

FAKULTAS EKONOMI
UNIVERSITAS SARJANAWIYATA TAMANSISWA



DEVELOPMENT MASTER PLAN FACULTY OF ECONOMICS 2021 - 2035

FACULTY OF ECONOMICS
SARJANAWIYATA TAMANSISWA UNIVERSITY
YOGYAKARTA
2021



DECREE

Number : 072/UST/FE/Dek/SK/2021

about
**DETERMINATION OF THE DEVELOPMENT MASTER PLAN
FACULTY ECONOMY UNIVERSITY SARJANAWIYATA TAMANSISWA
YEAR 2021-2035**

LEADER FACULTY ECONOMY UNIVERSITY SARJANAWIYATA TAMANSISWA

Weigh :

1. That in order to provide guidance and reference for program implementation and efforts to develop the Faculty of Economics, Tamansiswa of Economics University a systematic And accountable, development plan is required in a sustainable manner;
2. That For realize plan development Faculty Economy as the on grain a, needed Plan Parent Development Faculty Economy Undergraduate University Tamansiswa Year 2021-2035;
3. That For enforce Plan Parent Development as meant in point b, a determination decision is required by the Dean of the University's Faculty of Economics Sarjanawiyata Tamansiswa.

Remember :

1. Constitution RI Number 20 of 2003 about the National Education System;
2. RI law Number 12 of 2012 on Higher Education;
3. Government Regulation of the Republic of Indonesia Number 4 of 2014 concerning Implementation of Higher Education and Management College;
4. Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 62 of 2016 about System Higher Education Quality Assurance;
5. Permendikbud RI Number 3 years 2020 about National Standard Education Tall;
6. Budget Fundamentals and Budget Household Foundation Tamansiswa Scholars;
7. Chancellor's Decree number: 115/UST/Kep/Rek/IX/2021 concerning termination and appointment of Dean Faculty Economy University Sarjanawiyata Tamansiswa for the period of 2021-2025;
8. Letter Decision Foundation Sarjanawiyata Tamansiswa Number; 33/YSW/SK/AS-EH/VIII/2020 about the Statutes Undergraduate University Tamansiswa.

Notice :

Results leadership meeting Faculty Economics of the 4th October 2021

DECIDE

Set : DECISION DEAN FACULTY ECONOMY UNIVERSITY SARJANAWIYATA TAMANSISWA ABOUT DETERMINATION PLAN PARENT DEVELOPMENT FACULTY ECONOMY UNIVERSITY SARJANAWIYATA TAMANSISWA YEAR 2021-2035.

- First : Enforce the Master Plan for the Development of the University Faculty of Economics Sarjanawiyata Tamansiswa Year 2021-2035 as attached in the attachment this decision;
- Second : Letter Decision This applies since the date set;
- Third : With the entry into force of this Decree, all decrees and/or other stipulations that are contrary to this decree are declared not applicable;
- Fourth : If at a later date it turns out that there was a mistake in this determination, then Letter Decision This will be reviewed and returned for repair as it should.

Defined in : Yogyakarta On :
October 14, 2021 Dean



Dr. Suyanto, SE, M.Sc

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INTRODUCTION

Master Plan The Economic Development (RIP) of the Bachelor of Economics at Tamansiswa University (FE- UST) is derived from the vision of the University of Bachelor of Science at Tamansiswa (UST), which aims to be " *on the move to a leading Southeast Asia University in 2025* ". UST is a culture and nationality-based higher education institution founded by Ki Hadjar Dewantara. Basically Ki Hadjar Dewantara has contributed a lot to advancing Indonesian education. The results of the thoughts and basic concepts in the field of education and culture of Ki Hadjar Dewantara are well managed by UST to produce graduates with excellent character who are able to give color to the lives of the nation and state. FE-UST's excellence in producing graduates with a global outlook while still upholding national culture, has been recognized at the national level and is starting to lead to the international level. FE-UST has great potential, strengths and opportunities to achieve and realize the aspirations of the academic community according to the targets planned in the 2021-2035 RIP. However, it must be acknowledged that FE-UST also faces considerable challenges and threats to continue to exist and become the people's choice as a higher education institution. The FE-UST RIP serves as a guideline for the policy direction and development of FE-UST for the next five years in academic and non-academic activities to achieve the vision, mission and goals of FE-UST.

In the Faculty of Economics, a SWOT (*Strengths* , *Weaknesses* , *Opportunities* , and *Threats*) analysis is carried out for each component of quality standards, using *the External Factor Analysis Strategy* (EFAS) and *Internal Factor Analysis Strategy* (IFAS) methods. Data were analyzed using *cross-reference* between all components using quantitative and qualitative methods. The development of massive digital information technology (*disruptive innovation*) requires FE-UST to be able to adapt properly so that alumni can take part and be accepted globally. This development has also brought consequences for changes in various aspects such as economic, social, political, cultural and employment. All of this changes the line of life, such as shifting and changing patterns of people's lives, new types of jobs and businesses that have never been thought of before, starting to shift the profession that was once the dream of many people. Learning and learning resources do not only occur in the classroom; they can be learned anywhere based on teaching materials, anytime and with anyone. Optimizing Caturdharma is a necessity, especially in facing *the society-based* era of 5.0. This era explicitly requires the existence

of new human resource capacities, far beyond the competencies required previously.

Creativity and innovation are the keywords of the 2025 FE-UST Strategic Plan 1 - 2025. All academics and education staff must make up their minds and develop strategic steps to jointly carry out their respective main tasks and functions in implementing the strategic plan, imbued with the values of Tamansiswa teachings. The development of RIP is also based on good *university* governance, one of its important pillars being quality assurance, with the core of the activity focusing on continuous quality improvement in academic and non-academic fields. The governance principles developed in this RIP include: fairness, transparency, credibility and public accountability as benchmarks for assessing the success of overall management performance. Finally, I hope that FE-UST's hopes of being able to act with excellence and character at the Southeast Asian level in glorifying and educating the nation's life in 2025 can be achieved. May God Almighty always give His mercy and blessing to all of us. amen.

Yogyakarta, 14 October 2021

Dean



Dr. Suyanto , M.Sc

CHAPTER I

INTRODUCTION

A. Background

The Faculty of Economics as part of the Tamansiswa Bachelor of Science University (UST) which was founded by Ki Hadjar Dewantara has grown and contributed to developing education, especially in the field of economics in Indonesia. The three study programs at the Faculty of Economics, namely the Management Study Program, the Accounting Study Program, and the Master of Management Study Program have won Accreditation A, and continue to develop with location development and academic development within the faculty. Faculties are increasingly maintaining the quality of graduates through consistent curriculum improvements, making course icons as a force towards more competitive faculties, producing competent students and always innovating in collaboration in the field of human resources with graduates who are getting better absorbed in the world of work at the local and international levels.

The Faculty of Economics, Tamansiswa Bachelor University (FE-UST) in its implementation has collaborated at the local, national and international levels. At the international level it has been able to send students and lecturers, among others, to activities with Thepsatri Rajabhat University Thailand, St. Anthony University & Don Mariano Marcos Memorial State University in the Philippines , MARA University of Technology, Universiti Malaya, and Universiti Malaysia Sabah . Cultural development activities have been internalized in teaching, research, and community service. Along with the challenges of implementing education to optimize following the development of *disruptive innovation* and facing *the society-based era 5.0*. The Faculty of Economics has great potential and strengths as well as opportunities along with challenges and threats to realize the aspirations of the UST academic community so it is necessary to prepare RIP as a guideline for policy direction and development of the Faculty of Economics to a number of year forward with reference to the Vision from FE UST . RIP FE UST was prepared based on the results of a SWOT analysis to map strengths, weaknesses, opportunities and threats so as to determine strategies to realize the vision, mission and objectives of FE-UST.

