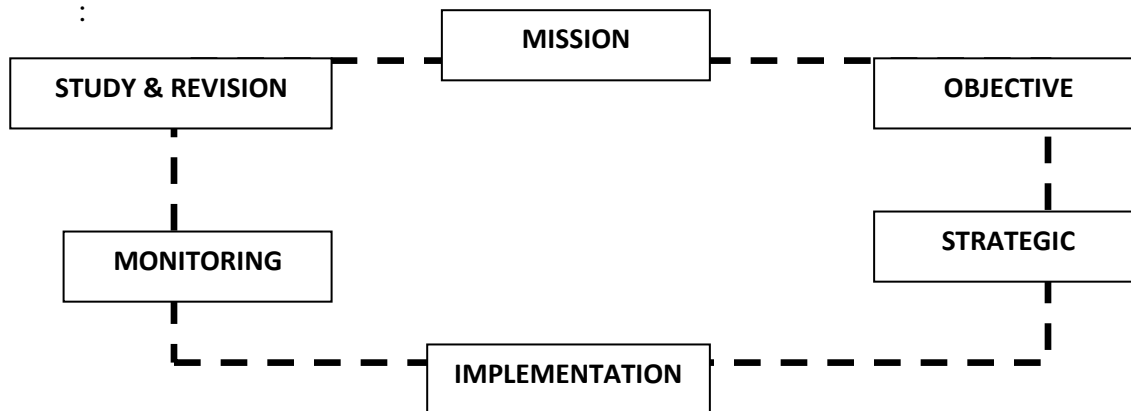# STRATEGIC PLAN

2020-2024

FACULTY OF ANIMAL AND AGRICULTURAL SCIENCES
UNIVERSITAS DIPONEGORO
2019

CHAPTER 1

INTRODUCTION

1.1. **Background**

This Strategic Plan aims to achieve macro, which is clearly stated in the institution's vision statement, by carrying out the mission that has been set. Of course, this strategic plan is dynamic, as a management system, to always follow a cycle:

:

```
                        ┌─────────────┐
                        │   MISSION   │
                        └─────────────┘
┌──────────────────┐                        ┌──────────────┐
│  STUDY & REVISION │                        │  OBJECTIVE   │
└──────────────────┘                        └──────────────┘

┌──────────────────┐                        ┌──────────────┐
│    MONITORING     │                        │  STRATEGIC   │
└──────────────────┘                        └──────────────┘
                        ┌───────────────────┐
                        │  IMPLEMENTATION   │
                        └───────────────────┘
```

The Faculty of Animal and Agriculture Sciences (FAAS) Universitas Diponegoro (Undip) has generated a long-term program for the next five years To realize the vision and mission in a document called Strategic Plan document FAAS 2020-2024. Long-term Strategy for Higher Education (Higher Education Long Term Strategy) for 2015-2032 is focused on increasing the nation's competitiveness. It is based on the autonomy of education and organizational health. The strategy and development are designed by conducting an analysis of strength-limitation-opportunity-threat to realize the vision and mission of Undip's FAAS, and is directed at three main development issues:

    a.   Increasing the nation's competitiveness;
    b.   Autonomy of education
    c.   Organizational health

a.   Expanding the nation's competitiveness**;**

FAAS as a sub-system of the National Education System must contribute to increasing the nation's competitiveness. This can be realized through systemic and planned academic programs. Knowledge-based solutions are believed to be the primary support in participating in global competition. Therefore, human resources who master science and technology will strengthen the nation's competitiveness. Moreover, Indonesia is well-known as a rich-natural resource country. Thus, the utilization of these natural resources can be carried out independently.

b.   Autonomy of education

By granting autonomy in the management and implementation of academic programs, FAAS Undip has the opportunity to take advantage of all the potential that exists in self-

development. Thus, FAAS Undip can produce superior programs and quality graduates in line with the increasing competitiveness of the nation.

c. Organizational Health

An organization based on sound internal management is a prerequisite for the autonomy of management and implementation of academic programs aimed at increasing the nation's competitiveness. According to HELTS 2010-2020, the characteristics of organizational health are 1) development of academic freedom; 2) creating an academic atmosphere that encourages the process of research, innovation, creativity and the emergence of ideas for each individual; 3) development of a system of values, norms, regulations and other standard operations; 4) developing the ability to market and sell ideas that develop from the results of research; 5) the meritocracy system is well enforced; 6) developing the ability to forge sustainable cooperation; and 7) the implementation of financial accountability. With organizational health that meets the requirements of giving autonomy, it does not cause anarchy. It is not confusing at the time of its implementation. By following the University's Strategic Plan Review 2020-2024, science and technology development and higher education will only make real contributions to national development in improving progress and community welfare if the development of science and technology and higher education can produce technology and innovation as well as skilled human resources that meet the needs of society or address the real problems faced by the community.

