



UNIVERSITAS  
AIRLANGGA

FACULTY OF ECONOMICS AND BUSINESS  
UNIVERSITAS AIRLANGGA

# STRATEGIC PLAN

2016-2020



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**VISION**

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**MISSION**

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# VISI

Becoming an independent, inovative, and world class faculty of economics and business based on moral and religion.

# MISI

- To administer education in the field of economics and business based on national and international standards;
- To administer basic and applied researches in economics and business that receives national and international recognitions; and
- To devote the application and development of economics and business to the society.

# VALUES OF UNIVERSITAS AIRLANGGA

## EXCELLENCE WITH MORALITY

Excellence with morality is reflected in four core values, which are:

- **Based on Morality**

Every human of Universitas Airlangga has the behavior which is always based on morality so they shall not violate prevailing rules or norms

- **Excellence**

Every human of Universitas Airlangga shall always give their best for the surrounding environment

- **Strong Academic Culture**

Universitas Airlangga has firmly rooted academic culture

- **Target-Oriented**

Every human of Universitas Airlangga is always process and result oriented to achieve optimum performance

# INTRODUCTION



The Faculty of Economics and Business of Universitas Airlangga (FEB UNAIR) was established in 1961 and since then has shown a commitment, consistency, and integrity in organizing and developing education, research and community service related to Economics and Business science in Indonesia. To become an innovative and independent world class Faculty of Economics and Business based on religious morality is the vision of FEB UNAIR.

The manifestation of Excellence with Morality as the core value of Universitas Airlangga is implemented in the behavior which is always based on morality, the act of giving give its best for the surrounding

environment, the firmly rooted academic culture, and the orientation towards process and result to achieve optimum performance.

FEB UNAIR provides Undergraduate Programs (Economics, Management, Accounting, and Sharia Economics); Master Programs (Master of Science of Economics, Master of Management, Master of Management Sciences, and Master of Accounting); Doctoral programs (Economic Sciences, Management Sciences and Accounting Sciences); and Professional Accounting program. In addition, we also provide a variety of professional training and education programs that are administered at each Department's

Development Center. (Department of Economic Science, Management, Accounting and Sharia Economics) which are dedicated to improve the Faculty's graduates with strong competitiveness.

The strategic objective of UNAIR FEB is to be in the top 3 Faculties of Economics and Business in Indonesia and to achieve international recognitions. This can be achieved when FEB UNAIR achieve financial sufficiency and independence in 2019, so that the preparedness of human capital, information capital and organization capital can be properly supported. These elements will ensure the realization of academic, research, and community services excellences.

# STEPS IN PREPARING STRATEGIC PLAN

The Preparation of the Strategic Plan of the Faculty of Economics and Business of Universitas Airlangga for the period of 2016-2020 applies Cascading Balanced Scorecard approach popularized by Kaplan and Norton (1992). The steps are as follows:

Vision and Mission Analysis	The vision and mission analysis is observed from the characteristics of vision and missions to ensure that the Faculty's vision and missions can become the basis to initiate strategic plan analysis.
Internal and External Environment Analysis	The purpose of this step is to know what strategic information to collect prior to preparing balanced scorecard. The internal and external analysis is conducted by analyzing both primary and secondary data.
Determining Strategic Purposes and Targets	The purpose of this step is to accurately determine strategic purposes and strategic targets to overcome problems and assist FEB UNAIR in achieving its strategic targets.
Preparing Strategic Theme	The purpose of this step is to test whether the strategic issues and strategic theme to be applied in balanced scorecard are sufficient to support the achievement of FEB UNAIR's vision and missions. The strategic mapping is prepared based on this strategic theme.
Formulating Strategic Initiatives and Key Performance Indicators (KPI)	The purpose of this step is so that each strategy can be quantitatively measured.
Setting the Targets	This is conducted so that FEB UNAIR has targets to achieve.
Cascading	Cascading is conducted by deriving strategic initiatives and targets from Faculty level down to each Department.



