

Strategic Plan (RENSTRA)

2016-2020

RS - D - 01



STUDY PROGRAM MANAGEMENT UNIT

**FACULTY OF PHARMACY
ANDALAS UNIVERSITY
PADANG - 2016**

PREFACE

Because of Mighty Allah and the designing team and staff hard work, the Strategic Plan (Renstra) of the Faculty of Pharmacy Andalas University in the period of 2016-2020 has been well constructed. The Renstra is a further elaboration of target and strategy achievements of the vision, missions and objectives of the Faculty of Pharmacy UNAND. Besides, to be well and directed implemented, the Renstra is used for a groundwork in designing the Operational Plan which then will be further described to become the Ministry and Institution Financial Budget Plan (RKAKL) and Budget Plan (RAB) which is proposed every year.

Sincerely, allowed us, the leaders of the Faculty of Pharmacy UNAND, delivering the highest appreciation to all units and elements for your dedications and active roles so the Resntra of the Faculty of Pharmacy UNAND had been well designed and constructed.

Padang, 1 December 2015
Dean,

Prof. Dr. Helmi Arifin, MS., Apt
NIP: 19541122 198503 1 002



Dean Decree
Faculty of Pharmacy Andalas University
Number: 039/XIII/D/FF - 2015

About
Strategic Plan of Faculty of Pharmacy
Andalas University 2015-2020

The Dean of Faculty of Pharmacy Andalas University

Considering:

- a. That the Strategic Plan is a further elaboration of the target and strategy achievements of the vision, missions and objectives of the Faculty of Pharmacy UNAND. Besides, to be well and directed implemented, the Renstra is used for a groundwork in designing the Operational Plan which then will be further described to become the Ministry and Institution Financial Budget Plan (RKAKL) and Budget Plan (RAB) which is proposed every year.
- b. That based on sub a, it is needed to establish the Strategy Plan of the Faculty of Pharmacy Andalas University period of 2015-2020.
- c. Based on sub b above, it is needed to be appointed by the Dean Decree.

Remembering:

1. The Constitution number 8 in 1974 concerning Personnel Main Principles (the State Gazette of the Republic of Indonesia in 1974 number 55, the Additional State Sheet of the Republic of Indonesia number 3041) which has been changed with The Constitution number 43 in 1999 concerning the Amendment to the Constitution number 8 in 1974 concerning Personnel Main Principles (The State Gazette of the Republic of Indonesia in 1999 number 169, The Additional State Sheet of the Republic of Indonesia number 3890);
2. The constitution number 20 in 2003 considering the National Education System (the State Gazette of the Republic on Indonesia in 2003 number 78, the Additional State Sheet of the Republic of Indonesia number 4310);
3. The Constitution number 14 in 2005 considering Teacher and Lecturer (the State Gazette of the Republic of Indonesia in 2005 number 157, the Additional State Sheet of the Republic of Indonesia number 4586); the Constitution number 20 in 2003 considering National Education System;
4. The Constitution number 12 in 2012 considering Higher Education (the State Gazette of the Republic of Indonesia number 158, the Additional State Sheet of the Republic on Indonesia number 5336);
5. The Government Regulation number 24 in 1956 considering the Establishment of Andalas University (the State Gazette of the Republic of Indonesia in 1956 number 40, the Additional State Sheet of the Republic of Indonesia number 1045);

6. The Government Regulation number 37 in 2009 considering Lecturer (the State Gazette of the Republic of Indonesia in 2009 number 76, the Additional State Sheet of the Republic of Indonesia number 5007);
7. The Government Regulation number 4 in 2014 considering the Organisation of Higher Education (the State Gazette of the Republic of Indonesia in 2014 number 14, the Additional State Sheet of the Republic of Indonesia number 5500);
8. The Decree of Minister of Education and Culture of the Republic of Indonesia number 25 in 2012 on 15 March 2012 considering the Organisation and Administration on Andalas University;
9. The Decree of Minister of Finance number 501/KMK.O5/2009 considering the Assignment of UNAND in the National Education Department as a government institution financial management public service agency;
10. The Decree of Minister of National Education number 045/U/2002 considering the Core Curriculum of Higher Education;
11. The Regulation of Rector of Andalas University number 24 in 2012 considering the Ethical Code of Civil Servant of Andalas University;
12. The Regulation of Rector of Andalas University number 25 in 2012 considering the Ethical Code of Lecturer of Andalas University;
13. The Rector Decree number 816/III/A/Unand - 2014, on 27 June 2014 considering the Election of dean of the Faculty of Pharmacy Andalas University in the period of 2014-2018.

DECIDING

APPOINTING:

First :

Assigning the Strategic Plan of the Faculty of Pharmacy Andalas University in the period of 2015-2020, which is attached as in this Decree.

Second :

Assigning the Strategic Plan of the Faculty of Pharmacy Andalas University in the period of 2015-2020, which become a reference for the faculty's management team.

Third :

This decree is valid since it is appointed, with a provision that if there are mistakes found in this Decree, the refinement will be applied as it should be.

Appointed in: Padang
On 03 December 2015
Dean,

Prof. Dr. Helmi Arifin, M.S., Apt
NIP: 19541122 198503 1 002

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Chapter 1. Introduction

1.1 Background

The plan and strategy of Faculty of Pharmacy Andalas University (UNAND) were constructed referring to UNAND strategic plan based on the great ideals of the Republic of Indonesia. The ideals are elaborated in the opening of law constitution of the Republic of Indonesian in 1945 which are, to be achieved, active participation of the nation elements is crucially needed, including higher education institutions. UNAND is a public institution in Indonesia which commits to present contributions in achieving the nation great ideals. The Faculty Pharmacy, which was a department established under the Faculty of Mathematics and Natural Sciences in 1955, was officially assembled independently as a faculty in 2008. We have developed to be a better institution in graduating professional pharmacists.

In 61 years after established, the Faculty of Pharmacy consists of an undergraduate, a professional and a master program. The undergraduate program has been accredited A in three consecutive years, while the professional program has been accredited A, and the master program has been accredited B from BAN-PT. By accredited A, we have a responsibility to maintain and improve our quality of education continuously by preparing a five-year period of Strategic Plan of Development (Renstra). The Renstra is designed to achieve vision and mission of UNAND which is becoming a prominent and dignified institution.

