



# STRATEGIC PLAN

DEPARTMENT OF URBAN AND  
REGIONAL PLANNING  
UNDERGRADUATE STUDY  
PROGRAM

FACULTY OF ENGINEERING  
BRAWIJAYA UNIVERSITY  
**2021 – 2025**

# FOREWORD

The 2021–2025 Strategic Plan for the Urban and Regional Planning Undergraduate Study Program (PS S1 PWK) is, in essence, a reference for the direction of development of the Regional and Urban Planning Undergraduate Study Program for the years 2021–2025 to be used as a basis for the preparation of the study program's Work Program. The formulation of the Strategic Plan for the Bachelor of Urban and Regional Planning is based on (1) the Strategic Plan of the Ministry of Research, Technology, and Higher Education, (2) the 2021–2025 Strategic Plan of Universitas Brawijaya (UB), (3) the 2021–2025 Strategic Plan of the Faculty of Engineering, Universitas Brawijaya, (4) the 2021–2025 Strategic Plan of the Department of Urban and Regional Planning, and (5) self-evaluation results that describe strengths, weaknesses, opportunities, and threats.

Malang, April 2021  
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# CHAPTER I

## INTRODUCTION

The 2021–2025 Strategic Plan of the Urban and Regional Planning Undergraduate Study Program is formulated by various elements in the study program, which aims to design the development of the Urban and Regional Planning Undergraduate Study Program for the next 5 years. The 2021–2025 Strategic Plan of the Urban and Regional Planning Undergraduate Study Program is formulated by various elements in the study program, which aims to design the development of the Urban and Regional Planning Undergraduate Study Program for the next 5 years. The involvement of all these elements allows for a positive contribution to the study program in facing global challenges in urban and regional planning.

The formulation of the Strategic Plan of the Urban and Regional Planning Undergraduate Study Program is based on several underlying regulations, some of which include:

- 1) Minister of Education and Culture Decree No. 83 of 2020 concerning International Accreditation Institutions
- 2) The National Accreditation Board for Higher Education (BAN-PT) Regulation No. 5 of 2019 concerning Instrument for Study Program Accreditation
- 3) The 2020–2024 Strategic Plan of Universitas Brawijaya
- 4) The 2021–2025 Strategic Plan of the Faculty of Engineering, Universitas Brawijaya
- 5) The 2021–2025 Strategic Plan of the Department of Urban and Regional Planning, Faculty of Engineering, Universitas Brawijaya
- 6) Performance achievements of the Department of Urban and Regional Planning, Faculty of Engineering, Universitas Brawijaya
- 7) The results of self-evaluation that describes strengths, weaknesses, opportunities, and threats of Urban and Regional Planning Undergraduate Study Program

The goals of formulating the Strategic Plan of the Urban and Regional Planning Undergraduate Study Program, Faculty of Engineering, Universitas Brawijaya, is to achieve the vision and missions of becoming a global-standard study program through the improvements of curriculum quality and competitive graduates.

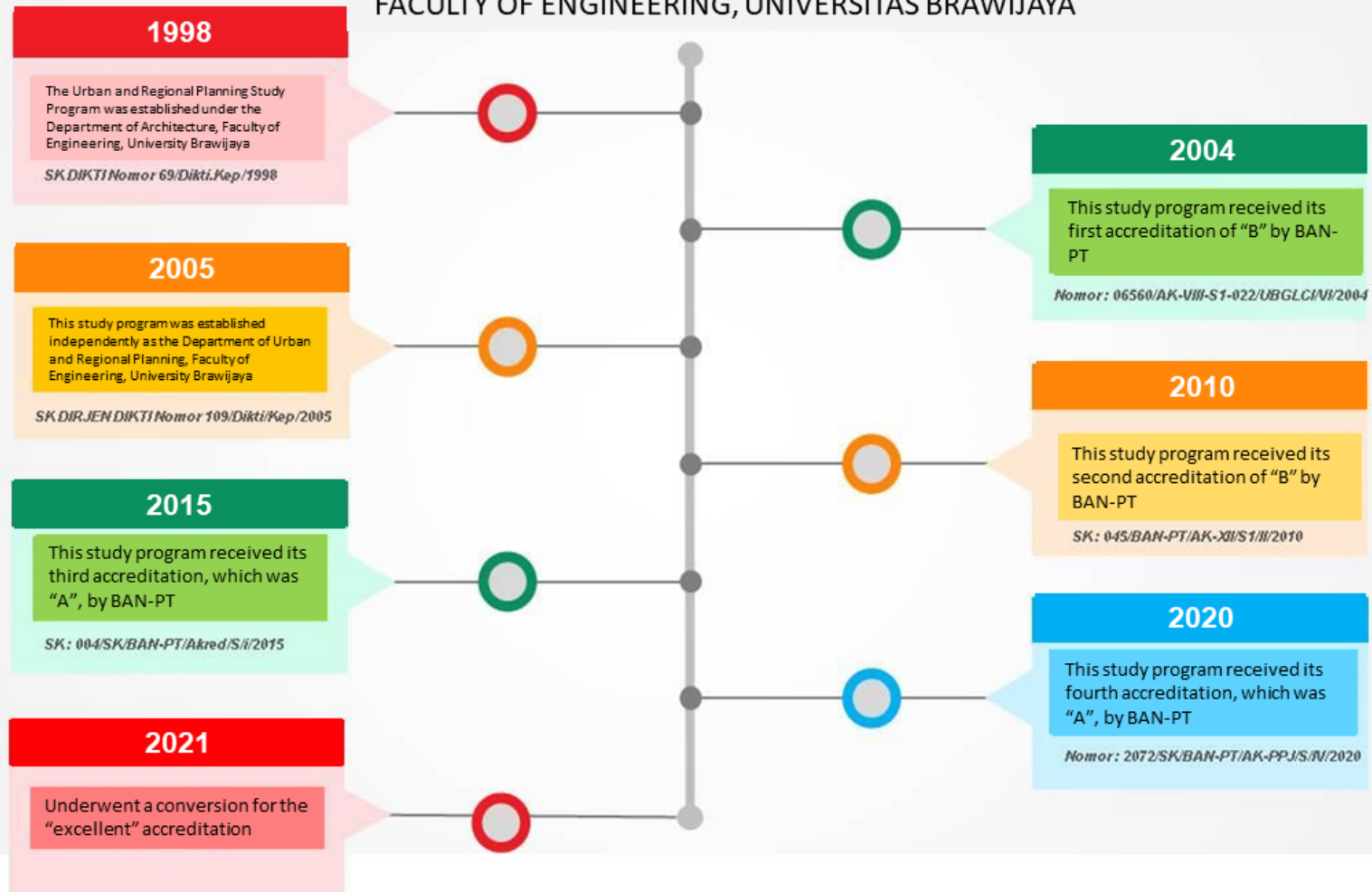
### 1.1 General Condition

The Urban and Regional Planning Study Program, Faculty of Engineering, Universitas Brawijaya, was founded in 1998 as one of the study programs in the Department of Architecture in accordance with the Decree of the Directorate General of Higher Education number 69/Dikti.Kep/1998 dated 2 March 1998. Then, in 2005, the study program was established independently as the Department of Urban and Regional Planning based on the Decree of the Directorate General of Higher Education number 109/Dikti/Kep/2005 dated 15 August 2005. In 2020, Urban and Regional Planning Undergraduate Study Program received an "A" accreditation and, in 2021, it proceeded with the conversion stage to for an "excellent" accreditation according to BAN-PT.

The Urban and Regional Planning Undergraduate Study Program is supported by 31 teaching staff (lecturers) with qualifications consisting of 20 members with PhDs and 11 members with master's degrees, as well as 5 educational staff. Currently, the number of active students recorded in the 2013–2018 period is 560 people with a total of 422 graduates.

