

# Management Review Meeting Summary 2023

On Thursday, August 18 2023, the Institute for Learning Development and Quality Assurance at the National Development University "Veteran" East Java held a Management Review Meeting (RTM) to discuss the results of the Internal Quality Audit (AMI) which was carried out in May 2023. The meeting was attended by the leadership universities, faculty leaders, heads of study programs, as well as representatives of units and institutions.

Internal Quality Audits were carried out on 11 Units, 2 Institutions, 7 Faculties and 33 Study Programs within UPN "Veteran" East Java. The audit uses the ISO 21001:2018 accreditation standard which covers aspects of organization, leadership, planning, support, processes, evaluation, and products and services.

From the audit results, a number of discrepancies were found that needed to be followed up.

1. Performance Evaluation Sheet Document. On In this document , the most findings relate to processes and organization.

In the results of the meeting, there were several findings of discrepancies that needed attention. First, in clause 7, there are still many problems related to Human Resources (HR), especially related to competencies at various levels such as study programs, Academic Quality Assurance Units (UPA), and Bureaus. Apart from that, the number and qualifications of General Lecturers (MKU) appear to be limited, especially for subjects such as Indonesian, Pancasila, Religion and Citizenship.

Second, in clause 8, related to operations, especially regarding new study programs such as Interior Design, there are still no comprehensive documents regarding curriculum and guidelines for new students. Several study programs have also not determined graduate profiles that comply with Outcome-Based Education (OBE) standards.

Third, in clause 6, the risk analysis including targets and performance indicators is not yet specific and measurable. Similar problems are also seen at the level of study programs, bureaus, UPA, faculties, and so on.

Finally, in clause 4, many organizational structure documents are still incomplete. It is recommended that this document be published on the university's official website, complete with employee profiles and the main duties and functions of each personnel in the organization. This will help in transparency and better understanding of the university's organizational structure.

2. Action Plan Document . In this document , the most findings related to planning .  
In further findings, several other aspects also require serious attention. First, in clause 7, there are several issues related to internationalization that have not been achieved, including rankings in Webometrics and other rankings. Apart from that, new study programs also still lack resource support which includes lecturers, educational staff, rooms and laboratories.

Then, in clause 8, there are still several Standard Operating Procedure (SOP) documents that have not been updated and ratified. Student involvement in research and community service is also not optimal, and the implementation of international cooperation still needs to be improved.

Furthermore, in clause 6, there is not yet detailed enough planning for international students. Planning and placement of human resources (HR) is also still not optimal, as is budget support in achieving performance targets.

Finally, in clause 4, control of documents such as SOPs and procedure manuals, as well as other documents, has not reached an optimal level.

3. Risk Table Document . In this document , the most findings are in the planning and supporting aspects .

Clause 6: Several significant findings were found in this clause. First, there is a discrepancy between the action plan and the risk table, which needs to be corrected immediately so that the improvement plan can run effectively. Furthermore, there are still weaknesses in the implementation of tracer studies, international rankings have not yet reached optimal levels, as well as limitations in the implementation of independent MBKM. Publications in reputable journals are also still lacking, and there is no MKU Nomenclature that is in accordance with Chancellor's Regulation no. 08/2020. All of

these findings show the importance of improvements in planning, evaluation and improving academic quality.

Clause 7: In this clause, findings include the limited number of human resources (HR) available, lack of support for facilities and infrastructure in accordance with KAN/ISO standards, as well as weak implementation of K3 (Occupational Safety and Health) and waste processing management. A policy is needed in accepting students with special needs (AMN), and the management and maintenance schedule for facilities and infrastructure is not yet running routinely. All these findings indicate the need for improvements in aspects of human resources, infrastructure and safety management.

Clause 10: The findings in this clause cover various problems, such as suboptimal service products and implementation of the PDCA (Plan-Do-Check-Act) cycle. An analysis of positions and workload at the faculty level has also not been carried out, and there is no specific policy for students with special needs at the university level. All of these findings indicate the need for improvements in service management, performance evaluation, and support for students with special needs.