1.2 Legal Basic of Compilation Strategic Plan

A.   Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System;
B.   Law of the Republic of Indonesia Number 14 of 2005 concerning Teachers and Lecturers;
C.   Law of the Republic of Indonesia Number 12 of 2012 concerning Higher Education;
D.   Law of the Republic of Indonesia Number 17 of 2003 concerning State Finance;
E.   Government Regulation of the Republic of Indonesia Number 23 of 2005 concerning Financial Management of Public Service Bodies;
F.   Government Regulation of the Republic of Indonesia Number 74 of 2012 concerning Amendments to Government Regulation of the Republic of Indonesia Number 23 of 2005 concerning Public Service Agency Financial Management;
G.   Government Regulation of the Republic of Indonesia Number 4 of 2014 concerning Implementation of Higher Education and Management of Higher Education;
H.   Government Regulation of the Republic of Indonesia Number 81 of 2014 concerning the Designation of Diponegoro University as a Legal Entity College;
I.   Government Regulation of the Republic of Indonesia Number 52 of 2015 concerning the Statute of Diponegoro University;
J.   Presidential Regulation of the Republic of Indonesia Number 2 of 2015 concerning the 2015-2019 National Medium-term Development Plan;

K. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 49 of 2014 concerning National Higher Education Standards;
L. Regulation of the Minister of Administrative and Bureaucratic Reform Number 17 of 2013 concerning Lecturer Functional Position and Credit Score;
M. Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 46 of 2013 concerning Amendments to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 17 of 2013 concerning Lecturer Functional Positions and Credit Points;
N. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 89 of 2013 concerning Amendments to the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 78 of 2013 concerning Provision of Professional Allowances and Honorary Allowances for Lecturers Holding Academic Professions;
O. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 84 of 2013 concerning the Appointment of Permanent Civil Servant Lecturers at State Universities and Permanent Lecturers at Private Universities;
P. Regulation of the Minister of National Education Number 65 of 2009 concerning the Organization and Administration of Diponegoro University;
Q. Regulation of the Minister of National Development Planning / Head of the National Development Planning Agency of the Republic of Indonesia Number 5 of 2014 concerning Guidelines for Preparation and Review of Strategic Plans of Ministries/Agencies (Renstra K/L) 2015-2019;
R. Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 13 of 2015 concerning the Strategic Plan of the Ministry of Research, Technology and Higher Education 2015-2019;
S. Decree of the Minister of Finance Number 259 / KMK05 / 2008 concerning the Designation of Diponegoro University at the Ministry of National Education as a Government Agency Implementing Financial Management for Public Service Bodies (PK-BLU);
T. Directorate General of Higher Education Strategic Plan 2010-2014;
U. Decree of the Rector / Chair of the Diponegoro University Senate Number 19A / J07.Senat / SK / 2007 concerning the Vision and Mission of Diponegoro University;
V. Diponegoro University Rector Regulation Number 113 / PER / H7 / 2011 concerning Diponegoro University Strategic Plan 2010-2014.
W. Diponegoro University Board of Trustees Regulation Number 1 of 2016 concerning the Organization and Administration of Diponegoro University;
X. Diponegoro University Rector Regulation Number 4 of 2016 concerning the Organization and Work Procedure of the Elements Under the Diponegoro University Chancellor;
Y. Diponegoro University Chancellor Regulation Number 5 of 2016 concerning Procedures for Filling Leadership Positions at the Faculty / School Level at Diponegoro University;
Z. Diponegoro University Rector Regulation Number 6 of 2016 concerning Procedures for Filling Senate Positions for Vocational Faculties / Schools in Diponegoro University.
AA. Diponegoro University Chancellor's Regulation Number 33 of 2019 concerning Undip's Strategic Plan 2020-2024.

BB. Diponegoro University Chancellor's Regulation Number 19 of 2016 concerning Diponegoro University Fund Management;

CC. Diponegoro University Chancellor's Regulation Number 12 of 2017 concerning Mechanisms and Procedures for Implementing Accounting and Financial Statements

DD. Diponegoro University Chancellor Regulation Number 2 of 2019 concerning the Organization and Work Procedure of the Elements Under the Diponegoro University Chancellor;

EE. Decree of the Rector / Chair of the Diponegoro University Senate Number 19A/ J07.Senat /SK/2007 concerning the Vision and Mission of Diponegoro University; and all statutory provisions relating to the operation of state universities with legal entities.

1.3 Objective

The main objectives of making Strategic Plan in 2020-2024 include:
1.   Produce the 2020-2024 FAAS Strategic Plan.
2.   Determine the strategic policy direction
3.   Determine programs and activities for 2020-2024
4.   Establish Performance Indicators to be achieved by FAAS.