1.2 Aims and Objectives

The Renstra of the Faculty of Pharmacy UNAND was constructed as a reference for every element and unit in designing yearly activities and work plans. Constructing targets and work indicator strategies take into accounts external aspects, internal conditions, values believed, and organisation strategic issues. The Faculty of Pharmacy needs to harmonise to the Business Renstra of UNAND, the Renstra of Kemristek Dikti, and RPJM National.

The Renstra is designed every five years to provide the main directions, basis, and foundations for the all-academic civitas of the Faculty of Pharmacy UNAND in obtaining targets and objectives established by the Dean together with the faculty leaders and individual in delivering programs and has been decided in a senate meeting. Referring to the Long-term Plan (RJP) of UNAND, the Renstra of the Faculty of Pharmacy from 2016 to 2020 enters the second and third series of the long-term step milestone of UNAND which are divided as below:

- The first phase was the 2009 to 2013 period, which was the stage for reforming institutions and meeting national and international education standards.
- The second phase is the 2014 to 2019 period, which is the stage to stabilise the academic management transformation, finance, assets, human resources, and other properties. The target wanted to be achieved is the implementation of a good university governance which is accountable and consequent. The expected outcome is to be a reputable university in some area nationally and enter the best five prominent university in Indonesia.
- The third phase is the 2019 to 2023 period. In this period, UNAND is obligated to enter the best 100 university in Asia. The governance and education system in UNAND has been qualified the standard quality of the

ASEAN University Network of Quality Assurance (AUN-QA). UNAND has started to be a destination for candidates both from Indonesia and abroad.

- The fourth phase is the 2024 to 2028 period. In this period, UNAND will be expected to have an excellent international reputation and the number of international students will increase significantly. The English Class has been implemented in UNAND since 2013.

The Faculty of Pharmacy had passed the first phase of UNAND strategic plan. The faculty has managed the organisation structure based on the latest STATUTA of UNAND and SOTK where the faculty which was led by Dean and Dean Secretary, since 2012 it has been led by Dean together with Deputy I, II, and III of Dean. Now, the Faculty of Pharmacy is situating in the achievement of the second phase which is the implementation of the faculty management based on a good university governance. The opportunity for UNAND to achieve their target to be the best-five university in Indonesia has been opened since it has been accredited "A" in 2014. The Faculty of Pharmacy has started preparing their self to fulfill the quality standards of ASEAN University Network of Quality Assurance (AUN-QA) which is targeted in the third phase. As a starter, the undergraduate program has opened English Class since 2013.

The faculty Renstra is re-reviewed every five years based on the real situation, projection of competence, and pharmacist professional and world trend in the future. It is designed to achieve the expected targets obtained by the management through planned, controlled, integrated, and structured activities hence the optimisation of the target achievement by the management.

The Faculty of Pharmacy is expected to be the best faculty among all higher pharmacy education in Indonesia, and graduating undergraduates and professionals which are qualified to compete in pharmacy's work field in national and global levels. In 2020, the Faculty of Pharmacy UNAND will execute optimum efforts to be a respected faculty of pharmacy in ASEAN level. In that year, it is supposed to take roles as an active motivator for the national health improvement and be an excellent in developing sciences and technology and entrepreneurship. Besides, it works hard to produce graduates who are competent in: (1) competing in national and international level, (2) working in work places abroad, especially in some ASEAN countries, (3) designing their own work opportunities in pharmaceutical related fields.

1.3 Legal Aspects

Formulating the Renstra of the Faculty of Pharmacy refers to the regulations below:

1. The 1945 Constitution, the 4th amendment, article 31 about the National Education System
2. The Constitution number 17 in 2003 about the states financial
3. The Constitution number 25 in 2004 about the National Development Plan System
4. The Constitution number 20 in 2003 about the SISDIKNAS
5. The Government Regulation number 60 in 1999 about the National Education System
6. The Government Regulation number 17 in 2010 about the Governance of Higher Education Institutions and the changes based on the Government Regulation number 66 in 2010

7. The Government Regulation number 19 in 2005 about the National Education Standard
8. The Ministry of Research, Technology, and Higher Education Regulation number 13 in 2015 about the Renstra of the Ministry of Research, Technology, and Higher Education from 2015 to 2019
9. The Regulation of Ministry of National Education of the Republic of Indonesia number 25 in 2012 about the organisations and work design of UNAND
10. The Regulation the Ministry of Education and Culture of Republic of Indonesia number 47 in 2013 about the STATUTA of UNAND
11. The Portfolio of UNAND in 2007
12. The Renstra of UNAND from 2012 to 2016
13. The Business Renstra of UNAND from 2014 to 2019
14. The RIP of UNAND from 2012 to 2016

1.4 Methodology and Systematic

The Renstra was designed based on systematic and directed logical frameworks referring to the Business Renstra of UNAND from 2014 2019 and formulating in four steps. The first was the information collection of internal and external stakeholders. The information taken then became a consideration in constructing the five-year policy. As an education institution consisting dynamic environments, the Faculty of Pharmacy UNAND designed the visions and missions expected to be achieved in the appointed period to obtain the right directions and objectives.

The second step was that formulating the visions and missions supported by perceptions and values equality of the human resources, which was the availability of basic values and philosophies as the code of conduct for every element of the institution. It encouraged commitment and integrity of the academic and support staff as the basic asset to build the work ethics of the institution in appointing the strategic targets. The relationship between the missions, philosophies, and values of the organisation's core is described in Figure 1.1.

Thirdly, the strategic target was appointed by considering the analysis of the institution's environment, where there were factors which became the strengths/weaknesses (internal factors) and opportunities (external factors). Lastly, the strategic targets designed was operationalised to be programs that will be operated based on the priority scale of the budget. To monitor the positive progresses within the appointed period, the workload indicator was established to measure the expected outputs.

This Renstra consists of seven chapters. Each chapter will describe the contents below:

Chapter 1:

The chapter is an introductory part that will explain the background and main reasons of the Renstra, legal, methodology, and systemic of the document presentation.

Chapter 2:

The chapter explains the brief analysis about the problems at hand and the supporting factors.

Chapter 3:

The chapter elaborates the visions, missions, objectives, and values of the Faculty of Pharmacy UNAND.

Chapter 4:

The chapter contains the analysis of the construction and development strategies of the Faculty of Pharmacy in the appointed five-year period.

Chapter 5:

The chapter elaborates the direction of the general policies and planned programs.

Chapter 6:

The chapter describes the strategic targets and achievements of the strategies of the Faculty of Pharmacy UNAND.

