaluation of work program, performance	1. The dissemination of evaluation results of strategic plan, work program, performance contract, performance	Sustainable improvement of program outcomes	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Optimization	1. Quality standards UB 2. Strategic plan of UB, faculty, department 3. Reports of performance of rector, deans, and the heads of departments

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		(TS-2 to TS).		active students during TS	performance contract		contract, performance agreement (PAU) 3. Monitoring and evaluation of SIQA performance outcomes 4. Risk-based IQA (QAC) at the end of every even semester	agreement, dikti database, SIQA, and IQA 2. Corrective Action Requirement (CAR) from QAC to Academic Units 3. Management review report and meeting		of the role of student organizations at university and faculty level; b) Bursary/scholarship programs for outstanding students; c) Non-academic attainments of students as supplementary statement to diploma; d) Optimization of supervision by lecturers assigned by a faculty	4. Management review reports 5. Monitoring and evaluation reports of strategic plan of UB 6. Performance reports (PAR)
93	Tridharma Results and Outcomes	The quantity of non-academic attainments of students at national and/or international level compared to the number of students in the last three years (TS-2 to TS).	The percentage of non-academic attainments at international level (RI) compared to the number of students $\geq 0.1\%$	RI = NI / NM RN = NN / NM NI = the quantity of non-academic attainments at international level NN= the number of non-academic attainments at national level NM = the number of active students	1. Quality standards of UB 2. DMP, strategic plan of UB, faculties/schools, departments and study programs 3. Rector,	1. The implementation of work program 2. Documentation of data and information of SIQA (e-IQAS)	1. Annual monitoring and evaluation of UB strategic plan (Academic Units) 2. Quarterly monitoring and evaluation of work program, performance contract, performance	1. The dissemination of evaluation results of strategic plan, work program, performance contract and agreement, dikti database,	Sustainable improvement of work program outcomes	1. Risk potential: a) Reputational risk; b) Policy risk; c) Operational risk; d) Obedience risk 2. Risk mitigation: a) Optimization of the role of student	1. UB quality standards 2. UB, faculty, department strategic plan 3. Performance reports of a rector, deans, heads of departments 4. Management review reports

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				during TS	faculty/school, department performance contracts		agreement (PAU) 3. Monitoring and evaluation of SIQA performance every semester 4. Risk-based IQA at the end of every even semester	SIQA, IQA 2. Corrective Action Requirements (CAR) from QAC to Academic Units 3. Management review report and meeting		organization s at university and faculty level b) Bursary/scholarship programs for outstanding students; c) Non-academic attainments of students as supplementary statement to diploma; d) The dissemination of information on student competition	5. Information dissemination on social media, especially on UB website 6. PAR
94	Tridharma Results and Outcomes	Length of study: S3 : 2.5 – 3.5 years S2 : 1.5 – 2.5 years S1 : 3.5 – 4.5 years One-year professional program: 1 -1.5 years Two-year	S3 : ≥ 50 %, S2 : ≥ 50 %, S1 : ≥ 50 % Professional program: ≥ 50% Vocational program: ≥ 50%	Final score is calculated according to the average weighted value to the number of study programs in each academic program. Final score = $S(\text{Skori} \times \text{NPi}) / \text{SNPi}$ NPi = the number of study programs in academic program of i	1. Quality standards of UB 2. Strategic plan of UB 3. Academic guidelines	Uploading and analyzing ISER data	1. Monitoring and evaluation of strategic plan of UB (Academic Units) at the end of every year 2. Quarterly monitoring and evaluation of performance contract and agreement (PAU)	1. Dissemination of evaluation results of strategic plan, work program, performance contract and agreement, dikti database, SIQA, and IQA	Annual increase in the percentage of alumni	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk 2. Risk mitigation: a) Remedial examinations; b) Short-semester	1. Assessment (judicium) results 2. management review, IQA and IQA CAR reports