1.4 Target

The target to be achieved by FAAS in 2020-2024 is to produce:
1.   Excellent graduates have national and international competitiveness,
2.   Lecturers and education staff who are able to carry out a quality learning process,
3.   Complete and quality learning facilities and infrastructure,
4.   Lecturers and students are able to carry out research and produce science and technology, scientific publications, and intellectual property rights
5.   Produce community service services that are able to improve community welfare
6.   Implement effective, efficient and accountable faculty governance

Table 1.1. Targets and Performance of FAAS 2019

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019
01.01	Increase in access to education, academic quality assurance and competitiveness/competence of lecturers and students	01	The number of lecturers who make textbooks/texts	Persons	49	62
		02	Number of textbooks / texts / monographs	Book	23	29
		03	Number of accredited study programs A.	**Study Progam**	**4**	**6**
		04	Number of study program with international accreditation	**Study Progam**	0	0
		05	Number of Professor	Person	20	22
		06	Number of Associate Professor (Doctoral Degree)	Person	35	37
		07	Number of Lecturer with S3/Sp2	Person	78	78
		08	Ratio of Lecturer and Student	Ratio	1:22	1:22
		09	Number of International student	Person/year	1	15
		10	The number of student achievements that won first place at the national level	achievement	14	16
		11	The number of students' achievements at the international level	achievement	6	6
		12	Percentage of students involved in student organizations	Percentage	80	80

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019
		13	Number of student entrepreneurial activities funded by national/internal Undip funding/other parties	Activity	10	10
		14	Number of Funded Student Creativity Program (PKM) Proposals	proposal/year	14	15
		15	The number of students involved in PKM activities	Person	350	350
		16	Number of students who are interning in companies/industries/agencies	Person/year	100	100
		17	The total number of students who receive scholarships/tuition assistance	Person/year	300	300
		18	Number of poor students receiving scholarships/tuition assistance	Person/year	100	100
		19	The establishment of an Academician-Business-Community-Government (ABCG) synergy business incubator	Unit	1	2
		20	Percentage of students who have TOEFL> 500	Percentage	75	75
01.02	Increase in the quality of learning and academic collaboration .	21	Number of study programs that offer international programs	Study Program	0	1
		22	The number of study programs S1, S2, S3, Profession, Specialist, and Vocational	Program	7	7

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019
		23	The number of lecturers involved as speakers in national seminars	Person/year	40	40
		24	The number of lecturers involved as speakers in international seminars	Person/year	10	10
		25	The number of educational collaborations with other universities	Collaboration	10	14
02.01	Increase in resources, productivity and quality of research and scientific publications.	26	Number of citations	Publication/year	150	160
		27	Number of visiting lecturers/researchers from the country/overseas	Persons/year	5	5
		28	The number of lecturers with publications in reputable international journals	Persons/year	20	20
		29	Number of lecturers with publications in international journals	Persons/year	23	27
		30	Number of lecturers with publications in accredited national journals	Persons/year	49	50
		31	The number of lecturers involved in research funded by Undip's internal funds	Persons/year	110	109
		32	The number of lecturers involved in research with national funding	Persons/year	30	35

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019
		33	The number of lecturers involved in research with international funding/joint research with international funding	Persons/year	2	2
		34	Number (title) of research funded by international funding and/or international joint research	Title	1	1
		35	Amount of research funding from international funding/international joint research	IDR	450 mil	475.000.000
		36	Number of publications in reputable international journals	Publication	30	32
		37	Number of publications in international journals	Publication	15	15
		38	Number of publications in accredited national journals	Publication	15	15
		39	Number of publications in national journals (not accredited)	Publication	30	35
		40	Number of publications in international proceedings	Publication	6	10
		41	Number of publications in national proceedings	Publication	30	30

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019
		42	Amount (title) of research funded by internal funds	Title	25	25
		43	The amount of research funding from internal allocations	IDR	1,1 M	1.090.000.000
		44	Number (title) of research financed by national funding	Title	12	13
		45	Amount of research funding from national funding	IDR	400 mil.	450.000.000
		46	Number of scientific journals accredited by DIKTI	Journal	2	2
		47	The number of scientific journals indexed by reputable international databases	Journal	1	1
		48	Number of accredited laboratories	Unit	0	1
02.02	Increase in the number of research collaborations and research result incubations.	49	Financial contribution resulting from cooperation to the institution	IDR	750 mil.	750.000.000
		50	The number of collaborative research results and/or expertise of lecturers with industry	Collaboration	1	1
		51	The number of community service collaborations and/or lecturer expertise with government agencies/private/other universities	Collaboration	5	8
		52	Number of partners in conducting research	Partners	4	4

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019
		53	Number of lecturers involved in intellectual property rights (IPR) work	Person	9	9
		54	Number of registered IPR	Number	1	4
		55	Number of Patents	Number	4	2
		56	Number of R&D prototypes	Prototype	2	1
		57	Number of industry-worthy prototypes	Prototype	3	1
		58	The number of products that have been produced	Product	3	3
03.01	Increase in resources, productivity, and quality of community service.	59	The number of lecturers involved in community service activities with national funding	Person	11	11
		60	The number of lecturers who participated in the service activities with Undip internal funds	Person	109	109
		61	The total allocation of community service funds from Undip's internal funds	IDR	109 mil.	218.000.000
		62	The number of community service activities financed with national funding	Activity	5	5
		63	Number of Appropriate Technology Packages	Package	4	4
04.01	Increase in the number of units and RGA values	64	The number of RGA units that can assist Undip's operations includes spin-off research results	Unit	3	3