B. Historical Foundation

Ki Hadjar Dewantara (KHD), the Father of National Education, founded the Tamansiswa College, to be precise, on July 3, 1922. Tamansiswa as the Body for the Struggle for Culture and Community Development uses education in a broad sense. Initially, the education held by Tamansiswa College was Taman Indria (TK), then Taman Muda (SD), Taman Adult (SMP), Taman Guru (SPG), Taman Karya (SMK), and Taman Madya (SMA). Thirty-three years later, on November 15, 1955, Ki Hadjar Dewantara founded Taman Prasarjana which later became the Tamansiswa Bachelor Wiyata University.

At first, Bachelor of Science Tamansiswa was a B One course institution. The condition of this pre-faculty by Ki Hajar Dewantara as General Leader was named Taman Prasjana which organizes three sections (majors): Language Section (Javanese and Indonesian), Social Section (Earth Sciences and Historical Sciences), and Definite Natural Sciences Section (Exact Natural Sciences). A few years later, namely in 1959, the form of the institution was changed to Taman Bachelor with one faculty – a amalgamation of existing study programs – to become Taman Bachelor of Literature and Philosophy.

After the management of the foundation held several meetings, on December 28, 1959, the deed of establishment of the Bachelorwiyata foundation was signed in front of notary RM Wiranto in Yogyakarta. Among the founders of the foundation are Sri Sultan Hamengku Buwono IX and Nyi Hadjar Dewantara. The foundation was first chaired by Ki Sarino Mangunpranoto. The activity that was first carried out was to prepare for the establishment of the Faculty of Education/Teachership which began at the beginning of the lecture, namely in October 1960. Before that a "Public Lecture" was held on education and philosophy at the Tamansiswa Agung Hall.

On Tamansiswa's 41st birthday, July 3, 1963, the name was changed to Taman Bachelor and Education (Departments: Education, Natural Sciences, History, Earth Sciences, Indonesian, Javanese, and English). Then on October 1, 1964, the name was again changed to Bachelorwiyat a Tamansiswa with Chancellor Nyi Hajar Dewantara which manages four Bachelor Parks (Educational Sciences, Geography Degree, Law and Economics, Literature and Culture - Indonesian, English and History).

The Faculty of Economics, Tamansiswa Bachelor University was established on January 16, 1978, in order to realize Ki Hadjar Dewantara's message that the

Tamansiswa Bachelor School to establish a Trade School to educate entrepreneurs who were expected to become a pillar of strength in Indonesia's economic development after independence. The Faculty of Economics, Tamansiswa Bachelor University is characterized by Economic Nationalism and People's Economy. Economic Nationalism is realized by directing the independence of the Indonesian people economically. People's Economy is realized by prioritizing people's welfare through micro, small and medium entrepreneurship (intrapreneurs and entrepreneurs).

Starting from a modest campus environment on Jalan Kusumanegara 121 Yogyakarta, the UST Faculty of Economics with a Company Management Study Program began carrying out academic activities in 1979. In 1981 the Faculty of Economics obtained registered status for the Company Management Study Program with a Decree of the Minister of Education and Culture No. 029/0/1981, under the Kopertis Region IV Coordination (now the Higher Education Service Institute / LLDIKTI V) Province of the Special Region of Yogyakarta. After 24 years of being involved in the world of education, the Faculty of Economics established itself by establishing a new study program for the Masters of Management Postgraduate Program in 2003. Along with the development of the community's need for education in the field of financial governance, in 2009 the Faculty of Economics established the Accounting Study Program.

C. Philosophical Foundation

The Faculty of Economics, Tamansiswa Bachelor of Economics has a philosophical foundation in accordance with the Preamble of the 1945 Constitution of the Republic of Indonesia to educate the life of the nation. Likewise Article 31 paragraph 1 of the 1945 Constitution and the National Education System Law No. 20 of 2003, article 5, paragraph 5 which is in line with human rights that every citizen has the right to develop himself through

fulfillment of their basic needs, the right to education and the right to benefit from science and technology, arts and culture in order to improve the quality of life and for the welfare of mankind.

The UST Faculty of Economics (FE-UST) upholds the educational philosophy proposed by Ki Hadjar Dewantara (KHD) that teaching must be national in nature. "If teaching children is not based on nationalism, it is impossible for children to have a sense of love for the nation and the longer they are separated from their nation, then they may become our opponents...National Teaching is our right and obligation...". Furthermore, Ki Hadjar Dewantara (1930) stated that "National education according to Tamansiswa understanding is education that is based on the lifeline of the nation (*cultural-national*) and is aimed at the necessities of life (*maatschappelijk*) which can elevate the status of the state and its people, so that they can work together with other nations for the glory of all people throughout the world "Economic Nationalism is realized by directing education to the independence of the Indonesian people economically. Nationalism can also be seen, among others, in the acceptance of lecturers, staff and students who are anyone without distinction of ethnicity, religion, race and class, while what is meant by love for the motherland means that FE-UST in every implementation of activities prioritizes values that show love for homeland (NKRI). People's Economy is realized by prioritizing people's welfare through entrepreneurship education (intrapreneurs and entrepreneurs) and oriented to micro, small and medium enterprises.

Economics is a moral science (Prof. Dr. Sri-Edi Swasono, 2012). Tamansiswa College as a national university that was born to fight against colonialism, has an important mission to make the Faculty of Economics based on Population and Nationality, teaches economic morals, prepares its graduates to play a role in developing people's economic activities, lays the foundations of mutualism, mutual cooperation and the principle of kinship in developing economic activity, pro-people economic endeavors, strengthening people's sovereignty, upholding the basic principles of Tamansiswa, namely: submission to Nature, Independence, Culture, Nationality and Humanity, and upholding Pancasila and the 1945 Constitution of the Republic of Indonesia, especially article 33,

and become a reference for the development of economics, based on joint ventures (mutual; *ukhuwah*) and based on kinship (*brotherhood*; *jamaah*), or those that are pro-people's sovereignty.

D. Sociological Basis

Ki Hadjar Dewantara emphasized that the existence of education on trade and business sciences at Tamansiswa University is aimed at preparing economic graduates who are able to independently create business opportunities, who are able to apply their knowledge to trade, are able to provide the widest possible employment opportunities, and distance themselves from slavery or exploitation. human over human. Economic education at Tamansiswa is consciously tied to the basic values of Pancasila life: Natural Nature; Independence; Culture; Nationality; humanity, where there is no place for practices that only allow concentration of capital and neglect of human dignity. Education at the Faculty of Economics, Universitas Bachelor of Law Tamansiswa does not only prepare intellectuals who are only able to make job applications, but also opens job opportunities for the community.

The sociological foundation provides considerations related to empirical facts regarding the development of problems and the needs of society and the state. The human resource development strategy in the 2020-2024 National Medium-Term Development Plan (RPJMN) has a mission of "building dynamic, productive, skilled hard-working human resources, mastering science and technology supported by industry collaboration and global talent". Supporting the development of these human resources, the Faculty of Economics, Tamansiswa Bachelor of Economics University has *a point of difference* which is explained in Figure 1 which begins by explaining the position of UST among other universities (PT). The difference between PT within the Tamansiswa environment and PT outside Tamansiswa is in the Tamansiswa Teachings. The difference between UST and higher education institutions within PT Tamansiswa is in the implementation of the 4th Caturdharma in the preservation and development of noble culture . Among the faculties owned by UST, FE has a difference, namely the orientation of Economic Nationalism and People's Economy. Thus *the point of difference* which is also *the core competence* or excellence of FE-UST is as follows.

1. Implementation of Tamansiswa Teachings. This is concretely realized through the Ketamasansiswaan I and Ketamasansiswaan II courses . In the field of education and teaching Tamansiswa teachings used are the *Tri-Nga (Know, Ngrasa,*

Nglakoni) method, teaching and learning , in the field of research and publication using the *Tri N teachings* (*Niteni, Nirokke, Nambahi*) and in broadcast publications . In the field of community service it is directed at developing the economic potential of the community by prioritizing the values of togetherness and community independence (*opor bebek mateng saka awake dewek*) . In the field of preservation and development of noble culture using the teachings of *TriKon* (Concentric Continuity, Convergent). In the field of cooperation with various parties, both domestic and foreign, it is carried out based on the teachings of *TriKo* (*Cooperative, Consultative and Corrective*). In the field of governance and leadership it is carried out with *ing-ing-tut* (*ing ngarso sung tuladha, ing madya mangun karso, tut wuri handayani*).