The Department of Urban and Regional Planning, Universitas Brawijaya, joined the Association of Indonesian Planning Schools (ASPI) in 2001 with a Registration Number of 011-01-1 of 2001 with Decree number 10/ASPI 09-11/11/2010. This brings implications for the participation of the Regional and Urban Planning Undergraduate Study Program of Universitas Brawijaya in the standardization of higher education planning curricula development in Indonesia. This standardization without a doubt refers to the needs of a system for urban and regional planning, especially in efforts to achieve national development goals and the principles of sustainable development in Indonesia. Meanwhile, at the international level, the Department of Urban and Regional Planning is a member of APSA (Asian Planning School Association) with the hope that its planning capabilities/expertise is able to be on a par with international standards (in the level of Asia).

## MILESTONES OF URBAN AND REGIONAL PLANNING UNDERGRADUATE STUDY PROGRAM OF FACULTY OF ENGINEERING, UNIVERSITAS BRAWIJAYA





## 1.2 Performance Achievement in Relation to the Strategic Plan of Urban and Regional Planning Undergraduate Study Program

In the 2015–2019 strategic plan document for the Urban and Regional Planning Undergraduate Study Program, there are 13 strategic targets / program targets / activity targets followed by 24 Strategic Target Performance Indicators (IKSS) / Program Performance Indicators (IKP) / Activity Performance Indicators (IKK). Until 2020, 62.5% (15 of the total 24 IKSS/IKP/IKK) had been fulfilled. The indicators that weren't achieved were related to curriculum quality improvement program by empowering collaborative partnerships in the urban and regional planning sector, which consists of:

- a) IKSS/IKP/IKK number 4 on adjunct training for specific student competencies
- b) IKSS/IKP/IKK number 5 on the percentage of active students with TOEFL scores > 500
- c) IKSS/IKP/IKK number 8 on book modules for supporting final assignments
- d) IKSS/IKP/IKK number 11 on partnership for educational and research activities
- e) IKSS/IKP/IKK number 13 on semester learning plan delivered in English
- f) IKSS/IKP/IKK number 15 on village/city mentorship by the Department of Urban and Regional Planning, Faculty of Engineering, Universitas Brawijaya
- g) IKSS/IKP/IKK number 16 on scientific publication through research or lecturer/student service based on partnership and collaboration
- h) IKSS/IKP/IKK number 21 on final assignment based on the theme of lecturer's research/service
- i) IKSS/IKP/IKK number 23 on average student GPA

**Table of Performance Achievement in Relation to the 2015–2019 STRATEGIC PLAN of the Department of Urban and Regional Planning, Universitas Brawijaya**


No.	Strategic Targets/Program Targets/Activity Targets	IKSS/IKP/IKK	Target in 2019	Achieved in 2019/2020
1	Reorientation of the Urban and Regional Planning Undergraduate Study Program curriculum based on competency and development of discussions in the field of URP	The number of courses in semester learning plan based on competency in the field of URP	51 units	51 units
2	Collaboration in curriculum development	Percentage of semester learning plans that have standardized skills/competencies agreed upon by ASPI/APSA	60%	98%
		The number of textbooks integrated with studio courses	3 units	3 units
3	Capacity development for supporting the competencies of urban and regional planning students	The number of adjunct trainings for specific student competencies in 1 semester	2 units/ semester	Not regular
		The percentage of active students with TOEFL scores higher than 500 (in the n <sup>th</sup> year)	80%	40%

No.	Strategic Targets/Program Targets/Activity Targets	IKSS/IKP/IKK	Target in 2019	Achieved in 2019/2020
		The percentage of active students having a GIS expertise certificate (in the n <sup>th</sup> year)	80%	85%
		The average waiting period for graduates, calculated after receiving their diploma	12 months	< 6 months
4	The development of lecture modules for Elective Courses and Final Assignment's areas of interest (supporting the Rural-Urban integration theme)	The number of Elective Course lecture modules that support the Final Assignment's area of interest	23 units	10
5	The addition of lecture modules for studio and laboratory courses for accelerating Final Assignment periods based on areas of interest	The number of courses that make use of/is integrated into laboratory activities	5 units	6 units
6	Improvement of semester learning plans for the course of study on the application of urban and regional planning theories oriented towards local resource empowerment and sustainable development (especially of Study Course and Course)	The number of semester learning plan courses on the application of planning techniques based on regional economic development analysis and environmental analysis	7 units	14 units
7	Encouragement of collaboration planning between national/international higher education institution for the development of the Three Pillars of higher education	The amount of cooperation-based academic and research activities	10 units	6 units
8	Outreach for inbound / outbound programs	The number of inbound/outbound students/lecturers (in the n <sup>th</sup> year)	3 people/year	10 people/year
9	The formulation of modules/semester learning plan for courses in English	The number of semester learning plans in English	3 units	1 unit
10	Focused discussion forum with potential stakeholders (government, regional	The organization of FGD activities with local governments/community groups/villages	2 activities	3 activities



No.	Strategic Targets/Program Targets/Activity Targets	IKSS/IKP/IKK	Target in 2019	Achieved in 2019/2020
	government, and communities)	The number of village/city mentorship by the Department of Urban and Regional Planning, Faculty of Engineering, Universitas Brawijaya	3 villages	-
		The number of scientific publications as the products of research/service of lecturers/students based on partnership collaboration	12 units	5 units
		The number of village mentorships that directly benefits from research products by the Department of Urban and Regional Planning	5 villages	10 villages
11	Lecturer training for research management	The organization of training activities for the development of research management	1 unit	3 units
		There is an increase in citations	3 units	147 units
12	Lecturer training for improvement in the quality and quantity of scientific publications	There is an increase in the number of publications in accredited national/international journals	40 units	184 units
13	Increased student participation in lecturers' research/service	The number of final assignments based on lecturers' research/service	35 units	15 units
		The number of students involved in lecturers' research/service	30 people	60 people
		Average cumulative GPA	3.5 GPA	3.43 GPA
		Average study duration	5 years	4.6 years

Description:

 = Indicators not achieved

### 1.3 Performance Achievement in Relation to the Indicators of Excellent Accreditation for the Undergraduate Program and Performance Contract of the Department for 2020

At the end of 2020, the Urban and Regional Planning Undergraduate Study Program, Faculty of Engineering, Universitas Brawijaya, succeeded in fulfilling 22 (twenty-two) out of 30 (thirty) indicators, both by the standards of study program accreditation institutions such as BAN-PT, and the performance contract between the Head of the Department and the Dean of Faculty of Engineering, Universitas Brawijaya. The indicators that have not been achieved are stated in

the table below, i.e., the Table of Performance Achievements of the Urban and Regional Planning Undergraduate Study Program, Faculty of Engineering, Universitas Brawijaya.

**Table of Performance Achievement for the Urban and Regional Planning Study Program, Faculty of Engineering, Universitas Brawijaya**

No	Components by the Indonesian Ministry of Education and Culture	Sub-Components	Source	Indicators	Target for Excellent / Performance by the Faculty of Engineering, Universitas Brawijaya	Achivement for the years 2019/2020
1	GRADUATES SECURING A DECENT JOB	Graduates work immediately	BAN-PT and Faculty of Engineering	The average waiting time for graduates for their first job is < 6 months	Tracked graduates > 30%	74% of tracked graduates had jobs in < 6 months (WT 1.7% with 41.6% tracked graduates)
			BAN-PT	The percentage of graduates working in the same field of study for their first job	PBS ≥ 60%	65.3% tracked graduates worked in the same field as their study program
		The number of graduates continuing their study	Ministry of Education and Culture and Faculty of Engineering	The percentage of graduates continuing their study	6%	7.77% of tracked graduates continued to pursue a master's degree
		The number of students engaging in entrepreneurship	Ministry of Education and Culture and Faculty of Engineering	The percentage of graduates becoming entrepreneurs	5%	14.6% of tracked graduates engaged in entrepreneurship
		The percentage of graduates with Competency and Profession Certificate	Faculty of Engineering	The percentage of graduates with Competency and Profession Certificate	90%	40% of graduates had a TOEFL score > 450 and 70% had at least 2 certificates of mastery/competency in program application especially GIS mapping
		User satisfaction towards graduates	BAN-PT	The level of user satisfaction towards graduates is more than the 7 aspects (ethics, scientific expertise, foreign language skills, use of technology, communication skills, cooperation, self-development)	> 2.0	3.87 (score out of 200 users of graduates)