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019
		65	Financial contribution from the business unit (RGU / RGA) to the institution	IDR	750 mil.	750.000.000
04.02	Increase in the effectiveness and efficiency of work procedures of institutional development and communication	66	The number of alumni databases integrated into the database	Person	3000	3.000
		67	Number of alumni business networks connected to campus programs	Unit	1	1
		68	Percentage of Information System Integration/Integrated Undip Dashboard	Percentage	10	10
		69	Percentage of campus area connected to the internet	Percentage	100	100
		70	Bandwidth availability ratio and student	Ratio (std : kpbs)	1:44	1:44
04.03	Increase in the capacity and competence of educational staff members	71	The number of educational personnel who have attended technical/structural/ other training	Person	40	40
		72	Percentage of education personnel performance achieved (according to composition)	Percentage	100	100
		73	Percentage of lecturer performance achievement 16 credits (according to composition)	Percentage	80	94
04.04	Increase in effectivity, efficiency and	74	Compliance with Regulations	Status	the number of findings decreased	the number of findings decreased

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019
	accountability in financial management	75	Financial statement opinion	Status	WTP	WTP
		76	Accuracy of Report Submission	Status	On Time	On Time
04.05	The availability of adequate facilities and work environment	77	Availability of facilities for people with disabilities (with special needs)	Percentage	0	0
		78	The average number of classrooms compared to the number of users	m^2	1.2	1.2

Referring to the University's strategic plan of 2020-2024, the analysis of the University's strategic plan.

CHAPTER II
ORGANIZATION AND WORKING PROCEDURE

2.1 General Condition

Up to now, it has been recognized that four groups are directly involved in the management of higher education, namely:
(1) central authority group;
(2) college groups;
(3) basic academic unit group;
(4) academic community groups.

Although there is a hierarchical relationship among four groups (according to UNDIP regulations No.1 and 2 of 2010), the implementation of higher education is conducted based on a paradigm that demands a management method with regulations, provisions, arrangements, and agreements that become the glue for management to always pay attention to, accommodate, and accommodating the aspirations, dynamics, and creativity of groups that are lower in the hierarchy. Basically, the elements involved in higher education management can be viewed from two aspects, namely the aspects of resources and aspects of the academic program. Resource aspects include human resources, facilities and infrastructure, finance, and information systems. Program aspects include planning and implementing various academic activities Three Pillars of Higher Education to achieve certain goals. Following the Three Pillars of Higher Education mission, there are three main programs, namely education, research, and community service. The educational program is a program that is formulated to produce graduates with competency qualifications in certain fields. The research program is a plan of science development activities so that new knowledge or technology is produced to improve people's lives and enrich the nation's culture. FAAS-UNDIP until 2011 has two departments, namely Animal Production, and Animal Nutrition and Forage. Of the two departments, Undip held seven study programs. In simple terms, study programs can be classified into the concentration of study: (a) mono-disciplinary (under the auspices of one department), (b) oligo-disciplinary (under the auspices of more than one department in one faculty) and (c) poly-disciplinary (under the auspices of more than one department, more than one faculty in one university). Since 2012, FAAS-UNDIP has developed into two departments, namely the Department of Animal Science and the Department of Agriculture based on the Rector's Decree No.: 312/SK/UN7/2012 concerning "Determination of the merger of the Department of Animal Production and the Department of Animal Nutrition and Food into the Department of Animal Science and the establishment of the Department of Agriculture at the FAAS and the name of the study program in coordination with the Department of Animal Science and Agriculture Departmaent.

1.2 Main Duties and Function

In accordance with the explanations and limitations mandated in PP 60 of 1999, the duties and responsibilities of the faculty are the academic executing elements that carry out some of the main tasks and functions of Undip under the chancellor. The faculty is led by a dean who

is directly responsible to the rector. In carrying out his duties. The dean is assisted by a maximum of four vice deans. The faculty has the main task of coordinating and/or implementing academic, professional and vocational education in one or a set of branches of science, technology, and/or certain arts. To carry out main tasks, the faculty has functions, namely:

a. implementation and development of education;

b. conducting research for the development of science, technology and/or the arts;

c. implementation of community service;

d. implementation of development and cooperation;

e. fostering academicians and administrative staff; and the implementation of faculty administrative affairs.

The Dean is a leader in FAAS Undip; the Faculty Senate elects Dean through direct elections by taking into account the aspirations of the academic community.

Dean and Vice Dean

Dean has duties as follows.

a. leading the implementation of education, research, and community service, fostering educators and education staff, students, administrative staff, and relationships with the environment; and

b. fostering and carrying out cooperation with institutions, individuals and business entities, both domestic and foreign, related to the fields of education, research and community service.

c. In carrying out his duties, the Dean is assisted by the Vice Deans:

1. Vice Dean I, assists and in charge of handling the academic and student affairs

2. Vice Dean II, assists and is in charge of handling the resources sector

The Vice Deans are selected by the Senate of the Faculty. The leadership of the faculty has the tasks of carrying out the activities of the Three Pillars of Higher Education and educational and teaching activities in the undergraduate and postgraduate programs.

Administration Section

Administration has the task of carrying out administrative affairs in the fields of education, research, community service, finance and staffing, student and alumni affairs, general and equipment.