2. In the chessdharma activities, the fourth dharma is carried out, namely the preservation and development of noble culture. This Dharma is implemented in 3 areas of education and teaching, research and publication, and community service. Cultural maintenance activities are also carried out in the form of cultural festivals and cultural workshops.
3. Oriented to Economic Nationalism and People's Economy. This is realized by equipping students with knowledge oriented to the people's economy with an emphasis on micro, small and medium enterprises including entrepreneurship.

Study programs in the FE-UST environment have the following characteristics. The Management Study Program is characterized by Micro, Small and Medium Enterprises (MSMEs) by developing institutions for the development of *research and community service* units that serve MSMEs and manage the Indonesian Stock Exchange Investment Gallery. The Accounting Study Program is characterized by MSME taxation and finance by developing a *tax center* and *Certificate Public Accountant (CPA) test center* Indonesian Institute of Certified Public Accountants (IAPI). Master of Management Study Program is characterized by Community Economy.

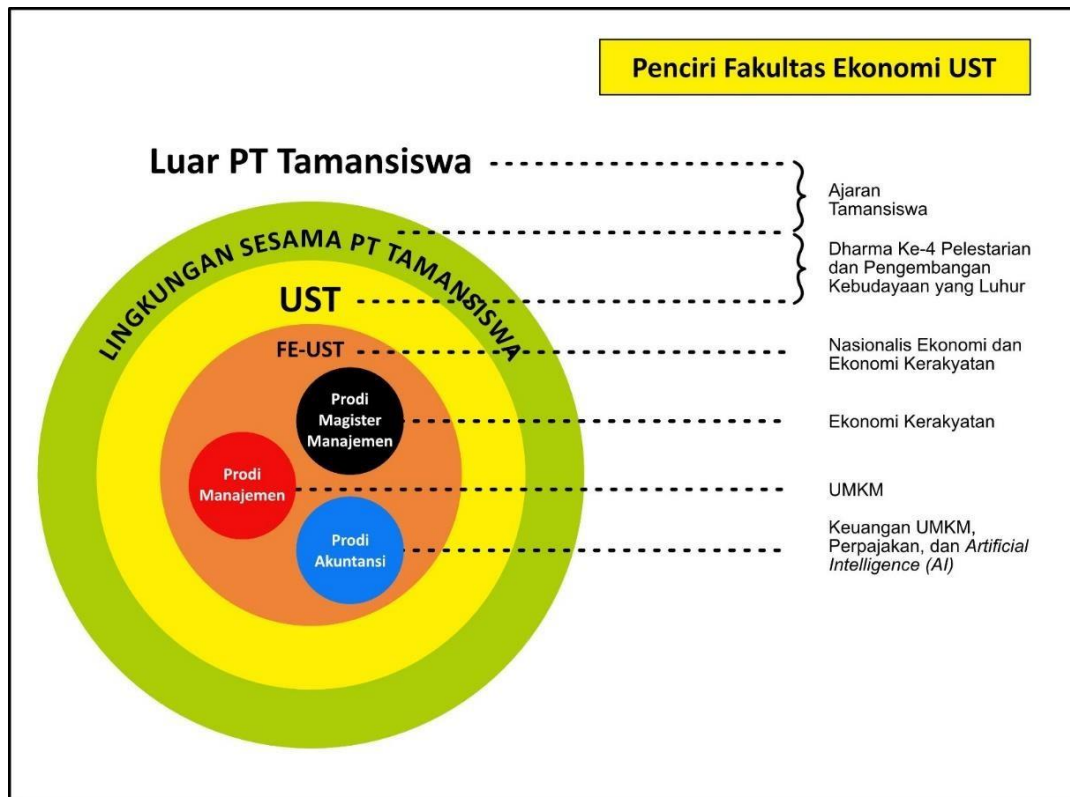


Figure 1. FE-UST characteristics

E. Juridical Foundation

The preparation of the 2021-2025 FE-UST Strategic Plan is based on the following regulations.

1. Law Number 20 of 2003 concerning the National Education System (State Gazette of the Republic of Indonesia of 2003 Number 78, Supplement to the State Gazette of the Republic of Indonesia Number 4301);
2. Law Number 25 of 2004 concerning the National Development Planning System (State Gazette of the Republic of Indonesia of 2004 Number 104, Supplement to the State Gazette of the Republic of Indonesia Number 4421);
3. Law of the Republic of Indonesia Number 14 of 2005 concerning Teachers and Lecturers (State Gazette of the Republic of Indonesia of 2005 Number 157, Supplement to the State Gazette of the Republic of Indonesia Number 4586);

4. Law of the Republic of Indonesia Number 12 of 2012 concerning Higher Education (State Gazette of the Republic of Indonesia of 2012 Number 158, Supplement to the State Gazette of the Republic of Indonesia Number 5339);
5. Law Number 13 of 2012 concerning Privileges of the Special Region of Yogyakarta (State Gazette of the Republic of Indonesia of 2012 Number 170, Supplement to State Gazette of the Republic of Indonesia Number 5339);
6. Regulation of the President of the Republic of Indonesia Number 8 of 2012, concerning the Indonesian National Qualifications Framework (KKNI);
7. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 73 of 2013, concerning Application of IQF in Higher Education;
8. Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 62 of 2016 concerning the Higher Education Quality Assurance System;
9. Regulation of the Minister of Research, Technology and Higher Education Number 59 of 2018, concerning Diplomas, Competency Certificates, Professional Certificates, Degrees and Procedures for Writing Degrees in Higher Education;
10. Regulation of the Minister of Education and Culture No. 3 of 2020, concerning National Higher Education Standards;
11. Regulation of the Minister of Education and Culture No. 5 of 2020, concerning Accreditation of Study Programs and Higher Education;
12. Regulation of the Minister of Education and Culture No. 7 of 2020 concerning Establishment Change, Dissolution of State Universities and Establishment, Changes, Revocation of Permits of Private Higher Education;
13. Regulation of the Minister of Education and Culture No. 22 of 2020, regarding the Strategic Plan of the Ministry of Education and Culture;
14. Decree of the Minister of Education and Culture No. 754/P/2020 concerning Key Performance Indicators of State Universities and Higher Education Service Institutions within the Ministry of Education and Culture;
15. Regional Regulation of the Special Province of Yogyakarta Number 5 of 2011 concerning the Management and Implementation of Culture-Based Education;

16. Foundation Decree Number: 33/YSW/SK/AS-EH/VIII/2020 concerning Statutes of the University of Tamansiswa for 2020;
17. Foundation Decree Number; 100/YSW/SK/AS-EH/VIII/2020 concerning the Organizational and Governance Structure (SOTK) of Ungraduate University Tamansiswa
18. Decree of the Chancellor of the University of Bachelor of Science, Tamansiswa Number: 142/UST/Kepu/Rek/IX/2021 concerning the Establishment of the Strategic Plan for 2021-2025 University of Bachelor of Science, Tamansiswa.

F. RIP Compilation Systematics

CHAPTER I INTRODUCTION

- A. Background
- B. Historical Foundation
- C. Philosophical Foundation
- D. Sociological Basis
- E. Juridical Foundation
- F. Strategic Plan Systematics

CHAPTER II GENERAL CONDITIONS, VISION, MISSION, AND OBJECTIVES

- A. General condition
- B. SWOT analysis
- C. Strategic Issues
- D. Vision
- E. Mission
- F. Objective

CHAPTER III OUTLINE OF THE DEVELOPMENT PROGRAM

- A. Field and Development Strategy
- B. Strategic target
- C. Policy Direction

D. Strategic Program

E. Performance Indicator

CHAPTER IV DEVELOPMENT DIRECTIONS

CHAPTER V MONITORING AND EVALUATION

CHAPTER VI CLOSING

CHAPTER II GENERAL CONDITIONS, VISION, MISSION, AND OBJECTIVES

A. General condition

The condition of the Faculty of Economics, Tamansiswa Bachelor of Economics (FE UST) in the last five (5) years has increased. Faculties are increasingly active in improving themselves and improving quality in various fields and seeking continuous improvement and improvement to establish themselves competing with top universities at the global level, at least being able to occupy a higher position than currently at the regional (ASEAN) level.