To follow up on the audit results, UPPS and universities need to make various improvements such as ensuring the availability of adequate human resources, improving the quality of tracer studies, strengthening independent MBKM, conducting workload analysis, and optimizing international cooperation. At the university level, it is necessary to increase the number of lecturers with doctoral qualifications, increase the functional positions of lecturers, standardize laboratories, determine general courses, etc.

Furthermore, the meeting also discussed the results of the Internal Academic Quality Audit (AMAI) which was carried out in July 2023. AMAI was carried out on 31 study programs using 62 auditors. Assessment refers to 5 applicable accreditation instruments.

AMAI found a number of discrepancies that needed to be followed up regarding governance, interest in prospective students, documentation, budget management, lecturer and student activities, lecture monitoring, and achievement of national higher education standards.

Currently UPN "Veteran" East Java has 38 accredited study programs. There are 12 study programs with accreditation ratings of A and Superior. Nevertheless, UPN "Veteran" East Java

needs to continue to make continuous improvements to improve the quality of education in accordance with the vision of becoming a quality university with a strong Indonesian character.

It is hoped that the results of this management review meeting can become a reference for all units to work together to realize quality improvement at UPN "Veteran" East Java. Commitment and good cooperation from all parties is needed to correct the various deficiencies that are still found. With consistent and continuous improvement steps, UPN "Veteran" East Java is believed to be able to become a higher quality university that is increasingly recognized at both national and international levels.

**The audit results on Criterion 1** which includes Vision, Mission, Goals and Strategy show several findings that need special attention in several Study Programs under the auspices of the University. The study programs involved include the Faculty of Engineering and Science with the Environmental Engineering and Physics Study Program, the Faculty of Social and Political Sciences with the Communication Science, International Relations, Business Administration and Tourism Study Program, and the Faculty of Computer Science with the Data Science Study Program.

Recommendations resulting from the results of this audit include several aspects that need to be improved. First, there needs to be increased detail in describing the Study Program's Vision, Mission, Goals and Strategy (VMTS), especially in describing the unique scientific vision according to each study program. Second, the importance of providing valid evidence regarding stakeholder involvement in Higher Education Institutions (LED), including narratives that explain in detail how they were involved. This evidence can include photos of activities and event reports that reflect stakeholder interaction and involvement in the study program.

**In the summary of audit results in Criterion 2** which includes Civil Service, Governance and Cooperation, several Study Programs under the auspices of the University have findings that need attention. The study programs involved include the Faculty of Agriculture with the Bachelor of Agrotechnology Study Program, the Faculty of Engineering and Science with the Industrial Engineering and Physics Study Program, the Faculty of Architecture and Design with the Interior Design Study Program, the Faculty of Social and Political Sciences with the Business Administration and Tourism Study Program, the Faculty of Science Computers with the Data Science Study Program, as well as the Faculty of Business Economics with the EP Study Program.

Recommendations resulting from the results of this audit include several things that need to be improved. First, there needs to be a more detailed explanation regarding how good governance is realized and the fulfillment of the 5 pillars of the governance system in Higher Education Institutions (LED). Second, documents related to the organizational structure of the Study Program Management Unit (UPPS) need to be equipped with clearer main tasks and functions (tupoksi). Third, the importance of documenting the MoU (Memorandum of Understanding) and implementing cooperation that has been carried out by the Study Program both at the relevant international and national levels.

Apart from that, the recommendations also underline the need to develop learning quality assurance evaluation documents every semester and measure management service satisfaction for stakeholders such as students, lecturers, education staff and partners. This can be realized through the use of the GKM P (For Student Performance) and GKM F (Faculty Performance) questionnaires. Finally, it is necessary to provide further explanation regarding how the function of the Product Development and Testing Center (PPEPP) is implemented in the Study Program Management Unit (UPPS) as well as the Study Program itself to ensure the sustainability and maintenance of the quality of education in the future.

**The audit results on Criterion 3** which focused on students revealed several findings that needed improvement in several Study Programs included in various Faculties such as Engineering and Science, Social Political Sciences, Computer Science, and Business Economics.