Department/Study Program

The department is the executor of the faculty in a specific field of study, is under the Dean. The department is led by a Head of the Department who is elected from among the lecturers and is responsible to the Dean. A Secretary of the Department assists the Head of the Department. The selection of department heads and secretaries is based on Undip Regulation No. 1 and 2/2010 and is now following Rector Regulation No. 5/2016. The head and Secretary of the department are appointed and terminated by the rector on the recommendation of the Dean, after receiving consideration from the Faculty Senate. Higher education, including education and teaching, research, and community service in the branch of animal science and technology. The Study Program is an implementer of the Department at the undergradute and postgraduate (S1, S2 and S3 strata) in certain fields of study, under the department. The study program is led by a Chair of the Study Program who is selected from among the lecturers and is responsible to the

Dean. The Head of the Study Program is assisted by a secretary. The selection of the chairman and secretary of the Study Program is based on Undip Regulation No. 1 and 2 of 2010 and now follows the Rector's regulation number 5 of 2016. The chairperson and secretary of the study program are appointed and terminated by the Rector on the Dean's recomendation, after being considered by the Faculty Senate. The Study Program is in charge of designing, implementing and evaluating curriculum and learning at certain strata and fields of science. The S1 Animal Science Study Program started operation in 2009 following the extension permit No. 6817/D/T/KN/2011. This study program amalgamates four study programs: the S1 Animal Production Study Program, S1 Animal Nutrition, Food, S1 Animal Social Economics, and S1 Animal Product Technology.

Decree of the Director General of DIKTI No: 163/DIKTI/Kep/2007 dated November 29th 2007 concerning the structuring and coding of study programs in tertiary institutions. The S1 Animal Socio-Economic program and S1 Animal Product Technology applied for re-accreditation in 2012. So for the accreditation of S1 Animal Science, the database used is S1 Animal Production and S1 Animal Nutrition and Animal Feed. Accreditation will end in November 2013. In 2013, S1 Livestock has re-accredited and will carry out re-accreditation again in 2016 and has received an A. The accreditation forms for S1 Food Technology and Accreditation for S1 Agribusiness have been submitted at the end of 2015 and have received B grade. In 2018, the Food Technology Study Program succeeded in increasing its accreditation value from B to A. In 2020 all of study program in FAAS already got grade A.

Faculty Senate

One of the other faculty completeness elements is the Faculty Senate. The Faculty Senate is a normative body and the highest representative within the faculty, which has the authority to elaborate Diponegoro University policies and regulations for the benefit of the faculty. Membership of the Faculty Senate, among others, consists of professors, Faculty Leaders (Deans and Vice Deans), Heads of Departments, Heads of study programs and four representatives from the Department of Animal Science and three people from the Department of Agriculture or adjusted to the development of the faculty. The faculty senate is chaired by a chairperson who is elected by consensus by members of the senate.

Faculty Senate has duties :

a. formulating academic policies and faculty development;
b. formulating policies for assessing academic achievement and skills and personalities of the faculty academics;
c. formulating norms and benchmarks for the implementation of the Three Pillars of Higher Education;
d. formulating regulations for the implementation of academic freedom, freedom of academic expression, and scientific autonomy at the faculty;
e. provide consideration and approval of work program planning in the field of Three Pillars of Higher Education as well as the Faculty Revenue and Expenditure Budget Plan, which is made and submitted by the Faculty leadership;
f. give consideration to the Chancellor regarding candidates proposed to be appointed as Dean, and lecturers nominated for academic positions above associate professor;

g. discuss and approve the proposed tariff structure and procedures for managing funds originating from the community, which are compiled by the leadership of the faculty;

h. assess the accountability of Faculty leaders for the policies that have been set;

i. enforce the norms applicable to Faculty campus residents;

j. held the faculty new student admission ceremony

Faculty Quality Assurance Team

The Chancellor of Universitas Diponegoro has declared higher education quality assurance on February 2nd, 2006. As a follow-up to the implementation of the higher education quality assurance system, FAAS has formed a Faculty Quality Assurance Team. At the Departmental level a Quality Control Group (QCG) has been established. The duties of the Faculty Quality Assurance Team are: Establishing goals to be achieved through a strategy and a series of appropriate activities, through monitoring, evaluation, and planning again to develop a better direction in a sustainable manner. These tasks are described in the internal quality assurance system at the FAAS level. In particular, QCG carries out academic quality assurance tasks at the Department level. Academic regulations and all procedure manuals are disseminated to all FAAS academics. A Team carries out training to academics on the implementation of quality assurance from the University (LP2MP)