Chapter 7:

The chapter is the closing part which is stated the conclusions and the implementation steps.

Chapter 2. Problems and Supporting Factors

2.1 Problems

1. The ratio student to academic staff is adequate. Some staff has and will retire in the last five years, while the formation of CPNS for academic staff has not been available for the last two years. Now, the faculty has inadequate number of academic staff in the pharmaceutical chemistry science unit.
2. The English skills of few academic staff are inadequate and the intention to improve their English qualification is minimum.
3. The qualification of academic staff in the Faculty of Pharmacy UNAND in lining to the unit is not optimum, especially in the Clinical Pharmacy Unit.
4. Public interest to the Faculty of Pharmacy UNAND is high, however the capacity is limited.
5. The integrated laboratory building has not completed yet so practice activities are carried out in the old building while the management and administrative activities are carried out in the new building.
6. The academic staff research activity has not completely follow the research road map established by the Faculty of Pharmacy UNAND.
7. The improvement of graduate competencies is needed to prepare the graduates in the Indonesian Pharmacist Competency Examination (UKAI).

2.2 Supporting Factors

1. The Government Regulation number 51 in 2009 about pharmacist as a health professional is established.
2. There have been great efforts from the academic civitas of the Faculty of Pharmacy to achieve the visions and missions.
3. Motivation from lecturers and support staff to perform their main obligations and functions each for good workload achievements in welcoming the remuneration system which has been implemented by UNAND since 2017 is high.
4. The initial construction of the integrated laboratory building of the Faculty of Pharmacy has been done.
5. Number of people interested in continuing their study in the Faculty of Pharmacy is high and the number increases considerably every year for bachelor and master program.
6. The responses of stake holders are good.
7. The waiting time of the graduates to be employed is less than 6 months, the detail is described in the table 2.1 below:

Table 2.1. The employed waiting time of the Faculty of Pharmacy graduates

Waiting Time (Months)	Number (%)
0-6	80.2
7-12	17.3
13-18	2
19-24	0.5
Total	100

Chapter 3. Visions and Missions

3.1 Vision

The vision of the Faculty of Pharmacy is designed to achieve good guided and planned developments of the Faculty of Pharmacy UNAND in lining to the world's demands and stakeholders. The vision is stated below:

"Become a leading Faculty of Pharmacy nationally and internationally that produce alumni with tough competitiveness in the field of pharmacy in the year 2028."

3.2 Missions

To achieve the vision of the Faculty of Pharmacy, the faculty arranges the missions as below:

1. Performing a high quality and competence pharmaceutical education in field of science, technology, and clinical and community pharmacy.
2. Performing high quality pharmaceutical researches, especially in developing natural resources.
3. Implementing sciences and technologies and research results in communities, pharmaceutical industries, and related institutions.
4. Building productive and continue cooperation networks with research, government, and local, national, and international social institutions, and entrepreneur worlds.
5. Developing organisations in improving the quality of good governance, so improve the adaptation ability to strategic environment changes.

3.3 Objectives

The Faculty of Pharmacy is performed based on the vision and missions which is expected to be achieve in 2028. The faculty objectives are:

1. Producing graduates who are able to compete globally, noble-minded, competence, and professional, and have high integrity and entrepreneur spirit in answering problems in field of pharmaceutical science/technology and clinical/community pharmacy.
2. Developing and utilising relevant sciences and technologies to local and national developments through performing the departments, research focusing in natural resources studies, institution and academic resources development which are effective and efficient.
3. Improving community service performances in transforming sciences and research results to communities.
4. Broadening and improving mutualism cooperation networks with public and private institutions both national and international.
5. Achieving good governance practices, especially in planning, governance, evaluation, and continues development field, based on transparency, accountable, accuracy, and efficiency, by utilising information system technology.

3.4 Values

3.4.1 Core Values

The core values become basic principles for each individual in every work unit so it becomes the characteristic of the Faculty of Pharmacy UNAND, as established by UNAND as 'Andalasian' character of **SEJATI**, which is stand for:

“Patience, empathy, honest, fair, responsible and sincere”

3.4.2 Basic Values

The basic values are an elaboration of core values needed by all academic civitas of the Faculty of Pharmacy UNAND. Therefore, every individual in the faculty is expected to act and behave by regarding the basic values including:

- Patience
Patience means have a good endurance of trials, not to be angry easily and discouraged, to be steadfast, in no hurry, and calm. The character should be owned by the academics of the Faculty of Pharmacy UNAND wherever they are. Patience results kindness and is not interpreted as inability to act or weaknesses. Patience is useful in achieving success, such as for graduates who are working in stressful environments and complex situations. Patience will help them to think calmly and give effective and efficient responses.
- Empathy
Empathy is a mental condition which encourages to think or identify themselves in same feeling and thought conditions of other people or groups. Reaction of empathy usually is an action or speech that is expected by other people. The character often is a starter of other reactions, such as sympathy.
- Honest
Honest means being righteous and not lying such saying things as it happened and not cheating in all kind situations and following rules appointed. Honesty is defined from 'siddiq' which is the character of prophets. Honesty will make an individual well accepted in communities, and deterred from doing corruption and fraud. Honesty will provide calmness in heart and thought, while dishonesty will cause pressure in heart and be followed by other dishonesties.
- Fair
Fair means same weight, balance or siding the truth, and always following the policy established. Fair also can be defined placing things in their places.
- Responsible
The character of responsibility means daring to face all risks due to behaviors, acts, or everything that is done. People attached to this character always take into account the impacts and risks happened from things they have been spoken, done, and decided. The character requires an individual to hold their principles, norm, and rules in forced firmly. By holding this principles, an individual daring to take risks of their actions.
- Sincere
The character of sincerity means having a pure and honest heart, or done things without hoping something in return.

Chapter 4. Developmental Strategy

4.1 Situation Analysis

The Renstra of the Faculty of Pharmacy in the period of 2016-2020 outlines strategic policies, targets, and program implementation strategies which are designed by taking into consideration the internal and external strategic environments which affect an education institution management. Description and situation analysis are constructed referring to the self evaluation results, experience compilations, suggestions from stake holders, and the faculty achievements in executing programs in the previous period. The real performance and achievements reflect position of the Faculty of Pharmacy in performing their missions. The presented external environment conditions are strategic factors which affect the management of high quality, prominent, and dignified education institutions.