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		professional program 2 years: 2-2.5 years Diploma program 2: 2-2.5 years Diploma program 3: 3-3.5 years Diploma program 4: 4-4.5 years		, i = 1, 2, ..., 7			3. Monitoring and evaluation of dikti database (QAC) every semester 4. Monitoring and evaluation of performance outcomes of SIQA 5. Risk-based IQA (QAC) at the end of every even semester	2. Corrective Action Requirements (CAR) from QAC to Academic Units and Supporting Units 3. Management review report and meeting		c) Specialized examinations; d) Monitoring and evaluation of learning outcomes	
95	Tridharma results and outcomes	The percentage of students graduating on time in a study program	The percentage of students graduating on time compared to the students admitted to every study program, PTW≥50%	The percentage of academic programs of I is calculated with the following formula: $PTWi = (fi / di) \times 100\%$ fi = the number of students graduating on time in academic program of -i. di = The number of students admitted to a certain class of the academic program of i. the final score is calculated according to the average weighted value to the number of study programs in every academic program. Final score = $S(Skori \times NPi) / SNPi$ NPi = the number of	1. quality standards of UB 2. education guidelines of UB, faculties, and study programs 3. DMP, strategic plan of UB, work programs of faculties/schools/departments 4. Rector performance contract	1. The implementation of work programs 2. Dikti database update 3. Documentation of data and information of SIQA (e-IQAS), ASGIP	1. Performance evaluation reports based on ISER, SIQA every semester 2. Quarterly performance evaluation reports (PAR)	1. Management Review Reports (Management Review) 2. Corrective Action Requirements (CAR) by rector 3. Verification of follow-up reports of IQA CAR	Annual increase in the percentage of alumni	1. Potensi Risiko: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Mitigasi Risiko: a) Increasing the frequency of involvement of students in annual research grants conducted by lecturers; b) Providing incentive for publication in a reputable	1. <i>Judicium</i> reports 2. Student study progress reports at the beginning of every semester 3. Data of research and publication conducted by lecturers involving students

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				study programs of $i, i = 1, 2, \dots, 7$						international journal; c) Monitoring and evaluation in the beginning of every semester conducted by the heads of study programs and deans; d) Reinforcing the quality of service in Journal Center, Academic Potential Test (APT), and TOEFL	
96	Tridharma results and outcomes	The percentage of favorable learning outcomes in every study program	The percentage of favorable learning outcomes in every study program $\geq 85\%$	The percentage of education programs of I is calculated with the following formula: $PPSi = (ci/ai) \times 100\%$ ci = the number of students graduating at the study length limit in education program of i . ai = the number of students admitted to a particular class in an education program of i . Final score is	1. Quality standards of UB 2. Strategic plan of UB, faculties/schools 3. Work programs of UB, faculties/schools, departments	1. Work program implementation 2. Dikti database update 3. Documentation of data and information of SIQA (e-IQAS), ASGIP	1. Annual monitoring and evaluation of strategic plan of UB (Academic Units) 2. Quarterly monitoring and evaluation of work programs, performance contract and agreement (PAU) 3. Monitoring and evaluation of	1. Management review reports (management review) 2. Corrective Action Requirements (CAR) by rector 3. Verification of reports as follow-up addressed to QAC CAR	Increasing the percentage of favorable learning outcomes annually	1. Risk potential: a) Operational risk: students transferring to another study program in the first year; b) Policy risk: students doing their theses more than one	1. Evaluation reports of favorable learning outcomes/academic status 2. Management review reports 3. Reports of the number of new students 4. Performance reports (PAR).

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				calculated according to the average weighted value to the number of study programs in every education program. Final score=S(Skori x NPi)/SNPi NPi = the number of study programs in every primary program			Dikti database (QAC) every semester 4. Monitoring and evaluation of performance outcomes of SIQA every semester 5. Risk-based IQA (QAC) every even semester			semester 2. Risk mitigation: a) The structure of curriculum in the first year is generalized; b) Lecturers determine the topics and direct the theses; c) Faculties, departments of study programs adjust the adequacy level of theses	
97	Tridharma results and outcomes	Tracer study systems involve the following aspects: 1. Tracer study is organized at university level 2. Tracer study is held periodically and annually, and tracer study is documented 3. Questionnaires involve all core questions regarding DIKTI	Tracer study in UB has fulfilled the five aspects	Tracer study involves all five aspects: 1. Tracer study is organized at university level 2. Tracer study is held periodically and annually, and tracer study is documented 3. Questionnaires involve all core questions regarding DIKTI tracer study 4. Tracer study is addressed to all	1. Quality standards of UB 2. DMP strategic plan of UB, faculties/schools, departments 3. Setting tracer study system policy	1. Introduction of tracer study policy to active students of all academic programs by the Directorate of Career Development and Alumni 2. Implementation of tracer study to alumni of TS-4 to TS-2 at the minimum 50% of alumni by the	1. Annual tracer study reports to the heads of study programs 2. Publication of tracer study results in faculties/schools 3. Risk-based IQA (QAC) at the end of every even semester via SIQA	1. Management review reports (management review) 2. Corrective Action Requirements (CAR) by rector 3. Verification of reports as follow-up addressed to QAC CAR	Tracer study system improvement in work programs of the Directorate of Career Development and Alumni in coordination with faculties/schools	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Introduction to all the students of all academic programs; b) Reinforcement of networks of	1. Tracer study result reports 2. Publication of tracer study results in the Directorate of Career Training and Alumni, faculty/school websites 3. PAR