2. Work Mechanism
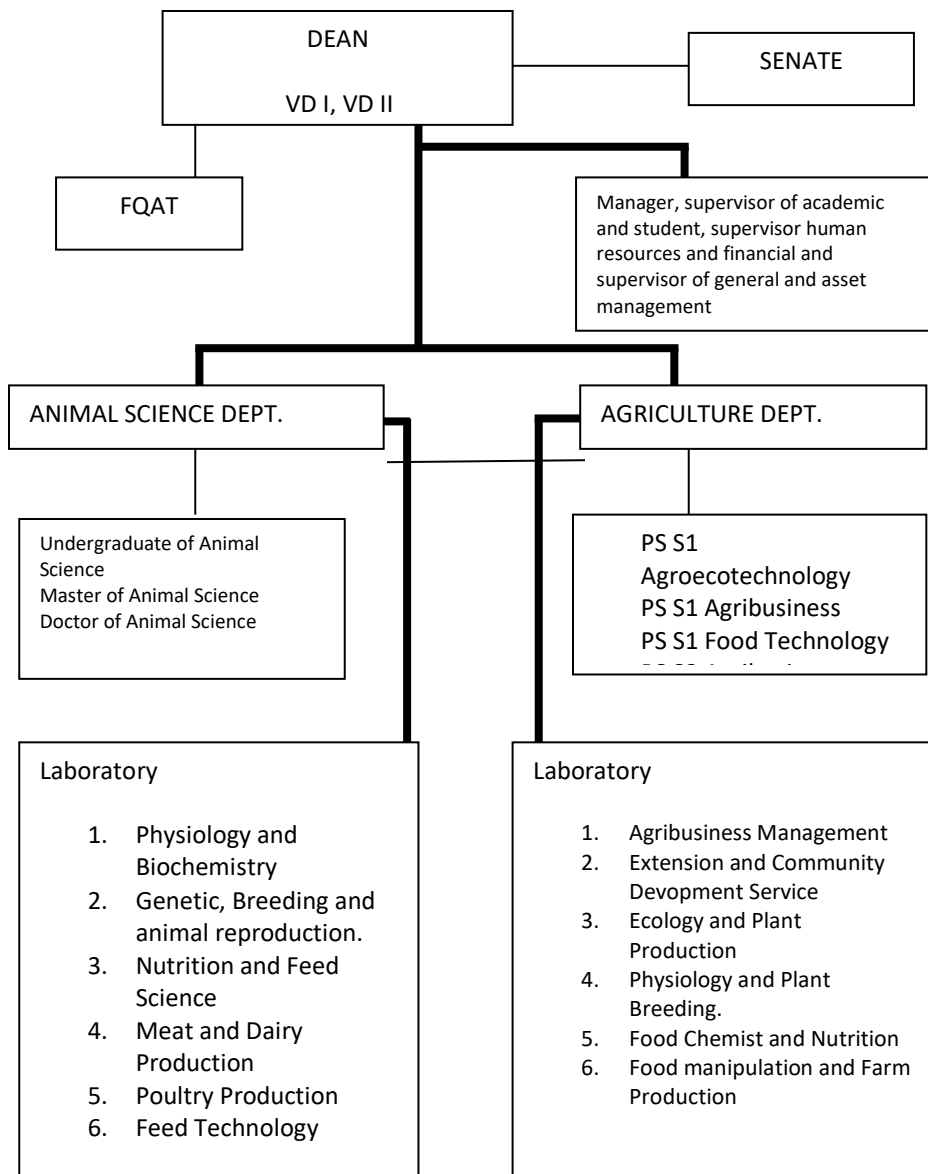
3. FAAS Condition in 2019

Table 2.3. Performance of 2019

No	Performance indicator	2019
1.	Study program with grade A	6
2	Study program with grade B	1
3	Lecturer holding a doctoral degree	78
4	Lecturer with educator certificate	100
5	International publication number	83
6	Number of intellectual rights/patents	4
7	Lecturer and student number ratio	1:33
8	Number of study programs with international accreditation	0
9	Number of international class	0
10	Number of Professor	24

CHAPTER III

VISION, MISSION AND VALUE

1.1 VISION, MISSION AND STRUGGLE VALUE OF DIPONEGORO

A. Vision

The long-term vision of FAAS is to become a leading international faculty in the field of Science and Technology of Animal and Tropical Agriculture in 2032. In the long term, FAAS will strive to develop superior animal science and agriculture.

B. MISSION

To achieve this vision, FAAS has four missions, namely:
1. Developing excellent international standard education programs in the field of animal Science and tropical agriculture to produce competitive graduates.
2. Developing excellent research with international standards in the field of animal science and tropical agriculture to support the improvement of the nation's competitiveness.
3. Developing superior services in the field of animal science and tropical agriculture to support the improvement of community welfare.
4. Developing efficient, effective, accountable and transparent faculty governance.

The mission is carried out to answer problems and for faculty development in 2020-2024

C. VALUES OF DIPONEGORO STRUGGLE

The values of Diponegoro University are the foundation or philosophy in carrying out and achieving the vision, mission, goals, and objectives of Undip, which in full are:
a. Honest
The meaning of Honest in the Big Indonesian Dictionary is 1) upright; not lying (for example, by saying what it is); 2) not cheating (for example, in a game, by following the applicable rules; 3) sincere. It is interpreted as an attitude that reflects the correspondence between heart, words and actions. What the heart intends, is spoken by mouth and displayed in action is what actually happens. This is in line with Prince Diponegoro's values which prioritize honesty, reflected in the nature of the struggle that is anti-corruption and crime.
b. Care
The meaning of caring in the Big Indonesian Dictionary is paying heed; pay attention; ignore. This is in line with Prince Diponegoro's values who prioritize the interests of the people, reflected in his very populist attitude, living in the midst of the people and struggling to relieve the suffering of the people.
c. Brave
The meaning of courage in the Big Indonesian Dictionary is to have a solid heart and great self-confidence in facing dangers, difficulties, and so on; not afraid (trembling, afraid). This is in line with the values of **Pangeran Diponegoro** who prioritize courage and has a firm stance

(consistency) having high enthusiasm, reflected in his actions, remains strong and eager to carry on with the ideals of an unyielding struggle, both physically and mentally.

d. Fair

The meaning of Fair in the Big Indonesian Dictionary is 1) equal in weight; not heavy-side; 2) side with the right; hold on to the truth; 3) accordingly; not arbitrary.