Recommendations resulting from the results of this audit include several aspects that need to be improved. First, efforts are needed from UPPS and the Study Program to increase the interest of prospective students, especially through external promotion and partnership collaboration. This is important to attract the interest of prospective students and make the student admissions process more effective. Second, there needs to be concrete steps in the form of official efforts and regulations, as well as implementation guidelines (Juknis) that regulate increasing interest and acceptance of foreign students in all Study Programs. Lastly, improvements are needed in the delivery of information related to student services, such as scholarship information, which must be conveyed clearly in Higher Education Institutions (LED). This will help students understand the services available and make good use of them.

**The audit results on Criterion 4** relating to Human Resources (HR) in various Study Programs in various Faculties identified several findings that need improvement.

The resulting recommendations cover several important aspects. First, it is necessary to add doctoral-educated lecturers, either through recruiting new lecturers who have completed a doctoral program (S3) or through further doctoral studies for lecturers who do not yet have a doctoral degree. This step will help improve the academic qualifications of lecturers in various study programs. Second, acceleration is needed in assigning academic positions, such as Head Lector (LK) and Professor (GB), which are in accordance with the field of science of each Study Program. Third, there needs to be facilitation that allows lecturers to carry out activities outside campus, which can be recognized as a contribution to their Key Performance Indicators (IKU).

Fourth, it is necessary to increase the amount of funds allocated to Litdimas (Environment and Governance of Education, Research and Community Service) for lecturers from external funding sources. Fifth, increasing lecturers' scientific publications, especially in journals indexed in Scopus, must be a focus. Sixth, it is necessary to increase the participation of lecturers and education staff in relevant competency certification. And finally, there is a need to increase the number of laboratory assistants and educational staff to support the learning and research process. All of these recommendations aim to strengthen human resources in various Study Programs and Faculties to achieve better quality in education and research.

**The results of the audit on Criterion 5** which focuses on Finance and Infrastructure (Sapras) in various Study Programs and Faculties stated several findings that require improvement.

The proposed recommendations cover several important aspects. First, greater accuracy is needed in planning the budget for Study Program (PS) activities and the Study Program Management Unit (UPPS) to support the achievement of better performance. This includes efficient and effective budget allocation for various activities that contribute to improving the quality of education and research.

Second, maximum effort is needed in reporting Litdimas self-funding (Environment and Governance of Education, Research and Community Service) which can generate additional funding sources to support academic and research activities. Third, it is necessary to increase sufficient budget to support internationalization efforts in each Study Program. This includes

funding for activities related to international cooperation, student exchanges, as well as support for foreign students.

All of these recommendations aim to ensure that financial resources and infrastructure are available adequately and efficiently to support improving the quality of education, research and community service in various study programs and faculties.

**Audit findings in Criterion 6** relating to Education in various Study Programs present several aspects that need attention.

First, there was a need to complete the data and narrative in the Self Evaluation Report (LED) document with valid evidence. This aims to strengthen the information conveyed in order to demonstrate achievement and quality in the educational process.

Second, it is recommended that monitoring and evaluation instruments be prepared for the implementation system for monitoring the learning process by GKM P (Study Program Scientific Group) and GKM F (Faculty Scientific Group). This will help in ensuring that the educational process runs according to established standards.

Third, it is necessary to fulfill the basic science and capstone design courses in the Engineering Study Program under the Independent Engineering Accreditation Institute (LAMTEKNIK). This is important to ensure that the curriculum complies with established standards.

Lastly, it is necessary to increase the integration of Litdimas (Environment and Governance of Education, Research and Community Service) of lecturers in the learning process. This can help in improving the quality of learning and curriculum development.

All of these recommendations aim to improve the quality of education in various study programs and faculties so that they reach predetermined standards.

**Criterion 7 audits** in research fields in various Study Programs and Faculties present several findings that need attention.

First, a need was found to increase student involvement in lecturer research activities. This can provide valuable experience for students and also support ongoing research.

Second, it is recommended that a research roadmap be created for each Study Program. This roadmap can help in planning and managing research activities in a more structured and effective manner.

Third, research implementation needs to be in line with the research roadmap that has been created. This will ensure that the research carried out is in accordance with the established plan.