Targeting to be a prominent and dignified pharmaceutical higher education institution in an entrepreneurial university context is not an easy task for the Faculty of Pharmacy UNAND. Needed a thorough understanding on current internal conditions and external condition trends in the future.

At the time this Renstra designed, the condition of UNAND and the Faculty of Pharmacy can be described as below:

- a. UNAND is a public university with Full Public Service Agency status based on Minister of Finance of the Republic of Indonesia Decree number 501/KMK. 05/2009, on 17 December 2009. By holding this status, UNAND has a broader authority in managing their finance while paying attention to the principle of accountability and transparency.
- b. The organisation of UNAND is arranged based on the Mendiknas of the Republic of Indonesia Regulation number 25 in 2012 about Organisation and Work Management of Andalas University and the Mendikbud of the Republic of Indonesia Regulation number 47 in 2013 about the Statuta of Andalas University.
- c. Property of assets and grant is in possession of the government which are un-separated and non-autonomy, and the management is based on the APBN mechanisms.
- d. Most of the academic and support staff are civil servants of the Ministry of Research, Technology and Higher education.
- e. The Faculty of Pharmacy UNAND, generally, has been able to accomplish the national education standard related to the quality of the academic, finance, assets, and resources in their possession in order to produce competitive, excellence, and productive graduates which are showed by an A level accreditation of the institution, undergraduate and professional program, and B level accreditation of the magister program.
- f. The Faculty of Pharmacy UNAND has established the basic values which are agreed together, SEJATI, as stated in the Andalasian character.

4.2 Identification of Important issues

4.2.1 External Issues

- a. **The master plan of Indonesian Economic Development Expansion and Acceleration (MP3EI) 2011-2025**, is a breakthrough program plan to accelerating the achievement of Indonesian objectives which are

independent, fair, and prosperous. Unfortunately, West Sumatera is not included in the main corridor of the MP3EI. However, it could be an opportunity for the Faculty of Pharmacy UNAND to take strategic roles in preparing human resources and researches to support MP3EI.

- b. Local autonomy.** The Faculty of Pharmacy UNAND can take a position as the centre of pharmaceutical sciences development which previously have not given maximum contributions in resolving problems faced in Central Sumatera area.
- c. Competition and quality issues.** The environment development and dynamic areas affect every education institution in deciding their position in order to win the competitions. Moreover, the implementation of ASEAN Free Zone plans also includes the aspect of human resources and education.
- d. Graduate competency.** The dynamic work demands affect the improvement of human resources provided competence. Data show that the number of unemployed educated or qualified bachelors has increased which implying problems in producing competent university graduates. Higher education institutions have to solve the problems dynamically by adjusting education curriculum and system which are able to produce relevant competences.

4.2.2 Internal Issues

- a. Research culture.** The research culture in the Faculty of Pharmacy UNAND still focusing on individual works, and has not been optimally consolidated. So, the target to be a prominent institution in research field has not been effectively achieved.
- b. Learning model.** These issues are in accordance to the graduate competency issues. To produce brilliant and competitive graduates, so the learning models applied in the Faculty of Pharmacy UNAND are needed to be adjusted with broader competence targets.
- c. Laboratory equipment.** Although it is not the main determined factor, the availability of laboratory equipment has an impact to the quantity and quality of researches conducted. In the reality, the equipment damages after the big earthquake in Padang have not been able to be resolved until 2016.
- d. Laboratory management.** Beside the laboratory equipment aspects, the management of laboratories has not been well designed and coordinated. The problem then contributed on inadequacy of laboratories productivity in producing cross-department researches.
- e. Support facilities.** This issue is related to the insufficiency of campus life support facilities management, including: campus governance, electrical installation, and clean water are not effective and efficient, campus public facilities (interaction rooms, garden, canteen, and parking lot) are not balance with the increase of academic civitas of the Faculty of Pharmacy UNAND population.
- f. The insufficiency of reading room collection and literature.** To be a prominent institution, adequacy and completeness of the reading room collection determine the quality. However, the collections owned by the reading room of the Faculty of Pharmacy UNAND are insufficient to support learning and research processes. A special attention is needed to solve the problem in the future.
- g. The student composition dominated by undergraduate degree.** Efforts in improving research activities and other science unit products are affected by the strength of post graduate programs, because lecturer excellent

researches can be effectively conducted through participation of postgraduate students. Today, the number of the postgraduate students is very small.

4.3 Critical Success Factor

The critical success factor in the Renstra of the Faculty of Pharmacy UNAND in the period of 2016-2020 are as stated below:

- a. The academic staff available are qualified as needed. The ratio percentage of the academic staff qualified master and doctoral degree is adequate, so the higher education *tridharma* (three main obligations) is well executed.
- b. The policies on excellent research directions of the Faculty of Pharmacy UNAND and a synergy between units and researchers are available, so resulting high quality researches and publications, and the findings can be used for nation importance.
- c. There are leaders who are capable in defining vision, missions, and strategies, and leading its implementation in yearly activities and programs.
- d. The support staff are required to have competences designated.
- e. Supports for information systems and ICT in managing and supporting decision taken are available.
- f. A consistent work performances planning and monitoring systems which are supported by the ICT utilisation are available.
- g. The Road Map to produce competitive character graduates which are measurable and systematics are accessible.
- h. The productive work collaboration networks are comprehensive.
- i. All elements in the Faculty of Pharmacy UNAND are working in synergy.

4.4 External Factors Analysis

4.4.1 Strengths

1. The vision and missions of the Faculty of Pharmacy are in accordance to the vision and missions of UNAND.
2. Curriculum are implemented anticipating sciences and technologies development and stakeholder importance which are in accordance to the national curriculum.
3. The objectives and targets of the Faculty of Pharmacy UNAND are sufficient to encourage the development in achieving the vision and missions.
4. In the University level, the Faculty of Pharmacy ranks second after the Faculty of Medicine as the most favorite faculty for new students.
5. The ratio of new student accepted and candidate increases steadily every year, as showed in the table below:

Table 4.1. The number of regular class student candidate

Academic Year	Capacity	Number of Candidate
(1)	(2)	(3)
2011-2012	150	3529
2012-2013	150	4187
2013-2014	150	5879
2014-2015	150	5129
2015-2016	150	4608

6. The academic staff of the Faculty of Pharmacy are titled master and doctor, and 30% of them are professors. The development of the full time academic staff by their education level and professorate is described in the table below:

Table 4.2. The composition of full time lecturer in the academic year of 2010/2013 to 2015/2016