D. Objective and Strategic Objective

In order to solve the problems faced as described in the previous section in order to realize the vision and mission of FAAS, the strategic objectives that must be achieved are:

1. To produce graduates who are able to compete in the world of work at the national and international levels
2. Produce scientific works in the field of animal Science and tropical agriculture in accordance with the development of science and technology on animal science and agriculture at the national and international levels
3. Contributing to solving community problems in the field of tropical animal science and agriculture
4. Creating an efficient, effective, accountable, and transparent faculty organization

These strategic objectives are then outlined in five strategic objectives in accordance with the problems that must be resolved within the 2020-2024 periods. The strategic target is that graduates are recognized for their excellence by the world of work at the national and international levels

1. FAAS graduates are accepted by the national and international community.
2. The scientific work of lecturers and students is recognized by the scientific community at the international level
3. Community services provided by FAAS are in accordance with the needs of the community (industry, business groups, SMEs, local government) at the national and international levels
4. Students, lecturers and the community get satisfaction with the service
5. The number of FAAS RGAs can be increased by developing cooperation with industry and government.

E. Internal and External Factor analysis

Based on the analysis of the internal environment, the strengths possessed by FAAS are 1) Skills and Abilities (HR, Organization) are very adequate 2) Networks (relationships, partners) are very strong, 3) Commitment to progress (culture, values) is very good and Brand (Undip name). The weaknesses are: 1) Funding sources are still very limited 2) Current activities (productivity) are still low and 3) Infrastructure facilities are still limited, 4) The number of Lecturers who will retire until 2021 is still very large.

Opportunities that FAAS Undip have are 1) Political and government policies (Otda, Law No. 12/2012, trade/education liberalization agreement, Legal Entity State University (LESU) 2) Availability of resources (finance, technology, labor) 3) Trend of labor demand and food technology. The threats they have are: 1) Competitors (similar colleges, research institutions 2)

Prospective students' interest in the study programs offered, 3) Undip's target towards a World Class University.

Based on input and information from the department, laboratory, and study program, strategic problems can be identified as follows:

1. Many of the laboratory equipment that supports education and research is old, so they are unable to support the publication.
2. A large number of lecturers will retire in 2021, and there are not many recruits.
3. The number of students is increasing but the classrooms remain.
4. Many lecturers' rooms are no longer suitable for consultation and guidance.
5. The ability of lecturers, especially in writing scientific papers in English, still needs improvement
6. No study program has been accredited by AUN QA.
7. No study program has been accredited by International accredited institution.
8. There is no study program that offers international class.
9. The low ratio of the number of postgraduate students to the number of undergraduate students
10. The number of postgraduate study program students is still very low when compared to undergraduate study programs, this is due to 1) the number of applicants for master and doctoral programs is small 2) inadequate facilities for postgraduate students, and 3) promotion of the FAAS Undip postgraduate study program is still not optimal.
11. The number of scientific articles published in national journals and a national seminar proceeding still needs to be increased.
12. The number of scientific articles published in Scopus / equivalent indexed journals and international seminar proceedings.
13. The low number of scientific articles published in Scopus / equivalent indexed journals and international proceedings still needs to be improved due to 1) Low motivation and ability to write in International Journals, 2) Low ability to write in English 3) Incompatibility of themes with themes in international journals.
14. The low number of technologies produced by lecturers and students that are adopted by industry, business groups, SMEs Networks with industry is still weak, causing the number of technologies produced by lecturers and students to remain low.
15. The amount of Revenue Generating Activity (RGA) still needs to be increased because there are still many opportunities to increase it
16. The number of professors at FAAS Undip needs to be increased to increase accreditation.
17. The number of lecturers holding doctorate degree needs to be increased
18. The number of associate professors needs to be increased
19. The number of patents, IPR, research and development (R&D) products, and industry-worthy products needs to be increased
20. The utilization of the Memorandum of Understanding (MoU) needs to be optimized
21. The implementation of collaborative research and service, both domestic and foreign institutions, needs to be improved.

CHAPTER IV

POLICY DIRECTION AND STRATEGY

4.1 Policy Direction

1. To achieve the desired target, the FAAS policy direction for 2020-2024 is:
2. Increase the ranking of the National Accreditation Board for Higher Education to A for all study programs by the end of 2020
3. Increase the distribution of service areas to 5 provinces by the end of 2024
4. Increase the achievement of the service satisfaction index to 80% by the end of 2024
5. Improve the FAAS Undip RGA
6. Improve laboratory quality and services.