No	Components by the Indonesian Ministry of Education and Culture	Sub-Components	Source	Indicators	Target for Excellent / Performance by the Faculty of Engineering, Universitas Brawijaya	Achivement for the years 2019/2020
2	STUDENTS GAINING EXPERIENCE OUTSIDE CAMPUS	The number of students engaging in activities outside campus	Ministry of Education and Culture	The percentage of student publications in reputable international journals; at international seminars; in international mass media	RI $\geq$ 1%	49 works from a total of 551 active students in the last 3 years (RI = 5.6%)
				The number of research and Student Creativity Program outputs by the students, either independently or together with lecturers in the form of IPR recognition (patents, simple patents); IPR recognition (Copyright, Industrial Product Design, Plant Variety Protection, Integrated Circuit Layout Design); forms of Appropriate Technology; and publication in the form of a BOOK with ISBN, Book Chapter (NLP)	NLP $\geq$ 1	0 works
		The number of students achieving international-level recognition	BAN-PT and Faculty of Engineering	The number of academic and non-academic awards by students in the international level	RI > 0.2%	10 students (RI = 1.8%)
		The number of outbound students	Ministry of Education and Culture and Faculty of Engineering	The number of active undergraduate study program students participating in academic activities abroad for at least 1 (one) consecutive month in one year.	7 students	10 students
		The number of inbounds students		The number of active students of an international higher education institution partnering with UB who takes part in academic activities at the undergraduate study program for at least 1 (one) consecutive month in one year.	3 students	1 students
3	LECTURERS TAKING PART IN ACTIVITIES	The number of international lecturers/visiting professors	Faculty of Engineering	The number of international lecturers/visiting professors	3 people	12 lecturers

No	Components by the Indonesian Ministry of Education and Culture	Sub-Components	Source	Indicators	Target for Excellent / Performance by the Faculty of Engineering, Universitas Brawijaya	Achivement for the years 2019/2020
	OUTSIDE CAMPUS					
4	ACADEMIC PRACTITIONERS IN CAMPUS	The number of lecturers with competency certifications	BAN-PT	The number of Permanent Study Program Lecturers assigned to courses with areas of expertise corresponding to core competencies	> 12	31
		The number of lecturers with a doctorate	BAN-PT	The number of Permanent Study Program Lecturers with a doctoral education (Doctorate / Applied Doctorate / Subspecialist) to the number of Permanent Study Program Lecturers:	> 37.5%	51.52%
		The number of lecturers with the position of Assistant Professor, Associate Professor, and Full Professor		The percentage of Permanent Study Program Lecturers with the position of Assistant Professor / Associate Professor / Full Professor to the number of Permanent Study Program Lecturers:	> 52.5%	87.88%
5	LECTURER OUTPUT USED BY THE PUBLIC OR RECEIVES INTERNATIONAL RECOGNITION	The number of internationally indexed publications	Ministry of Education and Culture and Faculty of Engineering	The number of reputable international publications	80 articles	184 articles
		The number of book publications	Ministry of Education and Culture	The number of book publications		14 books (2017–2019)
		The number of lecturers participating in conferences	Ministry of Education and Culture and Faculty of Engineering	The number of lecturers participating in conferences	17 lecturers	26 lecturers
		The number of national-level awards received by lecturers	Ministry of Education and Culture	The number of national-level awards received by lecturers	-	50 % (in the past year)


No	Components by the Indonesian Ministry of Education and Culture	Sub-Components	Source	Indicators	Target for Excellent / Performance by the Faculty of Engineering, Universitas Brawijaya	Achivement for the years 2019/2020
		The number of international-level awards received by lecturers	Ministry of Education and Culture	The number of international-level awards received by lecturers	-	11 % (in the past 3 years)
6	COLLABORATION BETWEEN THE STUDY PROGRAM AND WORLD-CLASS PARTNERS	The number of study programs establishing collaborations with world-class partners for the development of joint curriculum	BAN-PT	There is regular evaluation and updating of the curriculum involving internal and external stakeholders, and it is reviewed by experts in the study program, industry, and associations, and is according to developments in science and technology and user needs	Once every 4–5 years	Once every 3–4 years
				There is internal and external involvement and review by experts in the study program, industry, associations	Yes	Never been done yet
				Complete curriculum documents (policy references, graduate profiles, graduate learning outcomes, number of semester credit units, study period, competencies, learning process, assessment process, mapping of graduate learning outcomes, course descriptions, semester learning plans)	All indicators achieved	Not all indicators achieved
7	COLLABORATIVE AND PARTICIPATORY CLASSES	The number of classes with case-method learning	BAN-PT	There is distance learning	Yes	Yes (in the academic year 2020/2021)
			BAN-PT	The percentage of practical work learning hours, studio practice, workshop practice, or field practice (including community service hours to total learning hours during the education period (PJP))	> 20%	31.5% (practical work hours / total learning hours = $56.67/180 = 31.5\%$ )
			Ministry of Education and Culture and Faculty of Engineering	The percentage of undergraduate courses with a case-solving learning method or project-based group learning as evaluation weighting	10%	15.38% (the number of courses = 51 ; the number of project-based courses = 8

No	Components by the Indonesian Ministry of Education and Culture	Sub-Components	Source	Indicators	Target for Excellent / Performance by the Faculty of Engineering, Universitas Brawijaya	Achivement for the years 2019/2020
8	A CURRICULUM INDICATING A CONDUCTIVE LEARNING QUALITY	There is an academic vision of the study program and it is in line with the learning outcomes and Student Creativity Program and research and roadmap		The number of courses developed based on Student Creativity Program / research results	NMKI $\geq$ 3 courses	2 courses
				User satisfaction level on the following aspects: TKM1: Reliability; TKM2: Responsiveness; TKM3: Assurance; TKM4: Empathy; TKM5: Tangible (TKM)	TKM $\geq$ 75%	85%
		The conformity of learning outcomes is derived from the graduate profile, referring to the results agreed upon with associations organizing similar study programs and professional organizations and meeting the level of the Indonesian national qualification framework, and is updated regularly every 4 to 5 years	BAN-PT	There is a graduate profile document	$> 2.0$ ,	0
				The number of meeting with other study program organizing associations and professional organizations for discussing learning outcomes	Once every year	Once
				The time period for updating the curriculum	Once every 4–5 years	Once every 4 years
		The curriculum structure contains the correlation between courses and graduate learning outcomes, depicted in a clear curriculum map, and graduate learning outcomes are met by all courses	BAN-PT	The curriculum map displays correlations between courses and learning outcomes	The score $< 2.0$ means the study program does not fulfill the accreditation requirement	2.5
		The quality of learning assessment		The quality of the implementation of learning assessment (student learning processes and outcomes) has met the 5 (five) assessment principles: 1) educational, 2) authentic, 3) objective, 4) accountable, and 5) transparent,	$> 70\%$ of the courses and there is valid proof of information	60%



No	Components by the Indonesian Ministry of Education and Culture	Sub-Components	Source	Indicators	Target for Excellent / Performance by the Faculty of Engineering, Universitas Brawijaya	Achivement for the years 2019/2020
		There is analysis and follow-up of the results of measuring student satisfaction, and it is followed up at least twice every semester and is used to improve learning processes and illustrate improvements in learning outcomes		which is carried out in an integrated manner and is equipped with assessment rubric/portfolio		
				The learning assessment has adapted the techniques and assessment instruments to the learning outcomes	75% to 100% of the courses and there is valid proof of information	80%
				There is analysis and follow-up of the student satisfaction measurement results	At least 2 times per semester	2 times
				The average GPA of undergraduate students	3.3 GPA	3.43 GPA
				The average study duration of undergraduate students	4.6 years	4.6 years
				There is an SOP system for managing student complaints and issues and it is implemented consistently	There is an increase in graduate learning outcomes over time in the last 3 years	There is an increase

Description :

 = Indicators not achieved

## 1.4 Potential and Problems

The outcomes of the Urban and Regional Planning Undergraduate Study Program (PS S1 PWK) until the end of 2020 illustrate the current state of the study program's development, starting from the implementation of the learning curriculum, active students, to graduates. This condition will be examined through a situational analysis that identifies potential and problems, leading to the formulation of strategies based on opportunities and threats originating from outside the study program.