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		tracer study 4. Tracer study is addressed to all population (alumni of TS - 4 to TS-2) 5. The results are introduced and used for curriculum development and learning		population (alumni of TS -4 to TS-2) 5. The results are introduced and used for curriculum development and learning		Directorate of Career Development and Alumni 3. Monitoring and analysis of tracer study implementation processes				alumni; c) Alumni satisfaction surveys d) Increasing the contribution of alumni to the career development of alumni	
98	Tridharma results and outcomes	Waiting time of the alumni of primary programs in university before being employed	Waiting time of the alumni before they are employed upon their graduation involves three-year Diploma program and Applied Bachelor Terapan < 3 months S1 < 6 months There were 10% of respondents surveyed (IAPT 3.0) and 30% (the number of graduates in the last three years > 300) or 50% (the number of alumni in the last three years < 300) - IAPS 4.0	$NL = NL4 + NL3 + NL2$, $NJ = NJ4 + NJ3 + NJ2$ $PJ = (NJ / NL) \times 100\%$ WT = the average waiting time = $(WT4 + WT3 + WT2) / 3$ The percentage of alumni as respondents: a) there are at least 5000 people for the number of alumni of primary programs in the last three years. So, Prmin= 10%; b) There are fewer than 5000 people for the number of alumni of the primary program in the last three years. So, Prmin = 20% - $(10\% / 5000) \times NL$. If the percentage of the respondents	1. Quality standards of UB 2. Strategic plan of UB, faculties/schools, departments 3. Work programs of UB, faculties/schools, departments	Tracer study implementation	1. Annual monitoring and evaluation of strategic plan of UB (Academic Units) 2. Quarterly monitoring and evaluation of work programs, performance contract and agreement (PAU) 3. Monitoring and evaluation of DIKTI database (QAC) every semester 4. Monitoring and evaluation of performance outcomes of SIQA	1. Management review reports (management review) 2. Corrective Action Requirements (CAR) by rector 3. Verification of reports as follow-up addressed to QAC CAR	Improvement: 1. Reinforcement of alumni networks to study program level 2. Improvement of tracer study systems in the work program of the Directorate of Career Development and Alumni in coordination with faculties/schools	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Introduction to the students of all academic programs b) Reinforcement of alumni networks; c) Alumni satisfaction surveys; d) Increasing the contribution of alumni to career development	1. Tracer study result reports 2. Publication of tracer study results on faculty/school websites 3. Performance reports (PAR)

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				meet the above standard, the final score = score. If the percentage of the respondents do not meet the standard above, the following adjustment should be taken into account: final score = (PJ / Prmin) x Score.						of alumni	
99	Tridharma results and outcomes	The relevance of work fields where alumni from the primary programs are employed to the competence of study fields	The average percentage of relevance of work fields of alumni in vocational programs, Bachelor (S1), and Master (S2) ≥80%	NL = The number of alumni in the last three years (NL4 + NL3 + NL2) NJ = the number of alumni traced in the last three years (NJ4 + NJ3 + NJ2) PJ = the percentage of alumni traced = (NJ / NL) x 100% PBS = average percentage of the relevance of the work fields in which alumni are employed = (KB4 + KB3 + KB2) / 3 The provision of the percentage of alumni as respondents: a) for the university with the number of alumni from primary programs in the last three years there are at least 5000 people, so Prmin= 10%; b) for	1. Quality standards of UB 2. DMP UB, strategic plan of UB, faculties/schools, 3. Performance contract of rector, MUSP, departments 4. Academic guidebooks 5. Documents of study program curriculum	1. Implementation of work programs 2. Documentations of SIQA information and data (e-IQAS) 3. Tracer study implementation 4. OBE-based Semester Lesson Plan 5. Implementation of <i>Merdeka Belajar – Kampus Merdeka</i> (MBKM)	1. Monitoring and evaluation of DMP UB, faculties/schools, departments, and study programs at year end 2. Quarterly monitoring and evaluation of work programs, performance contracts and agreements (PAU) 3. Monitoring and evaluation of SIQA performance every semester 4. Risk-based IQA (QAC) at the end of every even semester 5. Evaluation of curriculum once	1. Dissemination of evaluation results of strategic plan, work programs, performance contracts and agreements, Dikti database, SIQA, IQA 2. Corrective Action Requirements from QAC to Academic Units 3. Management review report and meeting 4. Learning outcomes and module learning outcomes Study	1. Sustainably increasing work program outcomes 2. Updating curriculum documents	1. Risk potential: a) Operational risk; b) Policy risk; c) Reputational risk; d) Obedience risk 2. Risk mitigation: a) Optimization of roles of alumni association of UB b) Increasing collaboration programs with industries and businesses and <i>Dokar</i> Program and MBKM; c) Equipping students with	1. Quality standards of UB 2. DMP of UB, strategic plan of UB, faculties, departments 3. Performance reports of rector, deans, heads of departments 4. Management review reports 5. Academic guidebooks 6. Curriculum documents 7. Collaboration proof/MoA, reports of partner satisfaction