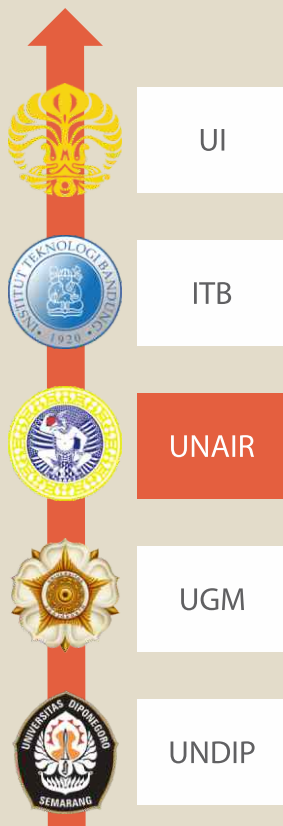
# THE CURRENT POSITION OF THE FACULTY OF ECONOMICS AND BUSINESS OF UNIVERSITAS AIRLANGGA

Based on current QS Ranking, the Faculty of Economics and Business of Universitas Airlangga has 4 Departments which are:

- Department of Accounting
- Department of Economics and Development Studies
- Department of Management
- Department of Sharia Economics

Each department has different ranks based on QS Ranking. The top 5 ranks based on QS is as follows:

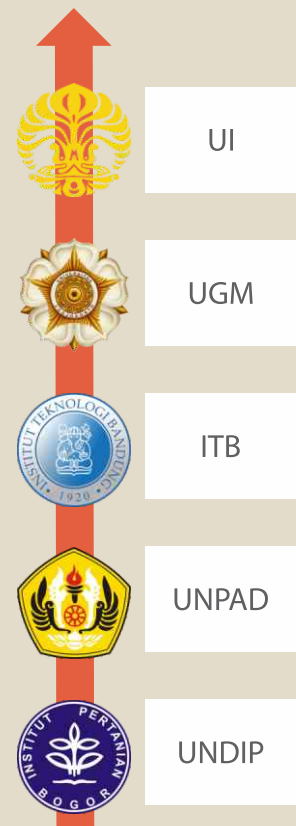
Social Sciences:  
Accounting and  
Finance



Social Sciences:  
Business and  
Management



Social Sciences :  
Economics



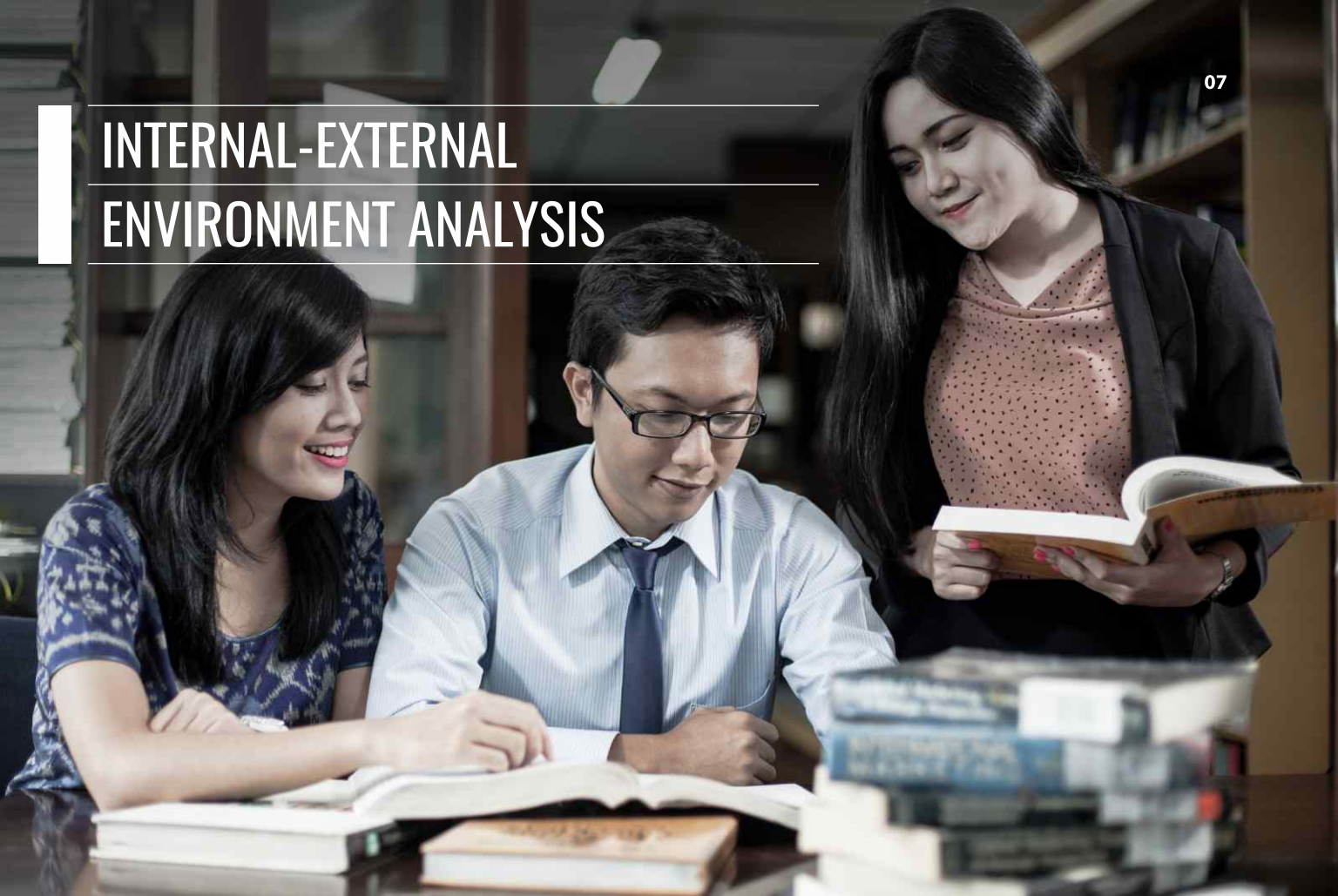
## ACCREDITATION PROFILE OF STUDY PROGRAMS OF THE FACULTY OF ECONOMICS AND BUSINESS