### a) Strengths

- Opportunities for students to engage in extracurricular activities are quite significant. It is evident that 5.6% (exceeding the minimum standard for top universities) of students are involved in publications in journals, seminars, and mass media, both independently and together with lecturers. Additionally, the number of active students participating in academic activities abroad has increased to 10 students through community service programs (KKN) and short courses.
- Graduates of the undergraduate study program secure decent employment. This is evident from the waiting time to work being less than 6 months, with a job field suitability of 65.3%, and user satisfaction with graduates reaching a score of 3.87
- The quality of graduates is improving, with 7% of total graduates tracked deciding to continue their studies to the master's level.
- The entrepreneurial spirit within students is successful, with 14.6% of total graduates choosing to become entrepreneurs after completing their studies.
- The number of students achieving academic and non-academic awards exceeds the minimum standard for an excellent accreditation of the study program, which is 1.8%.
- The Urban and Regional Planning Undergraduate Study Program routinely conducts visiting professor activities. Since 2014, 12 foreign lecturers have contributed by holding guest lectures to Urban and Regional Planning Undergraduate students.
- The Urban and Regional Planning Undergraduate Study Program has teaching staff with qualifications in their respective fields. 100% of the permanent lecturers in the study program teach subjects according to their fields of expertise. The functional qualifications, which reflect the activities of the Higher Education's Tri Dharma (Three Pillars), have also exceeded the existing standards, with 51.52% of lecturers holding doctoral degrees (S3) and 87.88% holding senior lecturer positions (Assistant Professor / Associate Professor / Full Professor)
- The work of lecturers has received international recognition through reputable international publications and ISSN-registered books. In the last 5 years, 31 lecturers have produced 184 articles in international publications and 14 books in national publications.
- The performance of lecturers in the last 3 years has been excellent, where 50% of lecturers have received national awards and 11% have received international awards
- The Urban and Regional Planning Undergraduate Study Program at the Faculty of Engineering, Universitas Brawijaya, offers collaborative and participatory classes. It can be seen from the way the study program implements distance learning through synchronous methods (Zoom, Google Meet, etc.) and asynchronous methods (VLM2 and Google Classroom). Its implementation has reached 100% in the 2020/2021 academic year,

including classes with case method subjects, in this case, studios. This figure exceeds the minimum standard for an excellent accreditation, which is 20%.

- The Urban and Regional Planning Undergraduate Study Program's curriculum is well-structured, demonstrating the relationship between courses and graduate learning outcomes as depicted in the curriculum map.
- The average GPA and study duration of graduates have exceeded the faculty's performance standards. The current GPA is 3.43, while the faculty's standard is 3.3. The average study duration is 4.6 years, which is the same as the Faculty of Engineering's standard.
- Standard Operating Procedures (SOPs) for handling student complaints and issues are available and consistently implemented.

**b) Weaknesses**

- A lack of involvement of external parties (practitioners, organizations, industries, etc.) in the curriculum revision process.
- The number of adjunct training to support competencies is not routinely conducted within one semester.
- The percentage of graduates with competency and professional certifications is still low, with only approximately 40% of graduates having a TOEFL score above 450 and only 70% having at least two certifications.
- The involvement of students from foreign institutions is still very limited. Only one student in 2015 engaged in academic activities at the Urban and Regional Planning Undergraduate Study Program for one month within a year.
- The established curriculum is evaluated every 3–4 years. However, it has not involved internal and external parties, such as experts, industries, and associations. The curriculum document is also not complete according to BAN-PT (National Accreditation Board for Higher Education) indicators as it lacks graduate profiles, assessment processes, and course learning outcomes mapping.
- The number of courses developed based on research/Student Creativity Program (PkM) results has not met the standard for an excellent accreditation, which requires more than 3 courses.
- Meetings between the study program and association forums or professional organizations to discuss learning outcomes are still very limited.
- The learning assessment system has not met 2 out of 5 aspects to be achieved, which are the accountability and transparency aspects for all courses, and it is not yet integrated and equipped with assessment rubrics/portfolios.
- Follow-up actions based on student satisfaction surveys are not conducted routinely, which should be twice every semester. Currently, it is only done twice a year.

**c) Opportunities**

- The development of the *Kampus Merdeka Belajar* (Independent Campus Learning) curriculum started in 2021, allowing teaching and learning activities at the Urban and Regional Planning Undergraduate Study Program to not only involve face-to-face learning but also other forms or innovations of learning that are officially recognized.

- Collaboration with business entities/private sectors, other government institutions, and potential foreign planning educational institutions is relatively open to support education, research, and community service activities.
- The development of the utilization of technology and information in various fields, including teaching and learning activities in higher education, demands updates and improvements in innovative and creative learning methods.
- Various funding grants are available for supporting research and community service activities, originating from universities, ministries, and business entities/private sectors.
- There is good support from faculty and university work units within Brawijaya University in undertaking accreditation and quality assurance at the department and study program levels.
- Increased collaboration and cooperation with academic experts and experienced practitioners in the field of urban and regional planning to support education and research activities within the Urban and Regional Planning Undergraduate Study Program.

#### **d) Threat**

- The COVID-19 pandemic has hindered the normal and optimal operation of teaching and learning activities, as well as research and community service activities, in the Urban and Regional Planning Undergraduate Study Program.
- The emergence of other Urban and Regional Planning Undergraduate Study Program in other universities with similar competency qualifications.
- Many users of graduates still do not fully understand the qualifications and specific competencies of Urban and Regional Planning graduates, often leading to misunderstandings in job placement and assignments within the graduates' work environments.

## **CHAPTER II**

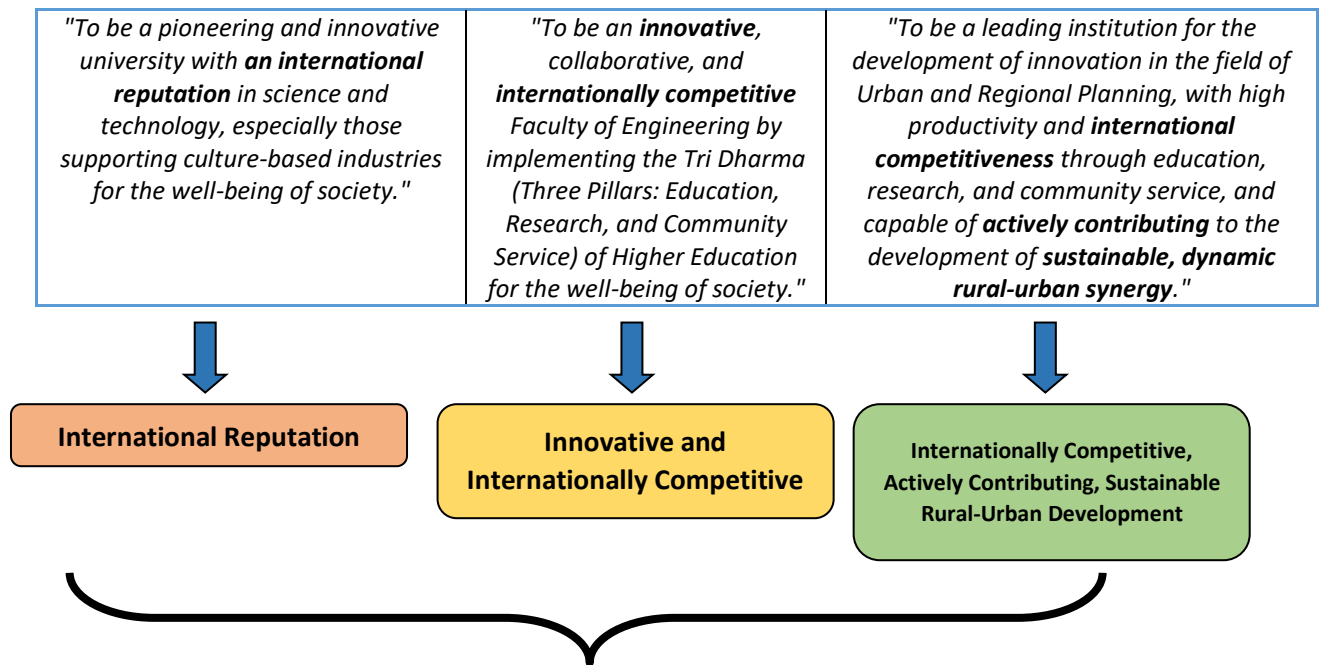
### **VISION, MISSION, GOALS, AND OBJECTIVES**

The Urban and Regional Planning Undergraduate Study Program organizes educational, research, and community service activities with the goal of improving the quality and quality of human life, which, in this case, include lecturers, students, and the general public.