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				the university with the number of alumni in the last three years, there are fewer than 5000 people, so $Prmin = 20\% - (10\% / 5000) \times NL$. If the percentage of respondents meet the standard above, the final score = Score. If the percentage of the respondents meet the above standard, it refers to this formula: $final\ score = (PJ / Prmin) \times Score$.			in four years involving stakeholders	Performance Card		certificates of competence; d) Improving career development	
100	Tridharma results and outcomes	Satisfaction level of alumni users seen from the following aspects: 1. Ethics 2. Skill in a field of knowledge (main competence) 3. Foreign language proficiency 4. Information and technology utilization 5. Communication skill 6. Team collaboration 7. Personal development	Satisfaction level of alumni users indicates "very good"	Satisfaction level of aspect I is calculated with the following formula: $TKi = (4 \times ai) + (3 \times bi) + (2 \times ci) + di$ $i = 1, 2, \dots, 7$ $ai =$ percentage "very good". $bi =$ percentage "good". $ci =$ percentage "fair". $di =$ percentage "unsatisfactory". $NL = NL4 + NL3 + NL2$, $NJ = NJ4 + NJ3 + NJ2$ $PJ = (NJ / NL) \times 100\%$ The standard of the percentage of respondents of alumni	1. Quality standards of UB 2. Strategic plan of UB/MUSP, departments, and study programs 3. Work contracts, rector, MUSP, departments	1. Surveys of the satisfaction of alumni users 2. Monitoring and analysis of survey results measuring the satisfaction of alumni users	1. Reports of favorable outcomes of the surveys measuring the satisfaction level of alumni users 2. IQA	1. Management review reports 2. Corrective action requirements (CAR) by rector 3. Verification of reports as follow-up of IQA CAR	1. Improvement of the quality ensuring that the all the seven aspects are achieved by conducting workshop and training 2. Provision of continuous education programs	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk: UB is well-known in industries 2. Risk mitigation: a) Setting collaboration with partners in industries including recruitment programs b) Job exhibition;	1. Survey reports of the satisfaction of alumni users 2. Tracer study reports

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				users: a) for university with the number of alumni of the primary programs in the last three years, there are at least 5000 people, so Prmin = 10%; b) for the university with the number of alumni of the primary programs in the last three years there are fewer than 5000 people, so Prmin = 20% - (10% / 5000) x NL. If the percentage of the respondents meet the standard above, the final score= score. If the percentage of the respondents do not meet the standard above, the following formula should be referred to: = (PJ / Prmin) x Score.						c) Softskills and IT training; d) Project-based lectures, collaborative learning, MBKM; e) Implementation of OBE and reinforcement of long-life learning	
101	Tridharma results and outcomes	The levels and sizes of the work places alumni are employed in	1. The number of alumni working in national or multinational business entities with the score Ri>6% RI = (NI / NA) x 100% = 6%	NI = the number of alumni working in international/multinational business entities. NN = the number of alumni working in national business entities or initiating their own licensed	1. Quality standards of UB 2. DMP of UB, strategic plan of UB, work programs of the faculties/sch	1. Introduction of the policies regarding surveys measuring the satisfaction levels of the users of alumni graduating from Diploma,	1. Survey reports of satisfaction levels of alumni users conducted annually by heads of study programs, heads of departments, deans 2. Risk-based IQA	1. Management review reports (Management review) 2. Corrective Action Requirements (CAR) by rector 3. Verification of	1. Increasing survey systems measuring the satisfaction levels of alumni in work programs of the Directorate of Career Development	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk. 2. Risk mitigation: a) Reinforcement	1. Reports of survey results and analyses of the satisfaction of alumni users 2. Publication of survey results of satisfaction of alumni users on the websites of