In the year of 2016, the Faculty of Economics and Business of Universitas Airlangga (FEB UNAIR) had 12 study programs for undergraduate, master and doctoral degrees. Of those 12 study programs, 50% were accredited with grade A by BAN-PT (National Board of University Accreditation) which were the Undergraduate Programs of Management, Accounting, Development Economics, and the Master Programs of Management, Management Sciences, and Accounting.



# INTERNAL-EXTERNAL ENVIRONMENT ANALYSIS



## STRENGTHS

The first analysis is one of the main strengths performed by the Faculty of Economics and Business of Universitas Airlangga. There are four main strength possessed by the Faculty of Economics and Business of Universitas Airlangga, which are:

- The Faculty of Economics and Business of Universitas Airlangga has strong brand equity. This is evident by 50% of the total study programs that has been accredited A by BAN-PT (National Accreditation Board).
- The Faculty of Economics and Business of Universitas Airlangga has adequate facilities in the forms of buildings, classrooms, access journals as well as a library/reading room.
- The Faculty of Economics and Business of Universitas Airlangga has a competent board of Faculty in their respective fields.
- The Faculty of Economics and Business of Universitas Airlangga has implemented Good Corporate Governance (GCG).



## WEAKNESSES

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The second analysis is the major weaknesses in the Faculty of Economics of Universitas Airlangga. There are four main weaknesses in the Faculty of Economics and Business, Universitas Airlangga, which are:

- Less optimized link and match between the graduates' competence with the user parties.
- Insufficient number of professor and lecturers with doctoral degree.
- Insufficient number of Scopus-indexed scientific publications.
- Less maximized community service activities that have impacts on a national level.



## OPPORTUNITIES

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The next analysis is the opportunities possessed by the Faculty of Economics of Universitas Airlangga. There are 4 main opportunities which are:

- Fairly stable economic growth with the growing number of middle class group.
- Demographic bonus of productive age group in Indonesia until 2040.
- Improved public interest to continue studies to Master and Doctoral levels.
- The improvement on the need for innovations in industries.