RIP FE UST document The years 2021-2035 are an illustration of development in producing quality generations from time to time. This is a bridge to the future of the country's economy in the future and is expected to become a benchmark for academic development at the national and international levels. The undergraduate program provides programs that enable students to acquire theories, concepts and case studies in the fields of accounting and management.

Every year UST FE maintains and improves the quality of graduates through consistent curriculum improvements, makes course icons a force towards a more competitive Faculty, produces competent students and who always innovates collaborations in the field of human resources with local and multinational companies so that graduates are getting better and quickly absorbed in the world of work. In addition, educators carry out the development of knowledge through the implementation of Caturdharma . Educators and students in the program become leaders in efforts to build national civilization.

community always maintains the quality of graduates, stakeholder satisfaction with graduates and the less waiting time for graduates to be absorbed by the world of work so that the Faculty of Economics gets the attention of stakeholders and consistently builds scientific discourse and nationalism as a high commitment in developing students' intellectual and personal abilities so that can produce professional graduates, and be able to compete in the world of work and can even create jobs.

The general condition of UST FE in the last three years has several fields, namely: (1) Education and Teaching, (2) Research and Innovation, (3) Community Service; (4) Student and Alumni Affairs, (5) Cooperation, (6) Preservation and Development of National Culture, and (7) Governance. The achievements of several of these fields in the last three years have become a strong foundation for building the Faculty through RIP FE UST 2021-20 35 .

The Accounting Study Program (Bachelor of Accounting /S.Ak.) provides an understanding of accounting theories, concepts and principles. This program prepares students to be able to perform and analyze financial reports , audits, taxation, and accounting information systems . Meanwhile, the Management Study Program (Bachelor of Management/SM) provides an understanding of case study theory related to financial management, marketing management, and human resource management so that they can compete in a global world.

At the S2 FE level, UST has a Master of Management Study Program that prioritizes Tamansiswa Teachings on a continuous, concentric, and convergent basis (TRIKON) and is able to implement the Trilogy of leadership in managing both government and private organizations Know, ngroso, nglakoni (Tri-Nga)

B. SWOT analysis

SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) is carried out using the IFAS (Internal Strategic Factors Analysis Summary) method, EFAS (External Strategic Analysis Summary). Data were analyzed using *cross reference* between all components with quantitative and qualitative methods. Data is sourced from the FE UST database, FE UST Information System, and other important data. The SWOT analysis is presented in the following table .

Table 1. SWOT Analysis

	Strength (S)	Weakness (W)
Internals	<ol style="list-style-type: none"> 1. FE UST has carried out online learning effectively and efficiently; 2. The distribution of UST FE students is evenly distributed from ethnicity, religion, race, class, and social status (multicultural); 3. waiting period for graduates to get a job is 3-6 months; 4. Management, Accounting, and Master of Management Study Programs are accredited A 	<ol style="list-style-type: none"> 1. Learning that integrates research results and PkM is still low; 2. The number of students taking part in off-campus learning activities both at home and abroad is still limited; 3. There are no study programs that have received international accreditation yet; 4. Decrease in the number of new students; 5. The percentage of foreign students is still minimal; 6. The academic and non-academic achievements of UST FE students in participating in academic competitions at various levels are still lacking; 7. The role of alumni in Caturdharma activities is not optimal; 8. Certified national reviewers are still limited; 9. The percentage of students who have competency certification is not optimal 10. Lecturers who get recognition are still limited; 11. Information System Network is not yet fully integrated 12. FE UST does not yet have a competency test scheme
external	<ol style="list-style-type: none"> 7. Implementation of quality assurance has been institutionalized in each work unit; 8. Scientific publications in accredited national and international journals with increasing reputation; 9. The enthusiasm of the lecturers to continue their doctoral studies is high; 10. The cost of education that can be reached by the community; 11. The academic information system has been integrated, including the LMS to support learning activities; 12. Facilities and infrastructure have met the adequacy standard. 	

Chance (O)	S-O	W-O
<p>1. The development of science and technology in the era of the industrial revolution 4.0 makes it easier to improve the quality of education;</p> <p>2. Availability of various types of scholarships from the Government and partner institutions;</p> <p>3. The opening of opportunities for cooperation with other agencies, both domestic and foreign;</p> <p>4. Availability of government assistance in the form of grant offers for lecturers and students;</p> <p>5. There are many reputable and accredited journals available;</p> <p>6. There is a</p>	<p>S1-O1 Carrying out Learning Innovation with the Case method and Team Based Project;</p> <p>S2-O2 Carry out Collaboration with students and Alumni in various academic and non- academic activities;</p> <p>S3-O8 Developing an information system to handle the MBKM process;</p> <p>S3-O8 Improving the quality and quantity of students in learning outside the study program;</p> <p>S3-O2 Improving the performance of student services to obtain grants, achievements, and scholarships for students;</p> <p>S4-O11 Implement the accreditation system international ;</p> <p>S3-O7 Involve users in formulating graduate learning outcomes;</p> <p>S10-O1 Carry out periodic Monitoring and Evaluation by utilizing information systems;</p> <p>S7-O11 Improving Cooperation with Dudika in implementation; Off-campus study programs</p> <p>S8-O4 Improving Cooperation in the field of Caturdharma both at the National and International levels;</p> <p>S8-O4 Increase Internal grants;</p> <p>S9-O8 Requires lecturers to continue their doctoral studies by utilizing various doctoral scholarships;</p>	<p>W1-O6 Downstreaming of lecturer research results in community service;</p> <p>W2-O2 Carry out curriculum reviews to facilitate students learning off campus;</p> <p>W2-O1 Carry out more effective collaboration to carry out student learning activities outside the Study Program;</p> <p>W4-O1 Increase student satisfaction with student services ;</p> <p>W5-O3 Improving Foreign Cooperation in Student Exchange Activities;</p> <p>W6-O1 Improving the quality of student participation in various academic and non-academic competencies involving supervisors;</p> <p>W6-O1 Promote various activities and achievements of UST FE students both academic and non-academic through easy access to digital technology (social media);</p> <p>W7-O8 Increasing alumni contributions in financial and / non-financial forms to support campus facilities and infrastructure;</p> <p>W10-O3 Conduct regular and continuous monitoring and evaluation of cooperation activities;</p> <p>W7-O3 Offering a form of cooperation between Caturdharma and internal partner PT</p>

forum for
downstreaming
research results
by the Ministry
of Education
and Culture
and Research
and
Technology;

<p>7. There is an Independent Learning Campus program (MBKM) from the Ministry of Education and Culture and Research and Technology;</p> <p>8. The trust of domestic & foreign institutions in FE UST is increasing;</p>	<p>S8-O3 Optimization of planning and use of funding sources for the implementation of Caturdharma and institutional strengthening</p> <p>S12-O3 Improvement of networks and other university partners that have the potential to become a source of income</p> <p>S12-O4 Improving the performance of student services to obtain grants, achievements, and scholarships for students;</p> <p>S12-O8 Increase the number of students receiving scholarships from internal and external sources;</p> <p>S12-13 Optimization of facility inventory and use of system-based infrastructure/rooms</p>	<p>as well as abroad;</p> <p>W9-O11 Increase the number of certified students through certification programs offered by the government and other institutions</p> <p>W10-O7 Increase the number of recognized lecturers with special expertise in the field of Economics</p>
Threat (T)	S - T	W-T
<p>1. The rapid development of technology and information causes data to become obsolete (expired data);</p> <p>2. The shifting of several types of human work to machines;</p> <p>3. Increased competition among graduates from</p>	<p>S1-T2 Developing Information Systems supporting the implementation of Caturdharma PT;</p> <p>S2-T4 Designing DRPM and non-DRPM community service communication strategies;</p> <p>S7-T5 Increase the publication of reputable international and international journals/proceedings;</p> <p>S8-T4 Improving cooperation in the field of research and PkM;</p> <p>S9-T6 Increase the number of collaborative research with students;</p> <p>S10-T4 Implementing mandatory advanced studies and giving appreciation to lecturers who</p>	<p>W1-T1 Integrate the results of research innovations and PkM in learning;</p> <p>W2-T3 Carry out student learning activities off campus;</p> <p>W3-T4 Accelerating international accreditation for study programs that are accredited A;</p> <p>W4-T4 Adding student activity services to strengthen achievement in the academic field;</p> <p>W5-T4 Carry out MBKM at the international level;</p> <p>W6-T2 Improving the competence and achievement of academic and non-academic students;</p>