#### **2.1 Vision of Urban and Regional Planning Undergraduate Study Program**

The primary foundation of the undergraduate study program is inseparable from the overarching goals of Universitas Brawijaya – Faculty of Engineering - Urban and Regional Planning Department. The sustainability of the concept is reflected in the uniqueness of the study program, which prioritizes: (1) global competitiveness; (2) application of principles and methods; (3) rural-urban integration. The formulation of the vision of the Urban and Regional Planning Undergraduate Study Program of the Faculty of Engineering, Universitas Brawijaya, is as follows:

Vision of Universitas Brawijaya	Vision of the Faculty of Engineering	Vision of the Department of Urban and Regional Planning
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Based on the keywords highlighted in the overarching visions of Universitas Brawijaya – Faculty of Engineering – Department of Urban and Regional Planning, the vision of the Urban and Regional Planning Undergraduate Study Program is:

*"To become a leading undergraduate institution for urban and regional planning capable of producing graduates who are **internationally competitive** and able to **apply innovative principles and methods** of urban and regional planning in supporting **sustainable rural-urban integrated development**."*

## 2.2 Missions of Urban and Regional Planning Undergraduate Study Program

The vision of the Urban and Regional Planning Undergraduate Study Program of the Faculty of Engineering, Universitas Brawijaya, is translated into several missions:

1. Increasing international competitiveness through the development of Tri Dharma curriculum and collaboration (**M.1**)
2. Improving the quality of undergraduates (Urban and Regional Planning Undergraduate Study Program) as planning experts proficient in applying the latest planning principles and analysis methods through collaborative learning methods (**M.2**)
3. Developing proficiency in planning practices through research and forefront Student Creativity Programs (PKMs) in solving problems on rural-urban integration (**M.3**)

## 2.3 Objectives of Undergraduate Urban and Regional Planning Study Program

Each mission has objectives that serve as guiding directions for implementing the vision and missions:

1. Achieving an undergraduate study program that is superior and meets international standards (T.1)
2. Producing a graduate quality that is proficient in applying the latest planning principles and analysis methods through collaborative learning methods and possesses an entrepreneurial spirit (T.2)
3. Implementing the utilization of lecturers' work results that are used by the community or receive international recognition through research and forefront Student Creativity Programs (PKMs) in solving issues in rural-urban integration (T.3)

## 2.4 Strategic Objectives

In making each of its missions a reality, the Strategic Plan of the Urban and Regional Planning Undergraduate Study Program at the Faculty of Engineering formulates the following strategic targets:

- 1) Mission 1: ***"Tri Dharma Curriculum and Collaboration that is Internationally Competitive"*** with objectives:
  - a) A quality undergraduate study program's education system with an excellent accreditation; **SS-1**
  - b) A quality education system that meets international standards; **SS-2**
  - c) Collaborations with world-class partners; **SS-3**
- 2) Mission 2: ***"Quality Undergraduate Graduates"*** with objectives:
  - a) Collaborative and participatory Freedom in Learning - Independent Campus (MBKM; *Merdeka Belajar – Kampus Merdeka*) activities; **SS-4**
  - b) Graduates who are competent and possess an entrepreneurial spirit; **SS-5**
- 3) Mission 3: ***"Forefront Student Creativity Programs with Rural-Urban Integration Theme"*** with objectives:
  - a) The utilization of lecturers' work results that are used by the community or receive international recognition; **SS-6**





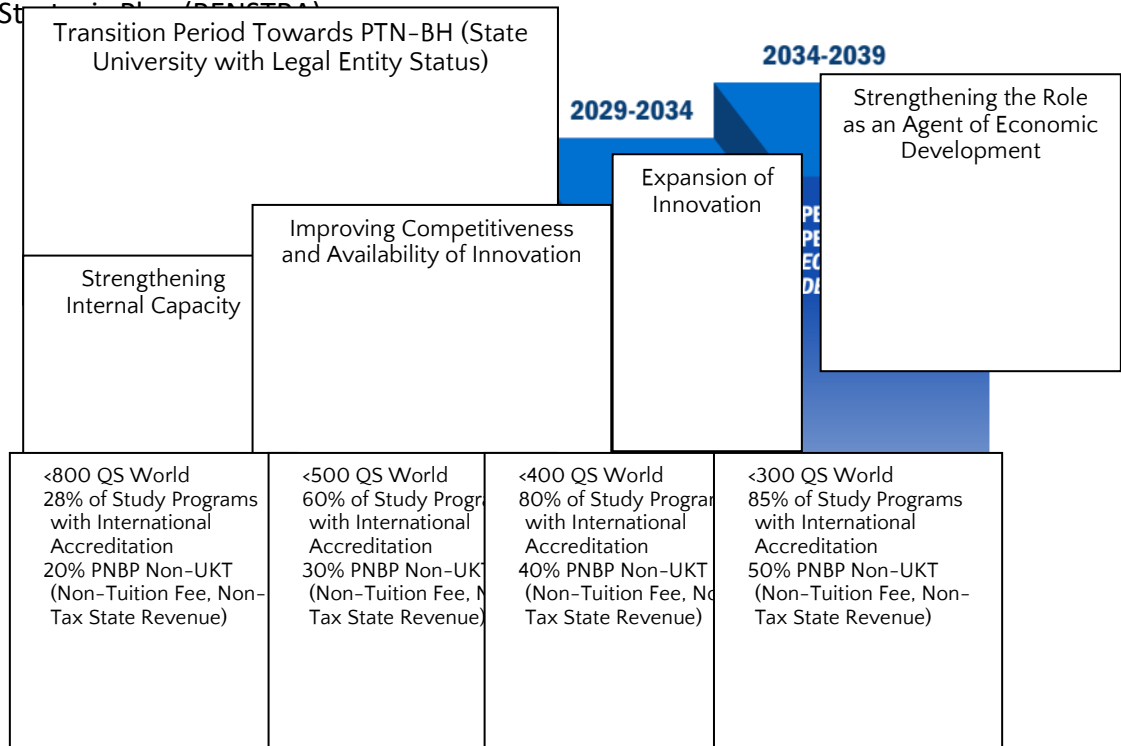
## CHAPTER III

### POLICY DIRECTION, STRATEGY, REGULATION, AND INSTITUTION

#### 3.1 Policy Direction

##### 3.1.1 Policy Direction of Universitas Brawijaya

Currently, Universitas Brawijaya (UB) is preparing to become a PTN-BH (State University with Legal Entity Status). The Long-Term Development Plan of Universitas Brawijaya for 2019–2039 contains the direction of Universitas Brawijaya's development policy for the next 20 years. The policies listed until 2024 include priority programs that will be implemented as UB's Strategic Plan (RENCANA).



*Source: The 2021–2025 Strategic Plan Book of UB*

#### A. The Development Direction of Universitas Brawijaya

Based on the 2021–2025 Strategic Plan Book of Universitas Brawijaya, the direction of Universitas Brawijaya's development in the next 5 years is **"the Transition Stage "** or **"Strengthening Internal Capacity"** which focuses on **strengthening human resource management systems, finance, assets, infrastructure development, and higher education curriculum development for Universitas Brawijaya**. In this transition stage, Universitas Brawijaya strives to improve its global competitiveness, one of which is by reaching the top 500 rank in the QS World University Ranking in the second year of the development period.