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
			2. The number of alumni working in national business entities or initiating their own licensed businesses with the score >25% RN = (NN / NA) x 100% = 25%	businesses. NL = the number of alumni working in local/regional business entities or initiating their unlicensed businesses NL = NL4 + NL3 + NL2 , NJ = NJ4 + NJ3 + NJ2 PJ = (NJ / NL) x 100% The standard of the percentage of alumni as respondents: a) for the university with the number of alumni of primary programs in the last three years there are at least 5000 people, so Prmin = 10%.; b) for the university with the number of alumni of the primary programs in the last three years there are fewer than 5000 people, so Prmin = 20% - (10%/5000) x NL. If the percentage of the respondents meet the standard above, the final score = score. If the percentage of the respondents do not meet the standard above, the following	ools, departments 3. Setting the tracer study system policies	professional, Bachelor's, Master's, and Doctoral programs by heads of study programs and the Directorate of Career Development and Alumni 2. Surveys conducted to measure the satisfaction levels of the users of alumni graduating from Diploma, Professional, Bachelor's, Master's, and Doctoral programs by the Directorate of Career Development and Alumni 3. Monitoring and analyses of the processes of surveys measuring the satisfaction levels of the users of alumni graduating	at the end of even semesters via SIQA	further reports of IQA CAR	and Alumni in coordination with faculties/schools 2. Increasing the number of collaborations or MoU with alumni users at both international and national levels. 3. Increasing entrepreneurship skills for students through entrepreneurship programs for students and internships. 4. Improving foreign language proficiency	nt of external efficiency of students, heads of study programs, heads of departments , and faculties of all academic programs; b) Reinforcement of networks of alumni association and industries and businesses; c) Surveyws of satisfaction of alumni and alumni users; d) Increasing the contribution of alumni to career development of alumni; e) Improvement of foreign language proficiency	faculties/schools 3. Certificates of foreign language proficiency 4. PAR

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				formula needs to be taken into account: final score = (PJ/Prmin) x Score.		from Diploma, Professional, Bachelor's, Master's, and Doctoral programs				f) Optimization of the roles of the Directorate of Career Development and Alumni of UB in career development , tracer study, and raduate employability; g) Improvement of the effectiveness of MBKM and DOKAR programs	
102	Tridharma Results and outcomes	The number of publications in journals within the last three years	The number of publications in reputable international journals divided by the number of tenured lecturers (RI) ≥ 0.15	RI = NA4 / NDT NA4 = the number of publications in reputable international journals NDT = the number of tenured lecturers	1. Strategic plan of UB, faculties/ schools, departments 2. Performance contracts of UB, faculties/ schools, departments, study programs 3. Work programs of	1. Regional Civil Service Body (RCSB) reports submitted every semester 2. Updating research data on SISTER 3. Publishing articles as part of the requirements of graduation of the students stating the	1. Monitoring and evaluation of strategic plan of UB (Academic Units) at the end of the year 2. Quarterly monitoring and evaluation of work programs, performance contracts and agreements (PAU) 3. Monitoring and	1. Management review reports (management review); 2. Corrective Action Requirements (CAR) by rector 3. Verification of reports as follow-up intended for IQA CAR	1. Increasing the number of publications in international scientific journals 2. Upgrading the accreditation status of national journal to reputable international journal	1. Risk potential: a) Reputational risk; UB ranks low in university rankings; b) Obedience risk; lecturers fail to meet workload; c) Policy risk; d) Operational risk; payment	1. Reports of rector performance 2. Reports of performance of Research and Community Service Center, Research and Community Service Body 3. Reports of dean performance 4. Scientific artiels in international journals

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
					UB, faculties/schools, departments, study programs 4. Research master plan and roadmap 5. Research grant guidebooks 6. The decree of appointment of tenured lecturers of study programs	names of supervisors 4. Updating DIKTI database	evaluation of SIQA performance outcomes 4. Risk-based IQA (QAC) at the end of every even semester 5. Monitoring and evaluation of RCSB			delay 2. Risk mitigation: a) International publication incentive aid b) Setting the policy regulating grants given for research in international journals	5. PAR
103	Tridharma results and outcomes	The number of publications in seminars/on mass media within the last three years	The number of publications in seminars/on mass media at international level by tenured lecturers within the last three years RI > 0.15	RI = (NB3 + NC2)/NDT NB3 = the number of publications in international research seminars NC2 = the number of papers on international mass media. NDT = the number of tenured lecturers	1. Quality standards of UB, 2. DMP of UB, strategic plan of UB, work programs of UB, faculties/schools, departments 3. Setting the requirements of performance contracts of rector, deans, and heads of departments	1. Implementation of work programs, strategic plan, DMP 2. Documentation update of data and information on SISTER and SIRCS 3. Updating the data of tenured lecturers of study programs in Dikti database 4. Publishing research and	1. Study program tenured lecturer performance reports at the end of every activity 2. Performance reports prepared by heads of study programs, heads of departments, deans, and rector 3. Risk-based IQA (QAC) at the end of every even semester via SIQA 4. RCSB reports	1. Management review reports (management review); 2. Corrective Action Requirements (CAR) by rector; 3. Verification of follow-up reports addressed to IQA CAR 4. Corrective Action Requirements (CAR) by research community	1. Improving the performance of tenured lecturers of study programs in the publications of research and community service results at international level. 2. Improving the performance of departments, faculties/schools and UB in terms of the publications of research and	1. Risk potential: a) Policy risk; b) Obedience risk c) Operational risk; d) Reputational risk. e) 2. Risk mitigation: a) Introduction to tenured lecturers of study programs and students of all academic programs; b) Reinforceme	1. Performance reports in ASGIP 2. RCSB reports 3. Management review reports on the websites of UB/faculties/schools