<p>various PTs;</p> <p>4. Development of other more competitive PTs and open course ware services;</p> <p>5. There is a dynamic periodic clustering of PTs;</p> <p>6. High competition in obtaining research and community service funds for DRPM and non-DRPM;</p> <p>7. The shift in cultural orientation and character education based on local wisdom caused by the rapid development of digital technology;</p> <p>8. Advances in Information Technology (IT) and communication reduce the existence of traditional arts and culture of the archipelago;</p> <p>9. demands management</p>	<p>continue their doctoral studies;</p> <p>S11-T4 Optimization of resource acquisition planning to support UST operations and development;</p> <p>S11-T4 Increase the number of UST alumni scholarship recipients (IKASATA)</p> <p>S12-T9 Develop information systems;</p> <p>S12-T9 Adapt to Technology Disruption to anticipate new types of hybrid jobs;</p>	<p>W8-T5 Building a research growth mindset;</p> <p>W10-T4 Increase cooperation at the national and international levels;</p> <p>W10-T5 Increase the downstreaming of research results and PKM in learning activities;</p> <p>W9-T11 Encouraging students to obtain certification according to their educational background and field of work;</p> <p>W10-T4 Improving Lecturer activities off campus or guiding outstanding students at the international level;</p>
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professionalism		
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<p>continue to increase;</p> <p>10. There is international standard Study Program competition</p> <p>11. demands dynamic DUDIKA competencies and skills;</p> <p>12. Actively demand English competence.</p>		
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C. Strategic Issues

Strategic issues are a general summary that contains challenges and opportunities in the development plan of the Faculty of Economics, Universitas Bachelor of Economics (FE UST) in the future. Strategic issues are selected by considering the strengths, weaknesses, opportunities *and* challenges *faced* by FE UST in organizing higher education Caturdharma and various supporting programs/activities.

1. Education and Teaching

Strategic issues in the field of education and teaching related to improving the quality of education at FE UST show very good progress, marked by the achievement of an increase in grade point averages from year to year and an increase in the average student study period which is getting faster. The issue of strengthening character is getting better implemented because it is supported by student education which prioritizes the cultivation of student character values and national culture among students. The development of science and technology in the era of revolution 4.0 and *society* 5.0 is a challenge in the future, but with the strength it has, FE UST is able to overcome it. This challenge will become a force for improving the quality of education at FE UST because it is supported by the development of a curriculum adapted to users, namely DUDIKA. LMS is well prepared to support online learning. FE UST today still places the field of education and teaching as the main dharma, and continues to increase the quantity and quality so that FE UST excels in Southeast Asia in glorifying and educating the nation's life in 2025.

2. Field of Research and Innovation

In the field of research and innovation, FE UST has been recognized by the Ministry of Education and Culture and Research and Technology as the 81st ranked UTAMA cluster institution, which has the effect of increasingly institutionalizing the implementation of research and innovation at FE UST and increasing enthusiasm and atmosphere of research and producing innovation at

among lecturers and students. Recently, there have been many research grants available from ministries and non-ministerials, which support the implementation of research and innovation at FE UST. This will be a motivation for UST FE lecturers to continue to increase the quantity and quality of research and innovation. The results of research and innovation in quantity and quality are getting better, it just needs to be continuously encouraged for the downstream program, especially in the form of IPR. The UST FE scientific publications show better progress. Therefore, it is an encouragement for FE UST to further increase scientific publications and to participate in achieving innovation results and reputable publications which will be the main support for realizing FE UST to excel in Southeast Asia in glorifying and educating the nation's life in 2025.

3. Community service

The field of community service places UST as a VERY GOOD cluster, the 93rd national ranking, which influences the increasingly institutionalized PkM programs. This motivates UST FE lecturers in the future to play a role in implementing the development of management science in collaboration with government and private agencies. Various grants both DRPM, DUDIKA collaboration will be sought to support the implementation of management science development programs.

4. Student Affairs

Strategic issues in the field of student affairs require strengthening the character and quality of student activities to support graduates who are ready to enter DUDIKA. To support this strategic issue, it is necessary to intensify student character development through an understanding of the existence of SMEs. Increasing student participation in various academic and non-academic activities needs to be pushed even harder. In the future, it is necessary to encourage opportunities to achieve achievements in student competitions, both nationally and internationally, especially those held by the Ministry of Education and Culture and Research and Technology and FE UST partners. The off-campus learning experience program needs to be further developed.

5. Cooperation

UST as a national university needs to establish partnerships with the government and the private sector, both nationally and internationally. The performance of the cooperation sector shows a better improvement. This is shown by the increasing number of institutions in various fields, national and international, partnering with FE UST. This will pave the way for FE UST to take advantage of this opportunity. International seminars in collaboration with foreign partner universities are also increasing. Credit transfer programs with domestic and foreign PTs need to be initiated immediately at FE UST. Collaboration with institutions outside UST FE to improve the quality of lecturers and students also needs to be implemented immediately. Of course in the future this collaboration must continue to be improved to make FE UST superior in Southeast Asia in 2025.

6. Preservation and Development of Culture

Culture is the result of human struggle, namely the struggle against all the natural forces that surround it, and all the influences of the times on people's lives. Culture is the fruit of the human mind, which does not only contain the meaning of the fruit of the mind, but also the meaning of maintaining and advancing. From the nature of nature towards the nature of culture. That is the goal of all cultural endeavors. Based on this statement, the strategic issue in the field of culture is how the preservation and development of that culture can take place properly. Often a nation is only concerned with the nature of beauty or splendor contained in a cultural object so that it forgets the relationship between culture and the people who lived in an era. In the framework of cultural development, the UST Faculty of Economics has integrated Tamansiswa teachings into Tridharma PT activities, as well as activities with cultural nuances and multicultural education that have been going well. In the future, cultural preservation and development needs to be carried out continuously as part of the UST FE Caturdharma.

7. System manage

Governance includes institutional development, human resources, finance, and infrastructure. In terms of institutional development, in 2020 the Statutes and SOTK (Organizational Structure and Governance) of FE UST have been updated, which are expected to carry out institutional functions in the next five years. *Good university* governance is a pillar of quality assurance. Development of academic and non-academic human resources is the key to educational success. Therefore, it is necessary to be given the opportunity to take part in training in order to improve its quality. In the field of finance, UST FE still relies on acceptance from student sources. Physical infrastructure is sufficient, but it needs to be continuously developed, especially digital information technology to carry out Caturdharma activities in the era of the industrial revolution 4.0 and *society* 5.0.

D. Vision, Mission, Goals & Targets

Vision

Becoming a Faculty of Economics that excels in glorifying and educating the nation's life through chessdharma based on Tamansiswa Teachings in Southeast Asia in 2025.

Mission

1. Improving the quality of education and teaching in the field of management and accounting based on Tamansiswa teachings.
2. Improving the quality of research and scientific publications in the field of management and accounting based on Tamansiswa teachings.
3. Improving the quality of service oriented towards community empowerment based on Tamansiswa teachings.
4. Improving the quality of preserving and developing a noble national culture based on Tamansiswa teachings.
5. Improving the quality of cooperation that is oriented towards the development of the people's economy based on the teachings of Tamansiswa.

6. Develop student and alumni activities that are oriented towards the quality of graduates.
7. Improving Faculty Governance to create *good governance* and accountability.