#### B. The Development Strategy of Universitas Brawijaya

Based on the analysis results of the internal and external situation, Universitas Brawijaya formulated several strategies for the 2020–2024 period (the 2021–2025 Strategic Plan Book of Universitas Brawijaya), which include:

- 1) Improving the Competitiveness of Study Programs
- 2) Improving the innovation of the teaching and learning process that is responsive to current developments and the learning demands of the current generation, facilitating *Kampus Merdeka* learning, and ensuring the creation of a healthy academic atmosphere.
- 3) Improving student competitiveness
- 4) Increasing the implementation of research and community service outputs based on uniqueness into the industrial world and community groups
- 5) Increasing the capacity of information systems to improve the reliability of university management through effective, efficient, and accountable system integration
- 6) Improving the quality of the financial management system that is integrated and ensuring transparency and accountability
- 7) Reorganizing Universitas Brawijaya's governance system and innovation management
- 8) Improving the quality of partnerships that is followed up with economic and socio-cultural innovation development activities
- 9) Improving the capacity and quality of infrastructure services, educational facilities and infrastructure, research, and community service with the latest technology, and supporting the sustainability of Universitas Brawijaya's management and environment
- 10) Increasing the acceptance and management of endowments
- 11) Improving the quality of business units for independent and competitive business units
- 12) Improving the quality of research and community service results for entrepreneurial development
- 13) Improving the quality of an integrated management of higher education institution effectively and efficiently
- 14) Improving the capacity of academics so that they are independent, autonomous, and self-directed

### **3.1.2 The Policy Direction of the Faculty of Engineering, Universitas Brawijaya**

Based on the analysis results of the internal and external situation, the Faculty of Engineering formulated several strategies for the 2021–2025 period (the 2021–2025 Strategic Plan Book of the Faculty of Engineering), which include:

- 1) An education system towards an excellent accreditation criteria
- 2) A quality education system that meets international standards
- 3) Innovations in educational curriculum
- 4) The implementation of the *Merdeka Belajar* (Freedom in Learning) program through collaboration with alumni, educational institutions, and industry
- 5) Academic development that supports an entrepreneurial spirit
- 6) Certified graduate quality
- 7) Collaborations in research and community service across fields of study
- 8) Research outputs with national and international reputations
- 9) The creation of certified innovative products
- 10) The empowerment of local wisdoms in supporting the implementation of Tri Dharma
- 11) Accountable management of institutional funding activities
- 12) Effective and efficient integration of institutional governance

### 3.1.3 The Policy Direction of the Department of Urban and Regional Planning

Based on the analysis results of the internal and external situation, the Department of Urban and Regional Planning, Faculty of Engineering, Brawijaya University, formulated several strategies for the 2021–2025 period (the 2021–2025 Strategic Plan Book of the Department of Urban and Regional Planning), which include:

- 1) Achieving a quality education system with an excellent accreditation
- 2) Achieving a quality education system that meets international standard
- 3) The implementation of innovations in educational curriculum
- 4) The implementation of the *Merdeka Belajar* (Freedom in Learning) program through collaboration with alumni, educational institutions, and industry
- 5) The creation of an academic atmosphere that supports an entrepreneurial spirit based on local potentials
- 6) Effective and efficient integration of institutional governance
- 7) Collaborations in research and community service across fields of study
- 8) Research outputs with national and international reputations
- 9) The creation of certified innovative products
- 10) The empowerment of local wisdoms in supporting the implementation of Tri Dharma
- 11) Increases in the implementation of research and community service outputs based on uniqueness into the industrial world and community groups
- 12) Improvements in the quality of research and community service results for entrepreneurial development
- 13) The creation of partnerships that is followed up with economic and socio-cultural innovation development activities
- 14) Students with competitive advantage
- 15) Alumni with competitive advantage

### 3.2 The Policy Direction of the Urban and Regional Planning Undergraduate Study Program

Based on the mapping of all strategic factors of Universitas Brawijaya, Faculty of Engineering, and Department of Urban and Regional Planning, as well as the analysis of the situation between opportunities, threats, potential, and problems, strategies have been formulated in an effort to achieve the vision of the Urban and Regional Planning Undergraduate Study Program.

- Formulation of Strategy Components Based on the Overarching Policy Framework

Component	Policy Direction of Universitas Brawijaya	Policy Direction of the Faculty of Engineering	Policy Direction of the Department of Urban and Regional Planning
Education system and curriculum	Improving the Competitiveness of Study Programs	Internationally standardized education system	Internationally standardized education system with an excellent accreditation

Component	Policy Direction of Universitas Brawijaya	Policy Direction of the Faculty of Engineering	Policy Direction of the Department of Urban and Regional Planning
		with an excellent accreditation	
Innovations in learning	The facilitation of independent campus learning, the most updated generation of learning, and the creation of a healthy academic atmosphere	The implementation of MBKM (independent learning program collaborating with alumni, educational institutions, and industry)	The implementation the <i>Kampus Merdeka</i> Program through collaborations with alumni, educational institutions, and industry
Students' Competitiveness	Improving the competitiveness of students and the capacity of academics so that they are independent, autonomous, and self-directed	Improving the capacity of academics to support an entrepreneurial spirit	The creation of an academic atmosphere that supports an entrepreneurial spirit based on local potentials and students with competitive advantage
Graduates	-	A quality of graduates who are certified	Alumni with competitive advantage
Research and Service	Increasing the implementation of research and community service outputs based on uniqueness into the industrial world and community groups; and improving the quality of research and community service results for entrepreneurial development	Research outputs with national and international reputations  Collaborations in research and community service across fields of study	Collaborations in research and community service across fields of study  Research outputs with national and international reputations  Increasing the implementation of research and community service outputs based on uniqueness into the industrial world and community groups  The creation of partnerships that is followed up with economic and socio-cultural

Component	Policy Direction of Universitas Brawijaya	Policy Direction of the Faculty of Engineering	Policy Direction of the Department of Urban and Regional Planning
			innovation development activities

- Formulation of Strategy Components Based on Internal Situations

Component	STRENGTH	WEAKNESS
OPPORTUNITY	Increase the quality of students and graduates to be able to compete at the national and international levels	Improve the quality of the Study Program curriculum to be globally competitive through external collaboration
	Improve the innovation of the quality of teaching and learning through external collaboration with institutions and utilizing developments in the field of technology	Increase competitive graduates
	Improve the quality and quantity of research and community service results	
THREAT	Increase the efficiency of the learning process through the implementation of distance learning	Conduct collaborative and implementative lectures based on case methods by inviting practitioners and academics
	Formulate a distinctive study program curriculum that aligns with graduate profiles	

### 3.3 Regulatory and Institutional Framework

The regulatory system in the Urban and Regional Planning (PWK) Undergraduate Study Program at the Faculty of Engineering, Universitas Brawijaya (FT-UB), still relies on the Department and Faculty of Engineering as the governing or parent institution. However, in its implementation, the Urban and Regional Planning Undergraduate Study Program applies several regulations. The internal regulations implemented by the study program relating to teaching and learning activities and curriculum development in the undergraduate study program include:

#### 1) Strategy: Increasing the competitiveness of students and graduates

- ✓ Including the KKL (Field Work Practice) course in the 2020-2024 curriculum to increase active student participation in international activities
- ✓ Providing incentives for active students with national and international awards
- ✓ Providing mentoring lecturers for students participating in national LKTI (Scientific Writing Competition) competitions or entrepreneurship contests