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
					4. Setting the decree of tenured lecturers of study programs	community service results by tenured lecturers of study programs in seminars or on mass media at international level	5. Monitoring and evaluation reports of research and community service	service grant reviewers	community service results at international level	nt of networks with institutions overseas; c) Surveys of satisfaction level of international partners	
104	Tridharma results and outcomes	The number of scientific articles composed by tenured lecturers cited in the last three years	The number of scientific articles cited and composed by tenured lecturers (RS ³ 0,5)	RS = NAS / NDT NAS = the number of articles cited NDT = the number of tenured lecturers	<ol style="list-style-type: none"> 1. Quality standards of UB 2. Strategic plans of UB, faculties/schools, departments 3. Performance contracts of UB, faculties/schools, postgraduate programs, departments, and study programs 4. Research masterplan UB 5. Strategic plan of community service of UB 6. Research and community service guidelines of UB 	<ol style="list-style-type: none"> 1. Publishing scientific articles of research and community service 2. Registering scientific articles published on google scholar, orchid, sinta, scopus, etc. 3. Updating data on publication ID 4. Updating the data of tenured lecturers of study programs in Dikti database 5. 	<ol style="list-style-type: none"> 1. RCSB reports 2. Quarterly monitoring and evaluation of work programs, performance contracts, ASGIP 3. IQA reports 4. Strategic plan monitoring and evaluation (Academic Units) 	<ol style="list-style-type: none"> 1. Verification of RCSB assessors 2. QAC CAR 3. Verification of QAC CAR 4. Management review of study programs, departments, faculties 	Increasing the quantity of citation of scientific articles composed by tenured lecturers	<ol style="list-style-type: none"> 1. Risk potential: <ol style="list-style-type: none"> a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: <ol style="list-style-type: none"> a) Reinforcement of networks with institutions overseas b) Increasing the quantity of research and community service activities and monitoring and evaluation of the outcomes; 	<ol style="list-style-type: none"> 1. Scientific articles based on research and community service in national and international journals 2. SIRCS and SISTER 3. Reports of the performance of deans, departments, study programs 4. Updating the statistics of publications on Gapura application of UB 5. Management review reports, IQA and IQA CAR

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
					7. Issuance of the Decree of tenured lecturers of study programs					c) Reinforcement of the capacity of the students and tenured lecturers of study programs for the sake of research innovation	
105	Tridharma results and outcomes	The number of research and community service outcomes conducted by tenured lecturers within the last three years	The ratio of the number of articles of the research and community service outcomes to the community of tenured lecturers within the last three years (RLP) divided by the number of tenured lecturers ≥ 1	$RLP = (4 \times NA + 2 \times (NB + NC) + ND) / NDT$ NA = the number of research/community service outcomes recognized by IPRs (patents, simple patents) NB = the number of research/community service outcomes recognized by IPRs (copyrights, industrial product designs, protection of varieties, plants, designs, integrated circuit layout designs, etc). NC = the number of research/community service outcomes in the form of appropriate technology, products (standardized products, certified	<ol style="list-style-type: none"> Quality standards of UB Strategic plans of UB, faculties/schools, departments Performance contracts of UB, faculties/schools, postgraduate programs, departments, study programs Research master plan of UB Strategic plan of community service of UB Research and community service 	<ol style="list-style-type: none"> The implementation of DMP strategic plans, work programs Publications of research and community service outcomes by tenured lecturers Updating research and community service data on SISTER 	<ol style="list-style-type: none"> Reports of monitoring and evaluation of research and community service by tenured lecturers RCSB reports Quarterly monitoring and evaluation of work programs, performance contracts, ASGIP IQA Strategic plan monitoring and evaluation (Academic Units) 	<ol style="list-style-type: none"> Corrective Action Requirements (CAR) by reviewers of research and community services conducted by tenured lecturers Verification of RCSB assessors IQA CAR Verification of IQA CAR Management review of study programs, departments, and faculties 	<ol style="list-style-type: none"> Increasing the number of research and community service outcomes at international level by tenured lecturers Improving the performance of study programs, departments, faculties/postgraduate programs, and university within the purview of research and community service 	<ol style="list-style-type: none"> Risk potential: <ol style="list-style-type: none"> Reputation a risk; UB ranks lower based on university rankings Obedience risk; lecturers fail to meet workload. Risk mitigation: <ol style="list-style-type: none"> Aid for international publications Setting the policies of research grants for articles published in international journals 	<ol style="list-style-type: none"> Scientific articles based on research and community service published in international journals Performance reports of deans, departments, study programs Performance reports of Research and Community Service Center (BPPM and LPPM) Reports of rector performance Updating the data of UB regarding the number of research and community