No	Education Level	Academic Year			
		12/13	13/14	14/15	15/16
1	Professor	15	15	15	15
2	Doctor (S3)	11	11	16	16
3	Master (S2)	20	21	17	17
4	Pharmacist (S1 + Profession)	2	0	0	0
5	Bachelor Degree (S1)	0	0	0	0

Table 4.3. Qualification of academic staff based on gender and age in 2015-2016

No	Unit	Gender		Age			
		M	F	20-30	31-40	41-50	>50
1	Pharmacology	8	8	0	6	3	7
2	Pharmaceutical Technology	5	6	0	2	4	5
3	Pharmaceutical Chemistry	5	5	0	0	2	8
4	Pharmaceutical Biology	6	5	0	3	1	7
	Total	24	24	0	11	10	27

7. Productivity of research, publication, and community service of the academic staff is high enough nationally.
8. Number and education level of the support staff are in accordance with the qualification needed.
9. The facilities and infrastructure for learning and research activity process are adequate.
10. The collaborations between the Faculty of Pharmacy and other local and international institutions have been built.
11. The rules and policies on governance of the Faculty of Pharmacy are sufficient.
12. Communication networks with alumni and public or private institution are high.
13. Understanding of the academic and support staff on information and technology is adequate.
14. The number of people interested studying in the Study Program of Pharmacy, which are undergraduate, profession, and postgraduate program, are high.
15. Scholarships are available to support student accomplishment in education.

Table 4.4. Number and education level of support staff based on the qualification needed in 2015/2016

No	Unit	Education Level				Gender		Ages			Task Distribution
		HS	D3	S1	S2	M	F	31-40	41-50	>50	
1	Administration	17	2	15	1	22	13	20	5	5	Administration, student affairs, staffing
2	Laboratory Analyst	2	0	6	0	3	5	3	2	3	Analyst
	Total	19	2	21	1	25	18	23	7	8	Civil Servant: 24 staff Contracted: 19 staff

Note: HS= High School; D3= Diploma; S1= Bachelor; S2= Master

4.4.2 Weaknesses

1. The distribution of the academic staff who have conducted research, done publication, and community service has not equal.
2. The English skills of some of the academic staff are weak.
3. Most of students studying in the Faculty of Pharmacy UNAND come from West Sumatera areas.
4. The number and competencies of the laboratory analyst staff have not been optimal.
5. The understanding on rules and policies about governance is weak.
6. Some parts of the old building are damaged and leak because of earthquakes. Some facilities are not in their optimal condition and construction of the new building has not been finished.
7. Recruitment of new academic staff has not been sufficient. The available formations and qualified candidates every year are limited. Most of the academic staff are the alumni of the Faculty of Pharmacy UNAND.
8. The research quality of some academic staff need to be improved.
9. The communication ability of students need to be improved.
10. The Education Efficiency Number (AEE) of the Faculty of Pharmacy UNAND for undergraduate and master program is relatively low. The numbers are described in the table below:

Table 4.5. The development of the AEE of the Faculty of Pharmacy UNAND in 2013-2016

Study Program	AEE in Specific Year (%)			
	2013	2014	2015	2016
S1	26.6	18.6	20.8	25.5
S2	31.5	47.8	45.0	44.0
Professional	100	100	100	100

4.4.3 Opportunities and Challenges

1. The Faculty of Pharmacy UNAND has unique ways in performing teaching and research which are more focus on natural resources.
2. The number of collaboration with other institutions gives opportunities in developing learning and teaching activities in the Faculty of Pharmacy UNAND.
3. The ratio of pharmacist to Indonesia population is very low.
4. Pharmaceutical service fields have been developed, while pharmaceutical job vacancies are filled by other professions.
5. Alumni participation in improving the institution development and continuity is very high.
6. The government and related institutions support and trust are available to participate in research and human resource developments.
7. The Faculty of Pharmacy UNAND is nominated by all Sumatera's Governors through the Coordination Meeting to be an excellent program in Sumatera.
8. Because of an increase of learning interest and support from parents, people have a tendency to look for high quality higher education institutions for their next generation.
9. There is a high possibility for research results of the academic staff of the Faculty of Pharmacy UNAND to be used by other institutions.
10. Globalisation, especially in the regional level with the ASEAN Free Trade Area (AFTA), provides both opportunities and challenges for the Faculty of Pharmacy UNAND in preparing their human resources who are able to both compete and collaborate with other health professional in the ASEAN regions. The both challenge and opportunity require the Faculty of Pharmacy UNAND to do big basic updates.
11. The Faculty of Pharmacy UNAND has opportunities in producing raw material of drugs, especially the materials from natural resources.
12. Accreditation for study programs and faculties are required to graduate students with specific titles.
13. The development of sciences and technologies in pharmaceutical fields increases rapidly.

4.4.4 Threats

1. Globalisation era causes global competitions on the Faculty of Pharmacy graduates.
2. Competitions in getting supports for development programs are tight.
3. The available policies have not encouraged innovation of medicine products.
4. Learning and research processes are more related to some pricy sophisticated technologies.
5. The government supports, financially, has decreased because of local autonomy. While the West Sumatera Province has a low local income (PAD) which is hard to support a higher education institution costs.

From the SWOT analysis result, the development strategy of the Faculty of Pharmacy UNAND is divided into four strategies, which are:

1. Growing strategy by developing the strengths and taking the available opportunities, which are formulated from the analysis of strength and opportunity factors.
2. Utilising the strength strategies in order to overcome threats, formulated from the analysis of strengths by threats.

3. The organisation effectivity improvement strategy in order to take advantage of opportunities, which are formulated from the analysis of weakness and opportunity factors.
4. The organisation strengthen strategy by minimising weaknesses and avoiding threats.

Chapter 5. General Policy Directions

In the implementations, the efforts to achieve the vision of the Faculty of Pharmacy UNAND have to be executed effectively and efficiently. So, there are some general policies that are implemented. The policies are:

1. Generally, the total of the faculty students is kept stable, to maintain the quality and the ratio of lecturers to students.
2. The curriculum is designed and evaluated continuously in answering the challenge of paradigm changes from drug oriented to patient oriented which are referred to the Government Regulation number 51 in 2009 about pharmaceutical work fields.
3. Creating the Faculty of Pharmacy as Centre of excellent in pharmaceutical learning and research fields.
4. Research activities are encouraged to be performed synergically in research groups which focus on the excellent researches of the Faculty of Pharmacy UNAND to give contributions on nation's independency.
5. Strengthening the postgraduate programs from quantity and quality sides, so the ratio of postgraduate student to total student can be increased to become 35% in 2028. This strategy will also encourage the improvement of the quality and quantity of researches and publications.
6. The study programs are encouraged to be accredited internationally and positioned themselves as a destination for high quality national and international students through the improvement of curriculum, learning process and education standard which are implemented continuously.
7. The development of student's soft skill and character is going to be done through both intracurricular and extracurricular activities.
8. Developing based in the good governance principle (autonomy, transparent, accountable, and efficient).