- ✓ Conducting training activities by practitioners for active students in several courses such as studios and MKP
- 2) **Strategy: Increasing innovation in the quality of teaching and learning**
    - ✓ Holding guest lectures by international academics at least once a year
    - ✓ Conducting periodic international seminars every two years that involve students and teaching staff in the committee and as participants
  - 3) **Strategy: Improving the quality and quantity of research and community service results**
    - ✓ Mentoring of DIPA (Budget Implementation Statement) for research and service activities every year, managed by each laboratory
    - ✓ Involving active undergraduate and master's students as assistants in research and community service activities
  - 4) **Strategy: Improving the quality of a globally competitive study program curriculum**
    - ✓ Establishing national and international accreditation teams
    - ✓ Actively involving members of professional organizations (ASPI) in formulating the curriculum and graduate outcomes
    - ✓ Periodically formulating the study program curriculum (every four years or according to the dynamics of the needs of graduate users and the field of urban and regional planning science in general)
  - 5) **Strategy: Increasing the number of competitive graduates**
    - ✓ Conducting outreach and recruitment of students in the *Kampus Merdeka* program
    - ✓ Accelerating the study period through the DHEIRO final assignment recording application and the 3-in-1 program
    - ✓ Involving students in collaborative activities with regional agencies
  - 6) **Strategy: Efficiency of the learning process through the implementation of distance learning**
    - ✓ Implementing synchronous and asynchronous lectures using various platforms for online learning
    - ✓ Procuring Zoom application by the department and providing periodically to each lecturer every week for the implementation of lectures and other academic activities

## **CHAPTER IV**

### **PERFORMANCE TARGETS AND FUNDING FRAMEWORK**

The Performance Targets of the Urban and Regional Planning Undergraduate Study Program are formulated as an entirety of the Urban and Regional Planning Undergraduate Study Program that have been adjusted with indicators set by the university, which can be seen in the following Table 5.



**Table 5.** Indicators for Program Achievement Performance

OBJECTIVE	PROGRAM	ACTIVITY PERFORMANCE INDICATORS (IKK)	REF.	BASELINE	ACHIEVEMENT TARGET	UNIT	2021	2022
<b>(S.1.1)</b> Achieving a quality education system for undergraduate study programs with an excellent accreditation	<b>(P.1.1.1)</b> Preparation for undergraduate study programs to an excellent accreditation (P1.1.1. FT)	<b>Students</b>						
		<b>(IK 1.1.1.1)</b> The percentage of student publications in reputable international journals; at international seminars; in international mass media	BAN-PT Accreditation	5	10	titles	2	2
		<b>(IK 1.1.1.2)</b> The number of research and Student Creativity Program outputs by the students, either independently or together with lecturers in the form of IPR recognition (patents, simple patents); IPR recognition (Copyright, Industrial Product Design, Plant Variety Protection, Integrated Circuit Layout Design); forms of Appropriate Technology; and publication in the form of a BOOK with ISBN, Book Chapter (NLP)	BAN-PT Accreditation	0	5	titles	1	1
		<b>(IK 1.1.1.3)</b> The number of academic and non-academic awards received by students in the national/international level	BAN-PT Accreditation	5	10	competitions/achievements	2	2
		<b>(IK 1.1.1.4)</b> The number of academic and non-academic award received by students in the international level	BAN-PT Accreditation	2	5	competitions/achievements	1	1
		<b>Curriculum</b>						
		<b>(IK 1.1.2.1)</b> The number of courses developed based on Student Creativity Program / research results	BAN-PT Accreditation		20	courses	5	5
		<b>(IK 1.1.2.2)</b> User satisfaction level on the following aspects: TKM1: Reliability; TKM2: Responsiveness; TKM3: Assurance; TKM4: Empathy; TKM5: Tangible (TKM)	BAN-PT Accreditation	85	95	percentage (cumulative )	85	87
		<b>(IK 1.1.2.3)</b> The time period for updating the curriculum	BAN-PT Accreditation	4	4	years		
		<b>(IK 1.1.2.4)</b> There is a graduate profile document Jumlah dokumen profil lulusan tiap	BAN-PT Accreditation	0	5	books	1	1
		<b>(IK 1.1.2.5)</b> The percentage of courses with learning outcomes aligning with the learning outcomes of the	BAN-PT Accreditation	80	100	percentage (cumulative )	80	90

OBJECTIVE	PROGRAM	ACTIVITY PERFORMANCE INDICATORS (IKK)	REF.	BASELINE	ACHIEVEMENT TARGET	UNIT	2021	2022
		Urban and Regional Planning Undergraduate Study Program						
		(IK 1.1.2.6) The quality of the implementation of learning assessment (student learning processes and outcomes) has met the 5 (five) assessment principles: 1) educational, 2) authentic, 3) objective, 4) accountable, and 5) transparent, which is carried out in an integrated manner and is equipped with assessment rubric/portfolio	BAN-PT Accreditation	60	100	percentage (cumulative )	60	70
		(IK 1.1.2.7) The percentage of courses with learning assessment adapted to the techniques and assessment instruments to the learning outcomes of the courses and study program	BAN-PT Accreditation	80	100	percentage (cumulative )	80	90
		(IK 1.1.2.8) There is analysis and follow-up of the student satisfaction measurement results	BAN-PT Accreditation	1	1	times	1	1
		(IK 1.1.2.9) The SOP system for managing student complaints and issues is implemented consistently	BAN-PT Accreditation		1	SOP	1	1
		<b>Teaching Staff</b>						
		(IK 1.1.3.1) The number of Permanent Study Program Lecturers assigned to courses with areas of expertise corresponding to core competencies	BAN-PT Accreditation	90	100	percentage (cumulative )	100	100
		(IK 1.1.3.2) The number of Permanent Study Program Lecturers with a doctoral education (Doctorate / Applied Doctorate / Subspecialist) to the number of Permanent Study Program Lecturers	BAN-PT Accreditation	16	25	lecturers (cumulative )	18	19
		(IK 1.1.3.3) The percentage of Permanent Study Program Lecturers with the position of Assistant Professor / Associate Professor / Full Professor to the number of Permanent Study Program Lecturers	BAN-PT Accreditation	60	80	percentage	60	70
		<b>Graduates</b>						
		(IK 1.1.4.1) The average waiting time for graduates for their first job is < 6 months	BAN-PT Accreditation	6	<6	months	<6	<6
		(IK 1.1.4.2) The percentage of graduates working in the same field of study for their first job	BAN-PT Accreditation	50	75	percentage (cumulative )	50	60

OBJECTIVE	PROGRAM	ACTIVITY PERFORMANCE INDICATORS (IKK)	REF.	BASELINE	ACHIEVEMENT TARGET	UNIT	2021	2022
		(IK 1.1.4.3) The level of user satisfaction towards graduates is more than the 7 aspects (ethics, scientific expertise, foreign language skills, use of technology, communication skills, cooperation, self-development)	BAN-PT Accreditation	75	90	percentage (cumulative)	75	80
(S.1.2) A quality education system that meets international standards	(P.1.2.1) Design of an OBE (Outcome-Based Education) system	(IK 1.2.1.1)						
	(P.1.2.2) Implementation of the 3-in-ONE Program (P1.2.3 FT)	(IK 1.2.2.1) The number of lecturers who are professional practitioners, from industry, or the workforce	Ministry of Education and Culture	1	8	lecturers	1	1
		(IK 1.2.2.2) The number of visiting professors	Ministry of Education and Culture	12	10	lecturers	2	2
	(P.1.2.3) Increases in inbound and outbound students	(IK 1.2.3.1) The number of active students of an international higher education institution partnering with UB who takes part in academic activities at the undergraduate study program for at least 1 (one) consecutive month in one year.	Ministry of Education and Culture		5	students	1	1
		(IK 1.2.3.2) The number of active undergraduate study program students participating in academic activities abroad for at least 1 (one) consecutive month in one year.	Ministry of Education and Culture		10	students	2	2
	(P.1.2.4) Strengthening the Education Curriculum towards <i>Merdeka Belajar</i> (Freedom in Learning) (P1.3.1 FT)	(IK 1.2.4.1) The number of students participating in <i>Merdeka Belajar</i> activities	Ministry of Education and Culture	46	100	students	20	20
		(IK 1.2.4.2) The percentage of students completing at Least 20 credits outside campus	Ministry of Education and Culture	0	10	percentage (cumulative)	2	4
		(IK 1.2.4.3) The number of collaborations to support <i>Merdeka Belajar</i>	Faculty of Engineering	4 collaborations other state universities for MBKM (UNS, UNHAS, UGM, and UNEJ)	20	collaborations	4	4
(S.1.3)	(P.1.3.1) Increases in collaborations with world-class higher	(IK 1.3.1.1) There is regular evaluation and updating of the curriculum involving internal and external stakeholders, and it is reviewed by experts in the	none		1	activities	1	1