Objective

1. The realization of graduates of bachelor of accounting, management, and Master of Management who are superior, have noble character, are honest, independent, master technology, have a national outlook in the field of accounting and management based on Tamansiswa teachings.
2. Realization of research for the development of Accounting and Management as well as national and international publications as well as downstream for the welfare of society.
3. Realization of the results of community service and national and international scale publications in the field of accounting and management that are beneficial for the welfare of society.
4. The realization of the preservation and development of national culture through integrated activities in the three dharma of higher education to glorify the nation's life in the fields of accounting and management.
5. The realization of the results of cooperation through the development of networks and partnerships with domestic and foreign institutions to improve the quality of Caturdharma's activities in the field of accounting and management.
6. Organizing student activities to produce graduates who are superior and have character based on Tamansiswa teachings in accounting and management.
7. The realization of good faculty governance *to* carry out superior Caturdharma based on Tamansiswa teachings.
8. Realization of infrastructure and information technology facilities to support a conducive academic atmosphere in the implementation of Caturdharma based on Tamansiswa teachings.

Target

1. Producing graduates who are qualified, independent, have noble behavior, and have competence in accounting and management in accordance with Tamansiswa Teachings;
2. Research results For development accounting and management as well as publication national and international as well as downstream for well-being society ;

3. Devotion is generated society and publications scale national and international in the field useful accounting and management _ for well-being society .
4. Producing activities for the preservation and development of national culture through activities that are integrated into the tridharma of higher education.
5. Produced cooperation partnerships to improve quality activity chessdharma in the field accounting and management .
6. Produced student activities for produce excellent graduates with character _ in accordance Tamansiswa teachings;
7. Produced governance pamong good faculty _ For carry out excellent chessdharma _ based on teachings Tamansiswa .
8. he produced means infrastructure and technology information For support maintenance chessdharma based on teachings Tamansiswa .

CHAPTER III

OUTLINE OF THE DEVELOPMENT PROGRAM

A. Field and Development Strategy

The fields of development of FE UST include: (1) education and teaching, (2) research and innovation, (3) community service, (4) student affairs, (5) cooperation, (6) cultural development and preservation, and (7) governance.

The UST FE Education development strategy is focused on improving the quality of education and learning to support the quality of graduates who are competent and have character according to Tamansiswa teachings. Education and teaching are carried out with innovative collaborative learning models based on *case methods* and *team based projects* and provide opportunities for students to study outside the UST Faculty of Economics both within the UST campus and outside UST which includes domestic and overseas. Improving the quality of graduates is carried out by providing competencies and skills that are tailored to DUDIKA's needs.

The UST FE research and innovation development strategy is focused on increasing the relevance and productivity of research and development, namely by (1) optimizing research outcomes that are published at the national and international levels, (2) optimizing downstream research in developing learning and (3) increasing the application of research that has received international recognition or is implemented by the community. Meanwhile, the PKM field development strategy is focused on increasing the relevance and productivity of PKM to increase resources and community welfare, namely by (1) optimizing PKM outputs published at the national and international levels (2) optimizing the downstream research in PKM and (3) increasing the application PKM that has received international recognition or is implemented by the community.

The UST FE student affairs development strategy is focused on improving the quality of students and alumni, namely by improving the performance of student services to earn grants, achievement gains, and scholarships for students and increasing alumni contributions in various academic activities

and non-academic. The UST FE Cooperation development strategy is directed at increasing activities effective collaboration with various partners both domestically and abroad to increase (1) the number of foreign students, (2) implementation of student exchanges both domestically and abroad, (3) increase joint research with various partners *inside* and abroad, and (4) carrying out cooperation at the Faculty of Economics and Study Program levels. The FE UST culture development strategy is focused on strengthening character by integrating Tamansiswa teachings into learning. The FE UST Governance development strategy is focused on improving the quality of Governance to realize Good University Governance (GUG) with a focus on (1) developing Doctoral-educated Lecturers, (2)) Development of staff with competency certificates, (3) Development of Information Systems through the development of BI as a DSS, (4) Development of business units, (5) Pioneering of international accreditation.

B. Strategic target

In order to realize the vision and mission and goals of the Faculty of Economics (FE) in 2025 which are in line with the big plans of UST, the FE UST sets comprehensive strategic goals and supporting strategies. This strategic goal refers to the vision and mission of FE UST, the general conditions that exist inside and outside FE UST, and the challenges that exist today and in the future. This strategic goal is expected to be able to bring UST Faculty of Economics to become a Faculty of Economics that is superior and has character in educating the nation's life in Southeast Asia in 2025.

The strategic goals of FE UST are based on the ideas of Ki Hadjar Dewantara, the father of national education who is also the founder of UST. The study programs at FE UST are expected to be able to apply Tamansiswa teachings based on Trikon (Continuous, Convergent, Concentric), Trilogy of Leadership (Ing *Ngars a Sung Tul adha* , Ing *Madya Mangun Karsa* , Tut *Wuri Handayani*), and Tri- Nga (*Ngerti* , *Ngrasa* , *Nglakoni*) in preparing graduates who can compete globally.

Strategic goals in the field of education and teaching lead to the formation of the character of an academic community of quality, self-reliant and noble behavior

and have competence in accounting and management in accordance with Tamansiswa teachings. FE UST strives to improve the quality of graduates through a curriculum that is adapted to the Merdeka Learning Campus Merdeka program, the implementation of SPMI and SPME, as well as providing opportunities for students to take part in student exchanges and internships at the Southeast Asian level.

Strategic goals in the field of research and innovation FE UST aim to increase the quantity and quality of research and community service both carried out by lecturers and collaboration between lecturers and students. Increase cooperation with partners inside and outside the country. Increasing the output of research and community service through publication in reputable national and international journals , increasing citations and H-indices, patents, intellectual property rights and developing teaching materials/books.

The strategic goal in student affairs is to improve the quality of graduates by increasing the quality of inputs, preparing program activities that can improve students' abilities in both academic and non-academic activities, and increasing cooperation with partners to prepare graduates who are ready to work.

Strategic goals in the field of cooperation lead to an increase in partnership programs that develop chessdharma activities, increase the participation of FE UST on the national and international levels. Disseminate Tamansiswa teachings through increasing the quality and quantity of the excellence of lecturers and students who excel at national and international levels.

Strategic goals in the field of cultural preservation and development are directed at efforts to integrate cultural aspects in the implementation of the three dharma within FE UST. Application of a professional and standardized work culture in order to create an ecosystem that supports the performance of higher education laws , strengthening the quality of education that is just and inclusive.

Strategic objectives in the field of governance are directed at efforts to improve the quality of governance through enforcement of rules, certification and/or accreditation from external parties, recognition from the community, benchmarks with

faculty of economics at the international level and realizing the mechanism of *Good Academic Governance* .

Strategic targets in the field of HR are directed at improving the quality of tutors and educational staff within the FE UST environment. Improving the academic qualifications of lecturers, increasing the number of qualifications for lecturers' academic positions to Professors, Head Associate Professors, and Lectors, improving the ratio of student lecturers, and increasing lecturer activities off campus by seeking experience in industry or activities on other campuses, increasing recognition/recognition of expertise /achievement/performance of lecturers, and certified educational qualifications.

C. Policy Direction

The Industrial Revolution 4.0 that is currently happening has resulted in the emergence of the Disruptive Innovation Era which has influenced the direction and policies for the development of higher education institutions. FE UST's policy direction is prepared with FE UST's identity, national and global challenges, and fulfilling the demands of DUDIKA and society.

Specifically, the 2021-2025 UST policy directions are based on the following principles:

1. FE UST is part of the university that carries the name Ki Hadjar Dewantara as the founder of the nation and the Father of National Education is a university that has a national spirit (Nationalist), Universal, Multicultural, Populist and Independent. UST FE is committed to providing and serving education for all levels of society by not making race, ethnicity, religion or class a prerequisite for being able to study at UST.
2. UST's Faculty of Economics always adapts to advances in science and technology and global challenges in order to produce graduates who are independent, with the characteristics of kandel, stubborn, kendel and ngandel, possess the skills needed in the 21st century, are highly competitive and are able to practice Tamansiswa teachings wherever they are.
3. UST FE organizes education in carrying out its noble duty to provide the main focus on implementing Higher Education Caturdharma with the aim of glorifying and educating the nation's life. Realization

The Caturdharma is directed to support the achievement of UST's target, namely to become a superior tertiary institution in 2025.