Chapter 6. Strategic Target Objective

6.1 Objective and Strategic Target

To realise the vision and mission of the Faculty of Pharmacy UNAND, the five-year (2016-2020) strategic objective has been designed. The strategic objective is equipped with measurable performance indicators, while it is a description of the missions and strategic objective which are used in programs, activities, and costs designing for the period of 2016 to 2020. The objectives, strategic targets, and target amount which have to be achieved at the end of the Renstra's period are elaborated in the table below:

Table 6.1. The Objectives, targets, and strategy achievements, and strategic target indicators of the Faculty of Pharmacy UNAND

No	Strategy Objective	Target	Strategy Achievement	Indicator
1	To produce globally competitive, virtuous, competent, professional, and have high integrity graduates who have entrepreneur spirit in answering various problems in pharmaceutical science/technology and clinical/community pharmacy fields.	High quality learning processes based on global standards have been performed.	<ol style="list-style-type: none"> 1. The quality of curriculum improvement based on global standards 2. Development of lecturers and support staff 3. Improvement of learning processes quality 4. Improvement of English skills of students through Blended Learning program 5. Providing facilities for implementation of good quality learning processes 6. Improving academic atmosphere in the study program 7. Improving soft skills and competitiveness of graduates 	<ol style="list-style-type: none"> 1. Reviewing the curriculum content every year 2. Renewing the curriculum following the development of technology and the demand of stakeholders minimal every five years 3. The total number of doctorate (S3) academic staff is 80% in 2020 4. All of academic staff have followed and gotten a certificate of PEKERTI and AA in 2020 5. The number of support staff following training based on their competence is 13 staff in 2020 6. Monitoring learning process in classes by the GKM team every semester 7. Evaluating the performance of academic staff by students every semester 8. The quality of mid- and end-term examination questions are improved through peer review process every year 9. The average percentage of students graduated on time is 88% in 2020 10. The improvement of AEE of the undergraduate, professional, and master program is up to 22;100; and 45%, consecutively in 2020 11. The improvement of the average

No	Strategy Objective	Target	Strategy Achievement	Indicator
				<p>cumulative index of the undergraduate, professional, and master degree is up to 3.25; 3.40; and 3.50, consecutively in 2020</p> <p>12. The quality of examination questions based on UKAI increases every year through item development and item review</p> <p>13. The percentage of the professional program students who pass the first-taker UKAI become 100% in 2020</p> <p>14. The percentage of courses using SCL methods become 100% in 2020</p> <p>15. The TOEFL score of graduates is improve up to 500 in 2020</p> <p>16. The number of central library and reading room collection increases into 15,508 in 2020</p> <p>17. The laboratory equipments are renewed every year</p> <p>18. The support equipments for learning process (in focus) are renewed every year</p> <p>19. The percentage of academic staff following national and international scientific activities is 100% in 2020</p> <p>20. The number of guest lecture from practitioner is up to eight times in 2020</p> <p>21. The number of students involved in lecturer's research activities become 140 students in 2020</p> <p>22. The SAPS value increases to become 90 in 2020</p> <p>23. The number of student who have good achievement in national and international level increases to become 16 students per year in 2020</p> <p>24. The number of PKM proposal by students increases into 50 proposals in 2020</p>

No	Strategy Objective	Target	Strategy Achievement	Indicator
				25. The number of proposal funded by Kemenristekdikti increases to become 18 in 2020
2	To produce research results in pharmaceutical fields which contribute in science and technology	<ol style="list-style-type: none"> 1. The number of publications in national and international journals, text books, and patent of academic staff increases 2. Participation of academic staff in science activities in national and international levels increases 	<ol style="list-style-type: none"> 1. The research funds for academic staff are well allocated 2. The grants for science activity purposes are well allocated 	<ol style="list-style-type: none"> 1. The number of research proposal by the academic staff funded becomes 50 proposals in 2020 2. The number of publication by the academic staff in international journals becomes 50 publications in 2020 3. The number of patent obtained by the academic staff becomes seven in 2020 4. The number of publication in accredited national journals becomes seven publications in 2020 5. The number of text books produced by the academic staff becomes eleven in 2020 6. The number of lecturer following international seminars as a presenter increases to become nine in 2020 7. The number of lecturer following national seminars as a presenter becomes 100% in 2020
3	To implement research results in related communities, pharmaceutical industries, and institution	The development of sciences and technology applications in resolving problems in communities and local area increases	<ol style="list-style-type: none"> 1. Forming science multidiscipline teams in building collaboration and development to overcome various problems in each area 2. Allocating funds for community services by the academic staff 	<ol style="list-style-type: none"> 1. The number of applicable research results in communities increases to become 30 results in 2020 2. The number of commercialised research results becomes 30 results in 2020 3. The involvement of the academic staff as consultant in remote areas increases reaching 13 involvement in 2020 4. The activity of integrated community services with other health professionals increases to reach five activities in 2020 5. The number of lecturer writing in mass media/news paper increases becoming five paper in 2020

No	Strategy Objective	Target	Strategy Achievement	Indicator
				6. The number of funded proposal of community service by the academic staff by Kemristekdikti and institution becomes 13 proposals in 2020
4	Building productive and continue collaboration networks with research institutions and entrepreneur world in local, national, and international level	Performing mutualism collaborations to solve problems in communities and local areas with various both national and international institutions	Developing collaborations with mutualism basic for sciences and technology development	<ol style="list-style-type: none"> 1. The number of collaboration in research are nine collaborations in 2020 2. The number of lecturer and student exchange with national and international higher education institutions are 13 exchanges in 2020 3. The number of collaboration with the government and entrepreneurs are seven in 2020 4. The number of collaboration with pharmacy are 45 in 2020 5. The number of collaboration with hospitals becomes 13 in 2020 6. The number of collaboration with pharmaceutical industries becomes eleven in 2020