OBJECTIVE	PROGRAM	ACTIVITY PERFORMANCE INDICATORS (IKK)	REF.	BASELINE	ACHIEVEMENT TARGET	UNIT	2021	2022
Establishing collaborations with world-class partners	education partners for the development of joint curriculum	study program, industry, and associations, and is according to developments in science and technology and user needs						
		(IK 1.3.1.2) There is internal and external involvement and review by experts in the study program, industry, associations	none		1	activities	1	1
		(IK 1.3.1.3) Complete curriculum documents (policy references, graduate profiles, graduate learning outcomes, number of semester credit units, study period, competencies, learning process, assessment process, mapping of graduate learning outcomes, course descriptions, semester learning plans)	none		1	documents	1	1
	(P.1.3.2) Increases in collaborations with world-class higher education partners for internship programs	(IK 1.3.2.1) The number of collaborations for internships	Ministry of Education and Culture		3	collaborations (cumulative)	2	3
	(P.1.3.3) Increases in collaborations with world-class higher education partners for other Tri Dharma	(IK 1.3.3.1) The number of collaborations for other Tri Dharma	Ministry of Education and Culture		2	collaborations (cumulative)	1	1
(S.2.1) Collaborative and participatory Freedom in Learning – Independent Campus (MBKM; <i>Merdeka Belajar – Kampus Merdeka</i> ) activities	(P.2.1.1) The implementation of online learning	(IK 2.1.1.1) The percentage of ... with online classes Persentase yang memiliki kuliah daring	BAN-PT	98	15	percentage	20	25
		(IK 2.1.1.2) The percentage of online courses Persentase MK daring (VLM2)	Faculty of Engineering and Ranking by the Directorate General of Higher Education	98	25	percentage	30	35
	(P.2.1.2) The number of classes with case-method learning	(IK 2.1.2.1) The percentage of practical work learning hours, studio practice, workshop practice, or field practice (including community service hours to total learning hours during the education period (PJP)	BAN-PT	31.5% (Percentage of practical work learning / practices / field practice PJP ≥ 20% (practical work	50	percentage	35	35

OBJECTIVE	PROGRAM	ACTIVITY PERFORMANCE INDICATORS (IKK)	REF.	BASELINE	ACHIEVEMENT TARGET	UNIT	2021	2022
				hours / total leaning hours = $56.67/180 = 31.5\%$ )				
		(IK 2.1.2.2) The percentage of practical work learning hours, studio practice, workshop practice, or field practice (including community service hours to total learning hours during the education period (PJP)	BAN-PT	31.5	50	percentage	35	35
		(IK 2.1.2.3) The percentage of undergraduate courses with a case-solving learning method or project-based group learning as evaluation weighting	Ministry of Education and Culture	15.38	15.38	percentage	10	10
(S.2.2) Graduates who are competent and possess an entrepreneurial spirit	(P.2.2.1) Peningkatan kualitas lulusan sarjana	(IK 2.2.1.1) The percentage of graduates continuing their study	Faculty of Engineering	7.7	7.7	percentage	6	7
		(IK 2.2.1.2) The percentage of graduates with Competency and Profession Certificates	Faculty of Engineering	40% of graduates have a TOEFL score > 450 and 100% of graduates have at least 2 certificates of mastery / competency in program application especially GIS mapping	60	percentage	40	45
		(IK 2.2.1.3) The average GPA of undergraduate students	Faculty of Engineering	3.43	3.43	GPA	3.3	3.31
		(IK 2.2.1.4) The average study duration of undergraduate students	Faculty of Engineering	4.6	4.6	years	4.6	4.5
		(IK 2.2.1.5) The number of students with awards	Faculty of Engineering	14 students	25	students	15	15

OBJECTIVE	PROGRAM	ACTIVITY PERFORMANCE INDICATORS (IKK)	REF.	BASELINE	ACHIEVEMENT TARGET	UNIT	2021	2022
		(IK 2.2.1.6) The number of lecturers participating in Tri Dharma activities at other campuses/as scholars/as practitioners/mentoring high-achieving students	Faculty of Engineering	20 lecturers	30	lecturers	20	22
	(P.2.2.2) Improvements in the academic atmosphere that supports an entrepreneurial spirit based on local potentials	(IK 2.2.2.1) The number of students who are entrepreneurs and have received awards/mentoring from the university	Performance contract	0	25	students	5	5
(S.3.1) Implementing the utilization of lecturers' work results that are used by the community or receive international recognition	(P.3.1.1) Increases in publications by lecturers	(IK 3.1.1.1) The number of publications indexed internationally	Faculty of Engineering	184 international publications (in the last 3 years). Increasing in the year 2019				
		(IK 3.1.1.2) The number of book publications	Faculty of Engineering	14 books (years 2017–2019)	20	books	4	4
		(IK 3.1.1.3) The number of lecturers attending international conferences	Faculty of Engineering	Number of lecturers: years 2017–2020: 26 lecturers; year 2019/2020: 26 lecturers	30	lecturers	25	25
		(IK 3.1.1.4) Number of citations by/for lecturers	Faculty of Engineering	Number of citations: an average of 3 citations per lecturer per year (ED page 18 and book 3A page 22)	1000	citations	200	200
	(P.3.1.2) Increases in high-achieving lecturers	(IK 3.1.2.1) The number of national awards received by lecturers	Faculty of Engineering	National awards: 13/26 = 50% (in the past year)	5	works	1	1
		(IK 3.1.2.2) The number of international awards received by lecturers	Faculty of Engineering	International awards: 3/26 = 11% (in the past 3 years)	10	works	2	2

OBJECTIVE	PROGRAM	ACTIVITY PERFORMANCE INDICATORS (IKK)	REF.	BASELINE	ACHIEVEMENT TARGET	UNIT	2021	2022
	<b>(P.3.1.3)</b> Increases in works by lecturers	<b>(IK 3.1.3.1)</b> The number of patents	Faculty of Engineering	1 work	1	works	1	1
		<b>(IK 3.1.3.2)</b> The number of R&D prototypes	Faculty of Engineering	0 work	0	works	0	0
		<b>(IK 3.1.3.3)</b> The number of industrial prototypes	Faculty of Engineering	0 work	0	works	0	0
		<b>(IK 3.1.3.4)</b> The number of innovations by lecturers	Faculty of Engineering	0 work	2	works	1	1
		<b>(IK 3.1.3.5)</b> The number of innovations by students	Faculty of Engineering	0 work	2	works	1	1
		<b>(IK 3.1.3.6)</b> The number of registered intellectual property rights	Faculty of Engineering	10 work (books)	10	works	2	2
		<b>(IK 3.1.3.7)</b> The percentage of lecturers holding competency/professional certificates (recognized by industry and the professional world)		70 percent	100	percentage (cumulative)	75	80

## **CHAPTER V**

### **CONCLUSION**

This 2021 – 2025 Strategic Plan (RENSTRA) Document for the Urban and Regional Planning (PWK) Undergraduate Study Program at the Faculty of Engineering, Brawijaya University, encompasses strategic planning that provides measurable goals and directions for the study program's development over the next 5 years. It is expected to strengthen the vision, mission, and character of the study program as an institution of academic activities in the field of urban and regional planning, with a focus on the concept of rural-urban development. The success of this RENSTRA can be achieved if all academic members of the Urban and Regional Planning Undergraduate Study Program work together to implement the planning that has been prepared based on the existing achievement targets.







**JURUSAN PERENCANAAN WILAYAH DAN KOTA  
FAKULTAS TEKNIK UNIVERSITAS BRAWIJAYA**

Department of Urban and Regional Planning  
Faculty of Engineering, Universitas Brawijaya