4. To realize these noble ideals, UST FE determines seven policy directions in the fields of Education, research and innovation, Community Service, Student Affairs, Cooperation, Development and Preservation of National Culture, Governance which includes Institutions, HR, Finance and Facilities and infrastructure. In detail, the policy direction can be seen in table 12.

D. Strategic Program

The strategic program in the field of Education and teaching of FE UST in an effort to support improving the quality of education towards superior UST in Southeast Asia in glorifying and educating the nation's life in 2025 includes program activities: (1) Learning innovation with digital information technology, (2) building character by integrating Tamansiswa teachings in learning, (3) Collaborating with DUDIKA to fulfill off-campus learning, (4) creating *case-based learning models* or team-based projects. (5) involving users in formulating graduate learning outcomes, (6) equipping students with 21st century competency characters and (7) equipping students with entrepreneurial soft skills based on digital information technology.

In the field of research and innovation that shows better progress, they will be encouraged to achieve quality journals towards reputable journals. The results of innovation and reputable publications will be the main support for realizing superior FE UST in Southeast Asia in glorifying and educating the nation's life in 2025, on this basis, the strategic programs that will be implemented include: (1) conducting collaborative research with students, (2) international research *joint research* with PT partners/BRIN grants foreign cooperation; (3) assisting lecturers to obtain grants from the Ministry of Education and Culture for Research and Technology, National Agency for Research and Technology, LPDP, Non Ministries, and Partner Institutions, (5) Developing program guidelines

downstream research results; (7) facilitating lecturers to meet the requirements for national reviewer certification (8) compiling a road map for lecturer/study study programs and their implementation, and (9) training lecturers to apply a research growth mindset.

To encourage the role of the PKM field based on scientific development, strategic program implementation will be increased, including activities: (1) facilitating lecturers and students to carry out community service based on research results and community needs according to the PKM roadmap, (2) organizing a village project-based KKN MBKM program, (3) community service innovation based on community needs by utilizing digital information technology, (4) developing community service collaborations at the national and international levels and (5) facilitating lecturers to obtain IPR.

In the field of student affairs, in an effort to strengthen the character and quality of students, a strategic program will be carried out; (1) setting standards for the quality of student input through collaboration with high school students who receive KIP scholarships, (2) creating a transparent and accountable student information system, (3) helping students to receive grants, achievements, and scholarships, (4) facilitating UST FE graduates to reach DUDIKA opportunities, (5) implementing a competency test scheme according to SKKNI, (6) Big Campaign for student achievements through social media, and (7) increasing the role of alumni through the provision of scholarships by alumni and contributions to campus facilities and infrastructure.

In the field of Cooperation, UST FE improves its quality and quantity so that it can support the achievement of the UST Excellence FE in Southeast Asia in 2025. Therefore, the strategic programs that will be carried out include:

(1) collaborate with universities in DIY in implementing Caturdharma ;
(2) preparing institutions as *hosts* and *co-hosts* for organizing Caturdharma activities at the national and international levels ; (3) facilitating students to take part in learning outside the study program ; (4) Develop a strategy to create cooperation with DUDIKA ; (6) study program assistance in organizing international classes ; and (7) optimizing the number of partner links in the information *system* with partners.

In the field of development and preservation of national culture, as part of Caturdharma, there will be a strategic program that will be implemented by integrating Tamansiswa teachings into PT Tridharma activities, including: (1) campaigning for the teachings of Ki Hadjar Dewantara as a source of the concept of national education, (2) Exploring and fostering the potential for cultural arts according to the 10 cultural promotion objects programmed by the Ministry of Education and Culture, (4) cross-cultural studies throughout Southeast Asia, (5) cultivating national traditions in the implementation of international activities, (6) publishing scientific media with the Tamansiswa character, (8) strengthening human resources in the concept acceptance of all student characteristics, creating an accessible physical and non-physical environment , building an innovative culture.

Strategic programs related to institutional strengthening, (1) Establishing Caturdharma cooperation at the national/international level, (2) obtain certification/accreditation of study programs provided by reputable international institutions and obtain certification/accreditation for the scope of units (laboratories, etc.) provided by reputable international and national institutions.

Strategic Human Resources programs include: (1) requiring and facilitating lecturers to continue their doctoral studies by utilizing scholarships, (2) facilitating lecturers' academic promotion, (3) implementing a mandatory policy for further doctoral studies for new lecturers followed by giving appreciation, (4) optimizing the functions of the personnel department to facilitate academic promotion, (5) facilitating lecturers on an ongoing basis to obtain professional educator certification, (6) facilitating ongoing training of students to take part in certification programs offered by the government and other institutions,

Financial Strategic Program: (1) Standard cost structure setting, (2) creating a new partner network model that has the potential to become a source of income, (3) changing individual and collegial business behavior to institutional business behavior, (4) institutional management of business units to financial independence, and (5) implementing a performance-based budget management model.

Strategic programs for facilities and infrastructure: (1) developing an integrated management information system for facilities and infrastructure, and (2) developing apprenticeship applications

E. Main Performance Indicators of the Program

Performance Indicators (IKUP) are used as a basis for describing the program into activities to be carried out at FE UST. IKUP is a benchmark for the amount of output generated from each activity.

Table 2 Main Performance Indicators of the Program

No .	Development Field	Policy Direction	Strategic Program
1	Education and Teaching	Improving the quality of Education and Teaching	Optimization of structured efforts so that students graduate on time
			Speed up the waiting period for graduates.
			Increase Student GPA
			Increase Student Scientific publications
		Increasing work readiness and student entrepreneurial spirit.	Implementation of learning activities outside the domestic campus.
			Strengthening/Learning with the case method or team-based project based on Tamansiswa teachings
2	Research and Innovation (Research)	Increased interest and quality of research and its outcomes.	Increasing the publication of reputable international journals/proceedings.
		Increasing the quantity and quality of national and international publications.	Increase the publication of national journals accredited by Sinta and indexed by Scopus/WOS or equivalent.
		Increasing the quantity and quality of IPR	Increasing the acquisition of various kinds of IPR.
		Increasing the quantity and quality of national and foreign cooperation research.	Increasing the acquisition of grants from the Ministry of Education and Culture for Research and

			Technology, BRIN, LPDP, Non Ministries, and partner institutions.
			Increasing UST internal grants
3	Community service	Increasing the quality and quantity of PKM	Improving the performance of lecturers and students in community service.
		Improvement of International PKM	Increasing the participation of lecturers and students in community service with international grants.
		Increasing the quantity and quality of IPR	Increasing the acquisition of various kinds of IPR
4	Student Affairs	Improving the evaluation of the quality of graduates	Strengthen the tracer study of alumni to evaluate the suitability of graduates' work fields to the competence of the field of study.
			Scope of Graduate Work Operations (Local/National/Licensed Entrepreneurship)
			Scope of Operations Graduates (Multinational/International)
			Strengthen tracer studies for users or users of graduates to evaluate the suitability of graduates' work fields for the competence of the field of study.
		Increasing the quality and quantity of students	Increase student input and achievement
		Increasing student achievement in the academic field	Improving student achievement in the academic field
		Increasing student achievement in non-academic fields	Improving student achievement in non-academic fields

5	Cooperation	Increasing the quality and quantity of cooperation.	Improving the quality and quantity of domestic and foreign cooperation.
6	Preservation and Development of Culture	Improvement of national culture based on Tamansiswa teachings in academic activities.	Internalization of Tamansiswa Teachings in a sustainable manner in academic activities.
	Tata pamong	Strengthening a culture of quality education for lecturers and students who are just.	Implement policies and regulations to ensure transparency, accountability, responsibility, and fairness.
		Improved benchmarking with international universities	Increasing strategic activities with international universities
		Availability of evidence regarding the practice of developing a quality culture in tertiary institutions.	Improve documentation of quality culture development.
		Obtaining external certification/accreditation by a reputable national or international institution.	Obtain study program certification/accreditation given by a reputable national institution.
			Obtain study program certification/accreditation given by a reputable international institution
	Resource	An increase in lecturers carrying out activities outside the campus seeking industry experience or activities on other campuses.	Increase lecturers who are active outside the campus.
		Increase in the number of professional educator certifications/professional certifications.	Increasing lecturers who get professional educator certification/professional certification
		Increasing the number of qualifications for lecturer academic positions.	Increasing the number of qualifications for lecturer academic positions to become Professors, Associate Professors, Lectors, and Doctors.