6.2 Strategic Program and Activity

The strategic program and activity of the Faculty of Pharmacy in the period of 2016 to 2020 are appointed as the table below:

Table 6.2 Strategic programs and activities of the Faculty of Pharmacy in the period of 2016 to 2020

P	Program	K	Activity
P1	Improvement of learning process	K1	Performing the learning processes and education support operational
		K2	Performing practice and field study activities
		K3	Performing TOEFL test for students
		K4	Accomplishing learning process evaluations
		K5	Designing text books
		K6	Completing curriculum workshops
		K7	Performing graduations/alumni release
P2	Improvement of the quality and quantity of academic staff in teaching	K8	Conducting review/evaluation of academic staff workload tor LKD and certification
		K9	Performing training for the academic staff competence improvement
P3	Improvement of learning facilities	K10	Repairing/improving laboratory facilities and infractructures
		K11	Repairing/improving facilities and infrastructure in the reading room and library
P4	Improvement of the competitiveness of students and graduates	K12	Integrating soft skill and hard skill in achieving courses learning outcomes
		K13	Students coaching for preparation following competitions
		K14	Performing Student Creativity Program (PKM) activities in national and international levels
		K15	Performing monitoring and evaluation and workshop of Student Creativity Program (PKM)

P	Program	K	Activity
		K16	Accomplishing students KKN
		K17	Selecting high-achieved students
		K18	Conducting competitions in student academic area
		K19	Conducting competitions in student interest and talent area
		K20	Participation of students in academic competitions
		K21	Participation of students in interest and talent competitions
		K22	Performing entrepreneur public lectures/seminars
		K23	Implementing the student character development program
P5	Improvement of capacity and access to higher education	K24	Executing the establishment of Pharmaceutical Doctoral Program
		K25	Managing scholarships and tuition fee remission
P6	Improvement of input quality of new students	K26	Promoting the faculty and study program in the website, printed and electronic media
		K27	Completing the Road Show and promotion of the Faculty of Pharmacy to primary schools
		K28	Managing the enrolment of new professional program students
P7	Improvement of postgraduate programs	K29	Managing the enrolment of new postgraduate students
P8	Improvement of the quality of research institutions	K30	Conducting workshops for an excellent research roadmap
		K31	Designing an excellent research roadmap book for the Faculty of Pharmacy UNAND
		K32	Renewing research and community service proposals
		K33	Accomplishing collaborations with national and international research institutions
		K34	Conducting the research group strengthen

P	Program	K	Activity
P9	Improvement of research and publication performance	K35	Performing research activity programs
		K36	Performing proposal selection and research funding
		K37	Completed funding for research proposal writing
		K38	Providing fundings for national/international seminar activities
		K39	Providing funding for science article publications in national/international journals
		K40	Managing and accrediting journal of the undergraduate and master program
		K41	Monitoring and evaluating research activities
P10	Acceleration of the research results delivery for community services and commercials	K42	Designing a community services (PPM) roadmap
		K43	Conducting the PPM proposal selection and funding
		K44	Designing standard procedures for research results commercialisation
		K45	Performing socialisation/seminar and publication for PPM results
		K46	Performing thematic KKN based on research results
		K47	Accomplishing coaching program for remorse areas, collaborated village, and campus environment supervision
		K48	Performing socialisation and promotion of research results for commercialisation
		K49	Strengthening collaborations in implementing research results for community services
		K50	Participation in expos in order to offer research results to investors
P11	Innovation capacity strengthen	K51	Accomplishing funding for patent/intellectual property right (HAKI) proposal processes
		K52	Implementing collaboration based on HAKI with the third party

P	Program	K	Activity
		K53	Repairing/improving the laboratory facilities
		K54	Providing laboratory materials and equipments
		K55	Managing laboratories qualified to ISO 17025 standard
P12	Development and management of the study program	K56	Managing offices operational in the study programs to encourage a high quality education process
		K57	Implementing e-o Fakultas Farmasiice
		K58	Upgrading and revising related policies
		K59	Providing facilities and human resources in improving the academic atmosphere in the study programs
		K60	Improving BAPEM and GKM rules in quality assurance of the faculty and study programs
		K61	Conducting workshop for the study program's Renstra designing
		K62	Proposing the study program accreditation
		K63	Selecting high-achieved head of department, lecturers, and support staffs
P13	Improvement of the quality of facilities and infrastructures	K64	Repairing and improving completeness of the faculty classes and building
		K65	Maintaining physical facilities and infrastructures in campus area
		K66	Maintaining/repairing facilities/infrastructures and support facilities for education
		K67	Maintaining/improving facilities and infrastructure for simulation pharmacy
		K68	Implementing traffic and parking lot service system
P14	Improvement of the quality work environment based on SMK3 standard	K69	Socialising management system and good governance of the Faculty of Pharmacy UNAND
		K70	Completing and managing the environment based on green campus standards

P	Program	K	Activity
		K71	Implementing security and work environment healthy systems
		K72	Managing waste water treatment system in the environment of the Faculty of Pharmacy
P15	Implementation integrated management system quality	K73	Developing trained human resources for BAPEM and GKM teams
		K74	Performing benchmarking for continuous improvements
		K75	Performing monitoring after an internal quality audit by auditors from LP3M UNAND
		K76	Surveying stakeholder satisfaction
P16	Improvement of the institution management based on the good governance principles	K77	Managing services
		K78	Managing and administrating assets/inventaris
		K79	Performing Diesnatalis of the Faculty of Pharmacy
		K80	Performing governance performance evaluations and reports
P17	Improvement of budget effectivity and efficiency	K81	Performing yearly work meeting
		K82	Designing/revising planning and budget documents
P18	Competence strengthen of lecturers and support staff	K83	Accomplishing technical/functional training for lecturers and support staff
		K84	Providing funding for further studies for lecturers and support staff
		K85	Changing/internship program for lecturers and support staff
P19	Development of both national and international collaborations	K86	Accomplishing national collaborations
		K87	Accomplishing international collatorations

Chapter 7. Closing

The Renstra of the Faculty of Pharmacy UNAND is established as a reference in designing: yearly work plan, work target plan, program implementation management and reports, and program monitoring and evaluation. Renstra is a plan that is established in every five years to provide main directions, basics, and footholds for all academic civitas of the Faculty of Pharmacy UNAND in achieving appointed targets. The Renstra is in accordance to the Renstra on UNAND. However, if there are significant changes happened in the strategic environment, this Renstra will be adapted based on the faculty leader initiatives. By accomplishing the Renstra targets in the next five years, it is expected to give contribution in achieving the vision of the Faculty of Pharmacy in 2028.