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				products) artwork, social engineering. ND = the number of research/community sevice outcomes issued in books labelled with ISBN, book chapters. NDT = the number of tenured lecturers	guidelines of UB 7. The issuance of the decree of tenured lecturers of study programs						service outcomes conducted by lecturers
106	Tridharma results and outcomes	Publications of scientific articles independently conducted by students or with tenured lecturers of study programs with the titles relevan to the study programs within the last three years	The number of publications conducted by students and tenured lecturers of study programs in international and reputable journals and international and reputable scientific forums $RI = ((NA4 + NB3 + NC3) / NM) \times 100\%$ S1 = 1% S2 = 2% S3 = 3%	NA4 = the number of publications conducted by students in reputable international journals NB3 = the number of publications conducted by students in international seminars. NC3= the number of articles composed by students published on international massa media. NM = the number of students in tracer study (TS)	1. Quality standards of UB 2. Strategic plans of UB, faculties/schools, departments 3. Work programs of UB, faculties/schools, departments, study programs 4. Research master plan of UB 5. Community service strategic plan 6. Research and community service guidelines of UB	1. Research and community service involving the participation of lecturers and students 2. Scientific publications stating the names of lecturers and students	1. Reports of performance of tenured lecturers of study programs at the end of every activity 2. Reports of performance prepared by heads of study programs, heads of departments, deans, and rector 3. Risk-based IQA (QAC) at the end of every even semester 4. RCSB reports on SISTER and SIRCS 5. Reports of monitoring and evaluation of research and community	1. Management review reports (management review); 2. Corrective Action Requirements (CAR) by rector; 3. Verification of reports of follow-up addressed to IQA CAR	1. Increasing the participation of students in research grants and community service conducted by lecturers 2. Incentive provided for publications in international journals 3. Providing seminar aid 4. Monitoring and evaluation conducted at the beginning of every semester by heads of study programs and deans	1. Risk potential: a) Policy risk; b) Obedience risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Research grants conducted by the lecturers that must involve the participation of students b) Giving rewards to lecturers for their involvem in publications; c) Setting the requirement	1. IQA reports 2. Data of publications by lecturers in SIRCS and SISTER 3. Management review reports 4. PAR 5. RCSB reports

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
					7. Issuance of the decree of tenured lecturers of study programs		service			s of graduation	
107	Tridharma results and outcomes	The outcomes of research and community service conducted by students either independently or jointly with tenured lecturers within the last three years.	The number of research and community service outcomes given by students either independently or jointly with tenured lecturers (NLP) S1 = 1 S2 = 2 S3 = 3	NLP = 2 x (NA + NB + NC) + ND NA = the number of research/community service outcomes given by students and recognized by IPRs (patent and simple pantent) NB = the number of research/community service outcomes given by the students and recognized by IPRs (copyrights, industrial product designs, protection of varieties, plants, designs, integrated circuit layout designs, etc) NC = the number of research/community service outcomes given by students in the form of appropriate technology (standardized products, certified products, artwork, social engineering.	<ol style="list-style-type: none"> Quality standards of UB Strategic plans of UB, faculties/schools, departments Work programs of UB, faculties/schools, departments, study programs Research master plan of UB Community service strategic plan Research and community service guidelines of UB Issuance of the decree of the appointment of tenured 	<ol style="list-style-type: none"> Research and community service involving he participation of both lecturers and students Lecturers and students serving as inventors in the submission of the proposal for IPRs regarding research or community service results 	<ol style="list-style-type: none"> Monitoring and evaluation of strategic plans of UB (Academic Units) every end of the year Quarterly monitoring and evaluation of work programs, performance contracts and agreements (PAU) Monitoring and evaluation of performance outcomes of SIQA every semester Risk-based IQA (IRCS) at the end of every even semester 	<ol style="list-style-type: none"> Management review reports (management review); Corrective Action Requirements (CAR) by rector; Verification of reports as follow-up addressed to IQA CAR 	Increasing the target number of IPRs obtained by the students every year	<ol style="list-style-type: none"> Risk potential: <ol style="list-style-type: none"> Reputational risk; UB rank falls in national rankings ; policy risk; Obedience risk; Operational risk, no SOP Risk mitigation: <ol style="list-style-type: none"> Obligation to give IPRs-recognized outcomes within research grants or community service of UB; Obligation to involve students in IPRs proposals 	<ol style="list-style-type: none"> IPRs certification stating name, date, inventor(s) and others Reports of performance of Research and Community Service Center Rector performance reports PAR