Fourth, it is necessary to increase research activities that receive external funding and cross-country collaboration (LN). These additional funding sources can expand the scope of research and increase the institution's contribution to research.

Finally, it is necessary to increase collaboration in research with universities or other research institutions. This can produce higher quality research and support broader knowledge exchange.

These recommendations aim to improve the quality and productivity of research in various Study Programs and Faculties and optimize the use of available resources.

**Audit Criterion 8** relating to community service provided several findings that need attention.

First, it was found that it was necessary to increase student involvement in community service activities (PkM) carried out by lecturers. Student involvement can make a significant contribution in overcoming various community problems.

Second, it is recommended that a PkM roadmap be created for each Study Program. This roadmap will help plan, manage and implement PkM activities in a more structured and sustainable manner.

Third, it is important that the implementation of PkM activities is in line with the PkM roadmap that has been created. This will ensure that PkM activities are in accordance with the plans that have been set.

Fourth, it is necessary to increase external funding sources and cross-country (LN) cooperation in PkM activities. With additional funding sources, institutions can carry out more PkM activities that are beneficial to the community.



Finally, it is important to increase collaboration in PkM activities with universities or other institutions. This collaboration can expand the positive impact of PkM activities and maximize its benefits for society.

These recommendations aim to increase the effectiveness and positive impact of community service activities in various Study Programs and Faculties and provide greater benefits to the wider community.

**Audit Criterion 9** which relates to the outcomes and achievements of the Tridharma of higher education provides several findings that need attention.

First, it is necessary to increase assistance to students for the publication and protection of Intellectual Property Rights (IPR). By providing greater support, students are expected to be more active in producing scientific output and protecting the rights to their intellectual work.

Second, it is important to motivate and facilitate students to take part in academic and non-academic competitions. This competition can help students develop various skills and achieve higher achievements.

Third, it is necessary to increase the number of tracer studies for graduates. Tracer studies can provide a better picture of the quality of graduates and help in improving the curriculum and developing educational programs.

Finally, strategies and efforts are needed to improve the outcome of graduate waiting times. This can be achieved through various actions, including improving the quality of learning, career assistance, and collaboration with industry.

These recommendations aim to improve the quality of outcomes and achievements of the Tridharma of higher education, as well as providing greater benefits for students and society.

The follow-up actions that need to be carried out by the UPPS (Study Program Management Unit) based on the audit findings are as follows:

1. Explanation of Good Governance and Fulfillment of the 5 Pillars of the Civil Service System in LED: UPPS needs to provide further explanation regarding the implementation of Good Governance and fulfillment of the 5 Pillars of the Civil Service System in the LED document (Self Evaluation Report) to ensure transparency and accountability in higher education governance .

2. Function of PPEPP: UPPS and Study Programs must explain how the PPEPP function (Development of Quality Assurance and Evaluation of Education) works in both UPPS and Study Programs to ensure continuity and maintain the quality of education in the future.

3. Organizational Structure Documents and Duties: UPPS needs to complete evidence documents that support the UPPS organizational structure and also provide the main duties (duties, functions and authority) of each personnel in the organization.

4. Lecturer and Student Facilitation: Facilitation is needed for lecturers to carry out activities outside campus, such as research and development, as well as for students to be able to participate in academic and non-academic competitions.

5. Monitoring and Evaluation of the Learning Process: UPPS needs to prepare instruments for monitoring and evaluating the learning process by GKM-P (Organizing Course Expertise Group) and GKM-F (Faculty Expertise Group) so that it can continue to improve the quality of education.

6. Increasing the Interest of Prospective Students: UPPS and Study Programs need to make efforts to increase the interest of prospective students by carrying out external promotions and partnership collaboration.

7. Accuracy in Budget Planning: It is necessary to pay attention to accuracy in budget planning for Study Program (PS) and UPPS activities to support better performance achievements.

8. Fulfillment of Basic Science and Capstone Design Courses: For Study Programs under LAMTEKNIK, it is necessary to ensure the fulfillment of Basic Science and Capstone Design courses so that the curriculum is in line with industry standards and needs.

This follow-up must be carried out carefully and immediately to ensure improvements in various aspects of education and higher education governance.