## CHALLENGES

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The last analysis are the challenges posed by the Faculty of Economics and Business of Universitas Airlangga. The challenges are as follows:

- The dynamics on PTN-BH (Legal Entity of Public University) supporting regulations.
- Limited budget capacity.
- Competitive rivalry.
- Opening on regulation for international Business Schools to operate in Indonesia.

# KEY SUCCESS FACTORS

## EXCELLENCE WITH MORALITY



### Based on morality - Excellence 4 - Strong Academic Culture - Target Oriented

1. Academic reputation 40%
2. Employer reputation 20%
3. Student-to-faculty ratio 20%

4. Citations per faculty 20%
5. International faculty ratio 5%
6. International student ratio 5%

### Critical Success Factors

- Student Inputs
- Unique Curriculum
- Academic Processes
- Faculty Member
- Facilities

- Strategic Agenda
- Key Scientists
- Publication
- Facilities
- Research Culture

- Strategic Issues
- Key Facilitators
- Centers of study

## FACULTY BRANDING

The figure above shows the current position of UNAIR at QS World University Ranking (WUR). In 2019, UNAIR is targeted to reach the rank <500 worldwide by the Ministry of Research and Higher Education. This will be achieved through four excellences, which are academic excellence, research excellence, community service excellence, and university holding excellence. As the main target of the Rector of UNAIR, the main performance indicators by nature also refers to the indicators applied by QS WUR which are academic reputation (40%), employer reputation (10%), faculty-student ratio (20%), citations per faculty (20%), international faculty ratio (5%), and international student ratio (5%).

The Critical Success factors to achieve academic excellence include:

- Qualified student input
- Unique curriculum which emphasizes on core competence
- Well-managed academic process
- Qualified faculty members
- Excellent and up to date learning facilities

The Critical Success factor to achieve research excellence include:

- Research Strategic Agenda

- Number of papers in scientific journals of publications (Scopus and/or ISI)
- Sufficient Research Facilities

- Developing research culture

The Critical Success factors to achieve community service include:

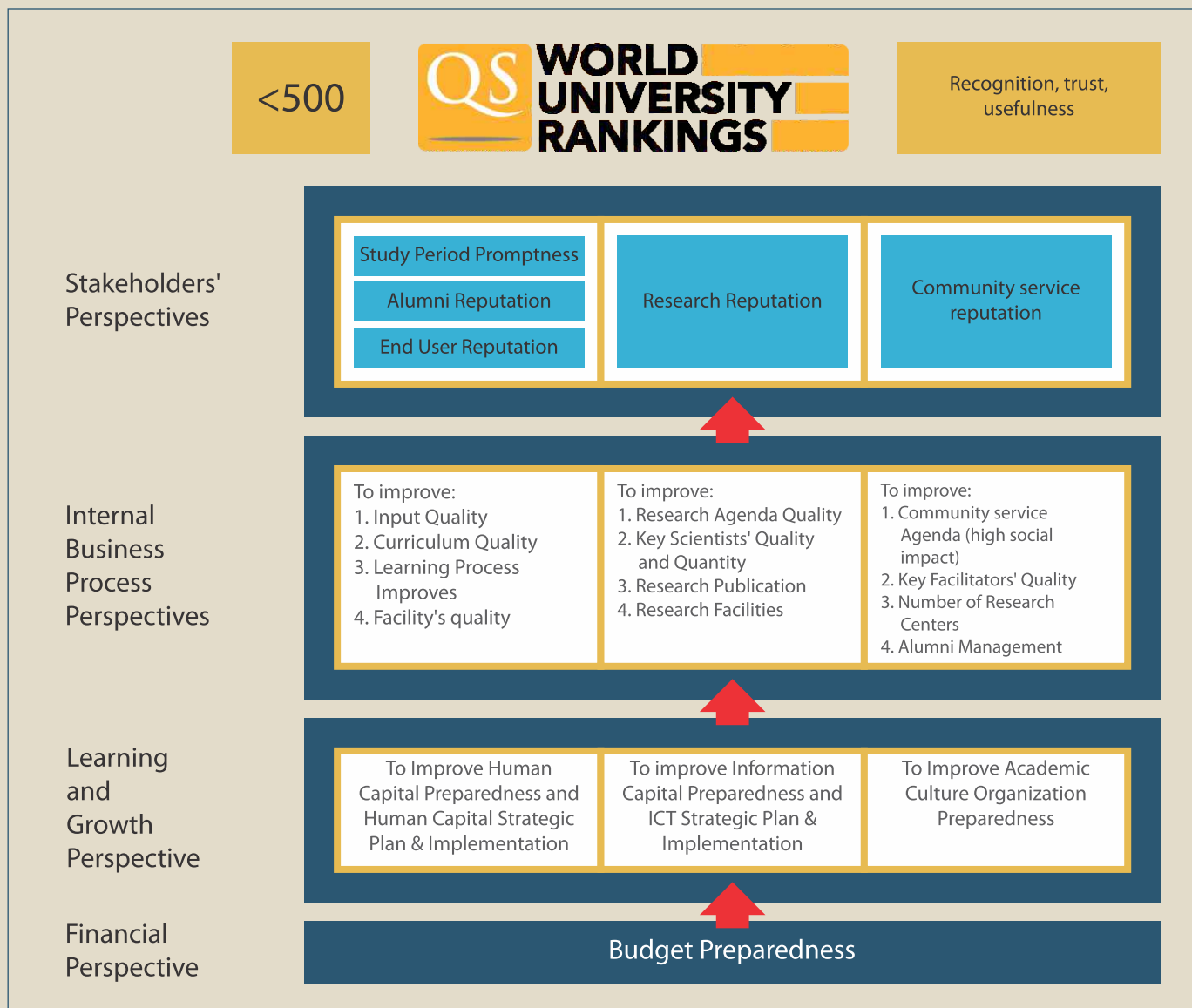
- Strategic issues
- Key facilitators
- Study centers to meet the needs of external stakeholders