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				ND = the number of research/community service outcomes published in books with ISBN, book chapters.	lecturers of study programs						
108	Tridharma results and outcomes	The percentage of alumni graduating from Bachelor's and Diploma programs employed; continuing their studies; or initiating their own businesses	The ratio of the number of alumni working companies within a national or international scope to the number of alumni (RI) ≥ 5%	RI = (NI / NL) x 100% NI = the number of alumni working in companies at national /international level. NL = the number of graduates	1. Strategic plan 2. Performance contracts 3. Performance agreements	Periodical tracer study	Monitoring and evaluation of target tracer study achievement	Analyses of tracer study results to the percentage of alumni employed in multinational/international companies	Increase in the number of graduates from Bachelor's (S1) and Diploma programs employed; continuing their study; or initiating their own businesses	1. Risk potential: a) Policy risk; b) Legal risk; c) Operational risk; d) Reputational risk 2. Risk mitigation: a) Upgrading standards according to the current regulations; b) Conducting job fair involving multinational/international companies	1. Tracer study reports stating the number of alumni employed, continuing their study, or initiating their own businesses 2. The data of respondents of alumni employed, continuing their study or setting up their businesses
109	Tridharma results and outcomes	The percentage of lecturers engaged in the agenda of Tridharma in other campuses, in QS 100 according to the fields of knowledge (QS100 by subject), working as practitioners in industries	The percentage of lecturers engaged in the agenda of tridharma in other campuses, in QS100 according to the fields of knowledge (QS100 by subject), serving as practitioners in industries ≥ 68%	The number of lecturers engaged in the agenda of tridharma in other campuses in QS100 according to the fields of knowledge (QS100 by subject), serving as practitioners in industries/the number of tenured lecturers in UB *	1. Strategic plan 2. Performance contracts 3. Performance agreements	The implementation of performance contracts, performance agreements and rector's regulation related to reputation and ranking	Monitoring and evaluation of ranking based on QS100 (by subject)	Management meeting	Improvement of reputation of UB at international level	1. Risk potential: a) Policy risk; b) Obedience risk; c) Fraud risk; d) Operational risk; e) Reputational risk. 2. Risk mitigation: a) Periodical policy	Reports of the participation of lecturers engaged in tridharma in other campuses based on QS100 according to the fields of knowledge

No	Criterion	Indicator	Target	Measurement	Enactment (P1)	Implementation (P2)	Evaluation (E)	Control (P3)	Improvement (P4)	Risk Mitigation and Potential	Data and Supporting Document Requirement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
				100%						revisions b) Periodical update of the rank of university of destination	
110	Tridharma results and outcomes	The number of research and community service outcomes gaining international recognition or applied by the members of the public as conducted by lecturers	The number of research and community service outcomes successfully gaining international recognition or applied by the members of the public as conducted by lecturers $\geq 0.18\%$	The ratio of the number of research and community service outcomes successfully gaining international recognition or applied by the members of the public to the number of lecturers of UB	1. Strategic plan 2. Performance contracts 3. Performance agreements	The implementation of performance contracts, performance agreements and rector's regulation related to international research	Monitoring and evaluation of the implementation of performance contracts, performance agreements, rector's regulation related to international research	Management meeting regarding management review of Supporting Units of research and community service	Increase in the quantity of international research	1. Risk potential: a) Policy risk; b) Legal risk; c) Fraud risk; d) Operational risk; e) Reputational risk 2. Risk mitigation: a) Upgrading policies according to current regulations; b) Assuring the validity of research and community service outcomes; c) Upgrading SOP	1. Documents of international recognitions to research and community service outcomes 2. Declaration of events and reports of the application of research and community service results 3.

THE RECTOR OF UNIVERSITAS BRAWIJAYA

signed.

WIDODO