	Finance	Independence of sources of funding	Strengthening control over funding sources
8	Student activities	Internalization of Tamansiswa teachings to students	Strengthening student activities based on Tamansiswa teachings
9	Tendic Development	Improving the quality of student services by educational staff	Increasing the competence of educational staff

CHAPTER IV DEVELOPMENT DIRECTIONS

A. Stage Actualization (2021-2025)

FE UST excels at the Southeast Asian level . At stage This focused on reinforcement institution especially strengthening capacity source Power people and resources Power other as basic capital For increase Power competitive faculty with use superiority teachings Tamansiswa as embodiment *mission differentiation* . Achievement Strategy on stage actualization is

1. Strengthen it implementation and internalization teachings Tamansiswa in civitas internal academics of FE UST.
2. Enhancement quality lecturers and students through studies progress and certification competency .
3. Enhancement productivity and achievement external learning , research and PkM .
4. Enhancement Work same in level international .
5. Increase amount student foreign .
6. Increase activity study outside _ campus , at home and abroad .
7. Innovative study program development in accordance with need society .
8. Increase Accreditation and Certification International .

B. Stage Idealization (2026-2030)

FE UST is targeted enter in ranking of 500 AUR (Asia University Ranking). At stage This focused on improvement quality and quantity education , research and community service _ through internationalization and work programs same . Achievement strategy on stage This are :

1. Socialize teachings Tamansiswa at the deep Asia level field Caturdharma .
2. Increase reputation academic institution based on survey academic .
3. Increase employer reputation based survey .
4. Control ratio comparison between lecturer full time per student For measure quality ideal teaching .
5. Increase amount lecturers with doctoral degrees.
6. Increase amount citations per published paper , data obtained from the Scopus Database.
7. Increase number of published research papers percentage , data obtained from the Scopus Database.

8. Using Scopus Data For evaluate level openness international in matter Work The same study For evaluate institution .
 9. Increase amount lecturer foreigner in the institution .
 10. Increase amount student foreigner in the institution .
 11. Increase amount student foreigners entering the institution _ through exchange .
 12. Increase amount student foreigners who leave the institution through exchange .
- Achievement strategy on stage This directed For achievement of AUR assessment parameters which include reputation academic (30%), ratio students and lecturers (10%), reputation staff (20%), work The same research international (10%), total citation research (10%) and amount research per faculty (5%), ratio lecturer title Doctorate (5%), proportion between internationalization academic (2.5%) and proportion student international (2.5%), as well proportion between exchange programs incoming students (2.5%) and exchange programs student out (2.5%).

C. Existence Stage (2031-2036)

Faculty of Economics and Business targeted to be **ranked in the 1000 WUR (World University Ranking)**. At this stage the focus is on international recognition or reputation in the subject/field namely Economics . The achievement strategy at this stage is

1. Tamansiswa teachings are disseminated at the world level as an advantage of FE U ST.
2. Increase the score of the institution's academic reputation based on survey academic with collect expert opinion, data obtained from a list compiled by the institution (*peer academic*).
3. Increase score employer reputation based survey with collecting peer employer list of institutions , data obtained from the list collected by the institution (peer employer).
4. Increase the total amount citation obtained _ from all papers produced by the institution during 5 year period , data obtained from Elseviers Scopus Database.
5. Control ratio comparison between lecturer per student For measure quality teaching .
6. Increase amount lecturer foreigner in the institution .
7. Increase amount student foreigner in the institution .

Achievement strategy on stage This directed For achievement of WUR assessment parameters which include Academic Reputation (40%), Employee Reputation (10%),

Citation (20%), Staff-Student Ratio (20%), International Staff (5%) and International Students (5%). Visually plan _ the development of FE UST is presented in Figure 1.



Picture 6. Stages Achievements vision, Mission, And Objective

CHAPTER V MONITORING AND EVALUATION

To ensure the implementation and sustainability of the program that has been planned, monitoring and evaluation is needed. Monitoring is an effort to systematically and continuously collect and analyze the programs implemented to the extent that the implementation is in accordance with the success indicators that have been formulated. Monitoring is needed to optimize program implementation. With monitoring we can make corrections and improvements and improve program implementation so that it is of higher quality. While evaluation is needed to measure the extent to which the program that has been implemented can achieve the goals and objectives that have been set. If monitoring places more emphasis on process, evaluation places more emphasis on the results of activities/program implementations that have been planned beforehand.

Monitoring and evaluation generally aims to ensure the implementation of the program as planned. Specifically, the monitoring and evaluation carried out in the implementation of the RIP FE UST aims to:

1. Analyze whether program implementation is in accordance with what has been previously planned;
2. Identify various problems that arise and can interfere with the achievement of the goals that have been set;
3. Knowing the link between activities and objectives in order to obtain progress measures;
4. Adjust various changes without deviating from the set goals.

The focus of monitoring will be concentrated on three aspects, namely:

a. Input aspect (*input*)

All aspects of input such as labor, material, tools, funds, time, and others needed to carry out activities will be optimally controlled.

b. Process aspect (*program implementation*)

In this phase monitoring is directed at analyzing the extent to which inputs are used efficiently and effectively in certain activities. Implementation of activities will continue to be scrutinized so that it can actually achieve the goals that have been set.

c. Aspects of output (*output*)

Furthermore, monitoring is carried out to see all the results of activities that have been carried out. This is important so that it can be followed up with further activities

The steps in the implementation of monitoring and evaluation of the implementation of RIP FE UST can be divided into three stages, namely as follows:

A. Planning Stage

1. Identify goals
2. Determination of boundaries to be monitored
3. Selection of indicators and standards used
4. Determination of information sources and activity data collection procedures

B. Implementation Stage

1. Related data collection
2. Processing and data analysis
3. Presentation and reporting of various findings
4. Follow-up of findings

C. Assessment Stage (Evaluation)

1. Evaluation of program results: in the form of an assessment of the readiness of various activities
2. Process evaluation: is an evaluation of the results that have been achieved during the activity process
3. The final evaluation of the program is an evaluation of the overall results that have been achieved from the beginning to the end of the activity.
4. With this monitoring and evaluation, it is hoped that program implementation will be optimal.

CHAPTER V I CLOSING

UST FE Development Master Plan is a fifteen development direction year . With the RIP, it is hoped that FE UST's future steps will be more certain in preparing itself to become a leading institution. As a master plan, of course, the RIP must be translated into a medium-sized action planning unit (five years) which is further reduced in the F E UST Budget and Expenditure Plan which is made annually. Thus it can be guaranteed that the planned RIP can be achieved in stages .

This RIP is flexible and dynamic, meaning that under certain conditions where more significant changes are needed, it can be reformed based on the context. If there is an unexpected change in the strategic environment, the policies and programs that have been formulated in the strategic plan face obstacles to implementation, then the faculty leadership can make changes with the approval of the faculty senate. In addition, the development strategy points which are the main part of the RIP need to be socialized so that their operational implementation is internalized and supported by the academic community at the faculty. This plan is not something that cannot be changed, every year it will be reviewed and evaluated whether the plan is still relevant to the situation and conditions, if the dynamics of the Faculty's activities are indeed at a faster pace, then this RIP will be changed or adjusted .

FACULTY OF ECONOMICS

VISION

Becoming a Faculty of Economics that excels in glorifying and educating the nation's life through Catur Dharma based on Tamansiswa principles in Southeast Asia in 2025



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