# STRATEGIC MAP

Essentially, Universitas Airlangga has four strategic themes which are academic, research, community service and holding university excellence. However, of the four strategic themes, the one that is in accordance with the scope of the faculty are: academic, research, and also community service excellence.

Furthermore, these three strategic themes are illustrated in the form of strategic maps in accordance with four perspectives in the Balanced Scorecard, which are financial perspective, customer perspective, internal processes and also learning and growth perspective.



## STRATEGIC THEME

### Academic Excellence

**A**s an education institution, FEB UNAIR has the strategic theme of Academic Excellence. The theme is a strategy implemented to improve education and learning quality so that in the end it will improve the quality of FEB UNAIR in its academic sector.

### Research Excellence

**R**esearch is one of the elements in the three pillars of university (tri dharma perguruan tinggi) and thus putting research as one of the strategic theme of FEB UNAIR is a proper decision. The strategic theme of Research Excellence is a strategy conducted to improve the research quality and quantity by the lecturers of FEB UNAIR.

### Community Service Excellence

**O**ther than research, one of the elements in the three pillars of university (tri dharma perguruan tinggi) is community service. The next strategic theme is on community services which is a strategy conducted as a social responsibility towards the surrounding environment.

# ACADEMIC EXCELLENCE



Based on the strategy map for Research Excellence strategic theme above, it can be seen that the focus of the theme of the strategy is to improve the study period promptness of the students, improve graduate acceptability in reputable end-user institutions and to improve the reputations of FEB UNAIR's graduates. To achieve such purposes, FEB UNAIR should improve the following business processes:

- To improve input quality
- To improve curriculum quality
- To improve learning process
- To improve facility's quality

# RESEARCH EXCELLENCE



Based on the strategy map for Research Excellence strategic theme above, it can be seen that the focus of the theme of the strategy is to improve the reputation of the research or research conducted by FEB UNAIR. To achieve such purposes, FEB UNAIR should improve the following business processes:

- To improve research agenda quality
- To improve key scientists' quality and quantity
- To improve research publication
- To improve research facilities

# COMMUNITY SERVICE EXCELLENCE



One of the elements in the three pillars of university (tri dharma perguruan tinggi) is community service. The next strategic theme is on community services which is a strategy conducted as a social responsibility towards the surrounding environment. To achieve such purposes, FEB UNAIR should improve the following business processes:

- To improve community service agenda (high social impact)
- To improve key facilitators' quality
- To improve the number of research centers
- To improve alumni management



# STRATEGIC AND KEY PERFORMANCE INDICATOR (KPI) TARGETS OF THE FACULTY OF ECONOMICS AND BUSINESS UNIVERSITAS AIRLANGGA

The Faculty of Economics and Business of Universitas Airlangga has several strategic goals and their targets to be achieved over the next 5 years. The strategic targets are as follows:



Of the six strategic objectives, measurements and targets to be achieved over the next 5 years will be determined, including the initiatives regarding the efforts to be conducted by FEB UNAIR to achieve the targets.

In brief, the strategic objectives and KPI of FEB UNAIR can be seen on the following table and will be further discussed on the next page:

TARGETS	MEASURES	TARGET OF 2020	INITIATIVES
To Improve Academic Excellence	Study Program Accreditation	10 Study Programs with "A" Accreditation	To improve Study Programs with "A" Accreditation
Financial Independence Improvement	<ul style="list-style-type: none"> <li>● Availability of Revenue Generating Unit (RGU) Budget and study centers</li> <li>● Budget Absorption</li> </ul>	100%	Activate RGU and study centers
To Improve Community Service Excellence	<ul style="list-style-type: none"> <li>● Number of SME Management Counseling</li> <li>● Number of Managed Business Incubators</li> </ul>	20 10	<ul style="list-style-type: none"> <li>● Engage national and international seminars with high impact</li> <li>● Engage periodic workshops</li> <li>● Establish and activate RGU and study centers</li> </ul>
To Improve Research Excellence	Number of National and International Publications	National: 25 International: 97	<ul style="list-style-type: none"> <li>● Establish FEB research center</li> <li>● Initiate the program of "1 Doctor, 1 Scopus"</li> </ul>
To Improve Human Capital, Information Capital, and Organization Capital Preparedness	<ul style="list-style-type: none"> <li>● Number of Professors</li> <li>● Number of Doctors</li> <li>● Staff Preparedness</li> </ul>	14 Professors 97 Doctors 100%	<ul style="list-style-type: none"> <li>● Obligate potential lecturers to be Professors</li> <li>● Assign lecturers to take doctoral degree</li> <li>● Prepare Human Capital Strategic Plan of FEB</li> </ul>
Reputation Improvement	Index of Satisfaction and Recognition Perception	3.50	<ul style="list-style-type: none"> <li>● Organize Stakeholders' satisfaction survey</li> <li>● Increase recognition by engaging partnership with institutions and media</li> </ul>