Appendix

Target 1: Producing graduates who are able to compete globally, noble-minded, competence, and professional, and have high integrity and entrepreneur spirit in answering problems in field of pharmaceutical science/technology and clinical/community pharmacy.

Target	Achievement Strategy	Indicator	Achievement Year				
			2016	2017	2018	2019	2020
Producing graduates who are able to compete globally, noble-minded, competence, and professional, and have high integrity and entrepreneur spirit in answering problems in field of pharmaceutical science/technology and clinical/community pharmacy.	Improving the quality of undergraduate, professional, and master program curriculum based on global standards	Reviewing the curriculum content every year	√	√	√	√	√
		Renewing the curriculum following the development and improvement of technology and stake holder demands which are executed minimum in every five year	√				√
	Developing the academic and support staff	Percentage of doctorate academic staff	68	70	72	74	76
		Percentage of the academic staff following PEKERTI and AA training program	90	95	100	100	100
		The total number of support staff following training program	10	15	20	25	30
	Improving the quality of teaching and learning processes	Teaching activities monitoring by GKM per semester	√	√	√	√	√
		Academic staff performance evaluation by students every semester	√	√	√	√	√
		The improvement quality of UTS and UAS questions through peer review activities by team in each study unit every year	√	√	√	√	√
		The percentage of undergraduate student graduating in 4 years	75	80	85	90	95
		The improvement of AEE number	21%	22%	23%	24%	25%
		The improvement of student GPA average	3.00	3.05	3.10	3.15	3.20
	Improving English skills of graduates through the Blended Learning Program	The improvement of graduates TOEFL score	400	410	420	450	500
	Providing all facilities to perform high quality teaching and learning processes	The improvement of number of book, both soft and hard copy, in library	13,508	14,008	14,508	15,008	15,508
		The improvement of laboratory equipment	√	√	√	√	√
		Renewing support facilities in teaching (ex: in focus)	√	√	√	√	√

Target	Achievement Strategy	Indicator	Achievement Year				
			2016	2017	2018	2019	2020
	Improving the academic atmosphere in every unit	The percentage of academic staff following science activities in national and international level	100	100	100	100	100
		The number guest lecture activities by industry professional and Mitra every year	8	10	12	14	16
		The number of students participating in academic staff researches	48	58	68	78	88
		Student participation in national and international competition	20	25	30	35	40
		The number of student achievement in national and international level per year	8	10	12	14	16
		The number of student passing to follow the student exchange program	9	10	11	12	13
	Improving soft skills and competitiveness of students	The improvement of student SAPS value	80	85	90	95	100
		The number of PKM proposal proposed	45	50	55	60	65
		The number of PKM proposal funded by DIKTI	13	14	15	16	17
		The number of student PSSF becoming BEM and UKM team in the university level	10	12	14	16	18
		The number of student achieving an Activist Star Award	10	12	14	16	18
	Recognised internationally through AUNQA International Accreditation	Registration	√				
		The document preparation		50%	100%		
Visitation					√		
AUNQA accredited						√	

Target 2: Producing research outputs in the pharmaceutical fields which are participating in science and technology development.

Target	Achievement Strategy	Indicator	Achievement Year				
			2016	2017	2018	2019	2020
Producing pharmaceutical research outputs participating in science and technology development	Allocating research fundings for the academic staff	The number of research proposal funded	30	35	40	45	50
		The number of publication in reputable international journals	30	35	40	45	50
		The number of patent obtained by the academic staff	3	4	5	6	7
		The number of publication in accredited national journals	3	4	5	6	7
		The number of publication in national journals	20	25	30	35	40

Target 3: Implementing research results in communities, pharmaceutical industries, and related institutions.

Target	Achievement Strategy	Indicator	Achievement Year				
			2016	2017	2018	2019	2020
Implementing research results in communities, pharmaceutical industries, and related institutions	Forming science multi-discipline teams in building collaboration and development to resolve several problems encountered by each region	The number of research which can be applicator in communities	10	15	20	25	30
		The number of research which can be commercialised	10	15	20	25	30
		The fostered-village by the faculty	2	3	4	5	6
		Participation of the academic staff as consultant in local regions	5	7	9	11	13
		The integrated community service activities with other health professionals	6	6	6	8	10
		The number of article publicised by the academic staff in mass medias or newspaper	25	26	27	28	29
	Allocating fundings to perform community services by the academic staff	The number of community service proposal funded	13	14	15	16	17

Target 4: Building productive and continuous collaboration networks with local, national, and international research institutions and business world.

Target	Achievement Strategy	Indicator	Achievement Year				
			2016	2017	2018	2019	2020
Building productive and continuous collaboration networks with local, national, and international research institutions and business world	Developing collaborations with mutualism basic for the development of sciences and technologies	The number of collaboration in research	5	6	7	8	9
		The number of lecturer and student change with other universities domestic and abroad	5	7	9	11	13
		The number of collaboration contract with government and business world	3	4	5	6	7
		The number of collaboration with hospitals in order implementing student's early exposure	3	4	5	6	7

Target 5: Achieving good governance practices, especially in planning, governance, evaluation, and continues development field, based on transparency, accountable, accuracy, and efficiency, by utilising information system technology.

Target	Achievement Strategy	Indicator	Achievement Year				
			2016	2017	2018	2019	2020
Accomplishing the Good Governance Practice, especially in the field of planning, governance, evaluation, and continuous development based on transparency, accountable, accuracy, and efficiency, by utilising the technology of information system	Developing integrated and centralised IT to ensure the continuation of services for all work units	Implementing online BKD	100%	100%	100%	100%	100%
		Implementing research information system	√	√	√	√	√
		Implementing development information system for lecturer	√	√	√	√	√
		Implementing online SAPS	√	√	√	√	√
	Developing learning systems based on IT	The percentage of lecturer inputing their learning material to website	100	100	100	100	100
		Fulfilling KRS and approving online KHS	√	√	√	√	√
		Managing online student's mark	√	√	√	√	√
	Managing finance transparently and accountable based on IT	Online payment information system	√	√	√	√	√
		Application based finance planning	√	√	√	√	√
	Managing online letters and disposition	Implementing e-office	-	√	√	√	√