2015	2016	2017
<ol style="list-style-type: none"> <li>Stakeholders' Satisfaction Improvement <ul style="list-style-type: none"> <li>● Index of Satisfaction and Recognition Perceptions = N/A</li> </ul> </li> <li>Reputation Improvement</li> <li>Academic Excellence Improvement <ul style="list-style-type: none"> <li>● Study Program Accreditation = 6 study programs with "A" Accreditation.</li> </ul> </li> <li>Research Excellent Improvement <ul style="list-style-type: none"> <li>● No. of National Publications = 3</li> <li>● No. of International Publications = 4</li> </ul> </li> <li>No. of Professors = 11</li> <li>No. of Doctors = 63</li> <li>Improvement of Community Service Excellence <ul style="list-style-type: none"> <li>● SME Management Counseling = N/A</li> <li>● Managed Business Incubators = N/A</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Stakeholders' Satisfaction Improvement <ul style="list-style-type: none"> <li>● Index of Satisfaction and Recognition Perceptions = 3.25</li> </ul> </li> <li>Reputation Improvement</li> <li>Academic Excellence Improvement <ul style="list-style-type: none"> <li>● Study Program Accreditation = 7 study programs with "A" Accreditation.</li> </ul> </li> <li>Research Excellent Improvement <ul style="list-style-type: none"> <li>● No. of National Publications = 10</li> <li>● No. of International Publications = 38</li> </ul> </li> <li>No. of Professors = 12</li> <li>No. of Doctors = 75</li> <li>Improvement of Community Service Excellence <ul style="list-style-type: none"> <li>● SME Management Counseling = 10</li> <li>● Managed Business Incubators = 2</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Stakeholders' Satisfaction Improvement <ul style="list-style-type: none"> <li>● Index of Satisfaction and Recognition Perceptions = 3.30</li> </ul> </li> <li>Reputation Improvement</li> <li>Academic Excellence Improvement <ul style="list-style-type: none"> <li>● Study Program Accreditation = 7 study programs with "A" Accreditation.</li> </ul> </li> <li>Research Excellent Improvement <ul style="list-style-type: none"> <li>● No. of National Publications = 13</li> <li>● No. of International Publications = 51</li> </ul> </li> <li>No. of Professors = 12</li> <li>No. of Doctors = 87</li> <li>Improvement of Community Service Excellence <ul style="list-style-type: none"> <li>● SME Management Counseling = 12</li> <li>● Managed Business Incubators = 4</li> </ul> </li> </ol>
2018	2019	2020
<ol style="list-style-type: none"> <li>Stakeholders' Satisfaction Improvement <ul style="list-style-type: none"> <li>● Index of Satisfaction and Recognition Perceptions = 3.40</li> </ul> </li> <li>Reputation Improvement</li> <li>Academic Excellence Improvement <ul style="list-style-type: none"> <li>● Study Program Accreditation = 9 study programs with "A" Accreditation.</li> </ul> </li> <li>Research Excellent Improvement <ul style="list-style-type: none"> <li>● No. of National Publications = 16</li> <li>● No. of International Publications = 66</li> </ul> </li> <li>No. of Professors = 12</li> <li>No. of Doctors = 87</li> <li>Improvement of Community Service Excellence <ul style="list-style-type: none"> <li>● SME Management Counseling = 14</li> <li>● Managed Business Incubators = 6</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Stakeholders' Satisfaction Improvement <ul style="list-style-type: none"> <li>● Index of Satisfaction and Recognition Perceptions = 3.45</li> </ul> </li> <li>Reputation Improvement</li> <li>Academic Excellence Improvement <ul style="list-style-type: none"> <li>● Study Program Accreditation = 10 study programs with "A" Accreditation.</li> </ul> </li> <li>Research Excellent Improvement <ul style="list-style-type: none"> <li>● No. of National Publications = 19</li> <li>● No. of International Publications = 81</li> </ul> </li> <li>No. of Professors = 13</li> <li>No. of Doctors = 91</li> <li>Improvement of Community Service Excellence <ul style="list-style-type: none"> <li>● SME Management Counseling = 16</li> <li>● Managed Business Incubators = 8</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Stakeholders' Satisfaction Improvement <ul style="list-style-type: none"> <li>● Index of Satisfaction and Recognition Perceptions = 3.50</li> </ul> </li> <li>Reputation Improvement</li> <li>Academic Excellence Improvement <ul style="list-style-type: none"> <li>● Study Program Accreditation = 12 study programs with "A" Accreditation.</li> </ul> </li> <li>Research Excellent Improvement <ul style="list-style-type: none"> <li>● No. of National Publications = 25</li> <li>● No. of International Publications = 97</li> </ul> </li> <li>No. of Professors = 14</li> <li>No. of Doctors = 97</li> <li>Improvement of Community Service Excellence <ul style="list-style-type: none"> <li>● SME Management Counseling = 20</li> <li>● Managed Business Incubators = 10</li> </ul> </li> </ol>

STRATEGIC TARGETS	MEASURES	INITIATIVES
To Improve Academic Excellence	Accreditations of Study Programs and Institution	<ul style="list-style-type: none"> <li>● Increase new student inputs from outside East Java and abroad</li> <li>● Develop competitive advantages-based curriculum in UNAIR</li> <li>● Improve International and "A" accredited study programs</li> <li>● Improve double-degree programs with university partners</li> <li>● Update process facilities</li> </ul>

At the moment, the Faculty of Economics and Business of Universitas Airlangga has four departments, which are the Department of Accounting, the Department of Economics, the Department of Management, and the Department of Sharia Economics. Each department has different ranks in QS

Ranking. Of the four departments, only the Department of Accounting which is in the top 5 QS Ranking of Universities in Indonesia.

Initiatives are being made to improve and strengthen the ranks of the departments by improving the participation of alumni, increasing the

exposure of scientific works through national mass media to publicize to the community, increase RGU image by improving performance professionally as the University has targeted and perform Faculty Branding activities.

The measurement of academic excellence is by using the accreditations of both the study programs and the institution. In this case,

improving FEB UNAIR's academic excellence is conducted through the initiative that the entire study programs in the Faculty of Economics and Business of

Universitas Airlangga must be accredited with grade A by BAN-PT in the year of 2020.

ACCREDITATIONS	PERCENTAGE	
	2015	2020
	Based on BAN-PT ("A" ACCREDITATIONS)	
Study Programs	Undergraduate Degree = 75% Master Degree = 60% Doctoral Degree = 0%	Undergrad Degree = 100% Master Degree = 100% Doctoral Degree = 100%

In 2015, 75% of the undergraduate programs were accredited with grade A while in the year of 2020, the Faculty of Economics and Business of Universitas Airlangga aims for 100% A Grade Accreditation for all its undergraduate

programs.

As for the master programs (S2), in 2015 as much as 60% of the study programs were accredited, for "A" and in 2020 the Faculty of Economics and Business of Universitas Airlangga hopes to reach 100% of Master

Programs to be accredited with grade A For the doctoral programs (S3) FEB UNAIR heads for 100% of its doctoral programs to be accredited with grade A in 2020

STRATEGIC TARGETS	MEASURES	INITIATIVES
To Improve Research Excellence	Number of publications and citations	<ul style="list-style-type: none"> <li>● Implement "One Doctor, One Scopus Article" program</li> <li>● Build FEB Research Center to accelerate lecturers in research</li> <li>● Build FEB Publication Center to increase publication</li> </ul>

To improve research excellence, FEB UNAIR launched the program of "One Doctor, One Scopus Article", in which the program requires that the lecturers who hold doctorate degree to have at least one article published in Scopus-indexed international journals in one year. In addition, FEB UNAIR set up FEB UNAIR Research Center and Publication Center to accelerate the lecturers' research and publications.

STRATEGIC TARGETS	MEASURES	INITIATIVES
To Improve Community Service Excellence	<ul style="list-style-type: none"> <li>● SME management Counseling</li> <li>● Managed businesses incubators</li> </ul>	<ul style="list-style-type: none"> <li>● Organize high-impact seminars across departments both nationwide and in international levels</li> <li>● Hold workshops or regular training.</li> <li>● Form and activate RGU and study centers</li> </ul>

The measurement the community service excellence can be observed from the amount of assistance in SME management as well as the number of business incubators managed by FEB UNAIR. To improve the community service excellence, FEB UNAIR has the initiative to organize high-impact seminars across departments both nationwide and in international levels and holds workshops or regular training. In addition, the activities in community service will also be coordinated by forming and activating RGU and study centers under FEB UNAIR.

STRATEGIC TARGETS	MEASURES	INITIATIVES
To Improve Academic Excellence	Preparedness index of: <ul style="list-style-type: none"> <li>● human capital</li> <li>● information capital</li> <li>● organization capital</li> </ul>	<ul style="list-style-type: none"> <li>● Prepare and implement Human Capital Strategic Plan</li> <li>● Prepare and implement Information</li> <li>● Prepare and implement Organization</li> </ul>

All strategic targets will not be achieved if there is no preparedness on the capital owned by FEB UNAIR. The capitals, in case this is case, are human capital, information capital, and organization capital. To achieve capital preparedness FEB UNAIR has programs or initiatives such as developing and implementing human capital strategic plan. Currently, FEB UNAIR employs 63 lecturers with doctoral degrees and aims for 97 lecturers in 2020. Furthermore, the number of professors FEB UNAIR employs today are 11 lecturers and it is targeted to improve to be 14 professors. FEB UNAIR's academic information system are collected in the cybercampus of Universitas Airlangga. In addition to academic information, there are also information on Finance, Human Resources, Facilities and Infrastructures, Procurement, and Airlangga Integrated Management System.





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