4.2 Strategy

The strategies that will be carried out to achieve the 2020-2024 goals are:
1. Optimizing the role of lecturers and staff in preparing for accreditation through LP2MP university mentoring
2. Improve the learning process in accordance with national and regional standards by leveraging support from universities and partners.
3. Optimizing the role of lecturers and staff to anticipate the difficulties of the Independently Accredited Institution procedure.
4. Optimizing the role of lecturers to take advantage of the abundant funding scheme
5. Optimizing the competence of lecturers to be able to write in accordance with indexed/accredited journal standards
6. Increase the carrying capacity of laboratories to obtain research funding from the available schemes
7. Improve the ability of lecturers in writing scientific articles to meet writing standards
8. Optimizing the role of lecturers and local networks to take advantage of the available funding schemes
9. Increase the ability of lecturers in mastery of technology technology in the field of animal Science and agriculture
10. Expanding networks with partners outside the province of Central Java by utilizing the available funding schemes
11. Improve the performance of tendik by utilizing information technology
12. Expressing competence and administrative worker to utilize information technology

1.3 Program and Activity

The programs and activities for each field to be implemented for 2020-2024 are:

A. Academic and student affairs

1. Improving the learning monitoring and evaluation system
2. Increasing the number of textbooks
3. Organizing public lectures and guest lecture activities to support study program accreditation

4. Increasing the interest of postgraduate students through promotional activities
5. Submission of S1 Animal Science, S1 Agribusiness, S1 Agroecotechnology and S1 Food Technology at international accreditation
6. Opening an international class for S1 Food Technology and S1 Animal Science
7. Improving the academic data system.
8. Increasing the number of foreign students
9. Development of academic programs that can be accessed by universities, for example online lectures.
10. Opening new study programs of master in food technology and doctorate in animal and agricultural sciences
11. Development of scientific journals that can accommodate articles from lecturers and students
12. Development of international seminars
13. Development of national seminar activities
14. Increasing Summer Course and Visiting Professor activities funded by World Class University (WCU) funds
15. Increasing student creativity in research, community service, enterpreneurship, written idea, and application of technology
16. Increasing students' abilities in scientific publications.
17. Increasing students' abilities in accessing student creativity schemes
18. Increasing the number of achievements both in quality and quantity of students in national and international competitions
19. Opening of the Study Program Outside the Main Campus (SPOMC) of PS S1 Agribusiness in Batang and Pekalongan
20. Improvement of learning facilities by improving class facilities and infrastructure, adding classrooms and a library with the construction of a 6-floor classroom
21. Construction of sports facilities to increase the basic needs of students
22. Construction and improvement of research facilities and infrastructures such as closed-house research cages and digestion cages
23. Establishment of a laboratory for experimental animal development in collaboration with Gua Kreo
24. Establishing Animal Experimental Clinic in Hayam Wuruk

B. Resources Section

1. Increasing the recruitment of lecturers and staff, technicians, laboratory assistants to meet the ratio
2. Updating of educational and research laboratory equipment towards laboratory accreditation
3. Improving class facilities and infrastructure with the fulfillment of all classes with computers and information system networks.
4. Lecturer competency improvement
5. Increasing the competence of educational personnel
6. Structuring the work system
7. Increasing the number of professors
8. Increasing the number of lectures holding a doctorate degree
9. Increasing the number of associate professors

10. Improving facilities and infrastructure to support national and international accreditation
11. Construction of a 6-storey Lecture Building and Library at FAAS Undip to support the learning process.
12. Construction of a Closed House of 200,000 broiler chickens in Pekalongan
13. Establishment of a national sheep center in Batang

C. Communication and Business Section

1. Development of a fund-generating unit
2. Development of alumni networks
3. Improvement of the Faculty RGA
4. Increasing business cooperation with industry
5. Improving IT infrastructure and facilities for learning and research.
6. Increasing the role of alumnae in the development of FAAS
7. To increase FAAS promotion activities to the national and international levels
8. To increase student and alumni entrepreneurial activities.
9. Increase in the number of alumni business networks connected to campus programs.
10. Making a business incubator "Integrated Agricultural Laboratory," which is a collaboration of FAAS, PT. Undip Maju, BNI Bank and other partner industries that can improve the Faculty RGA.
11. Agroedupark development at FAAS and Batang campus, Pekalongan

D. Research and Innovation Section

1. Increasing networks between universities and institutions
2. To develop national and international seminar network cooperation.
3. Development of research collaboration
4. Development of community service cooperation.
5. Increasing the number of patents
6. Increasing the number of IPRs
7. Increasing the number of product R&D prototypes.
8. Improvement of industrial-worthy products. Increasing the number of publications in accredited national journals.
9. Increasing the number of publications in reputable international journals.
10. Increasing the ability of lecturers to access research funding.
11. Increasing the ability of lecturers in accessing community service funds.
12. Improving the monitoring and evaluation system for research and community service.
13. Development of a reward and punishment system for publication.
14. Participation of lecturers in manuscript clinical assistance carried out by LPPM Undip

Table 4.1. Plan and Program FAAS 2020-2024

No	Program	Year					Budget
		2020	2021	2022	2023	2024	
1	Opening S1 Agribusiness outside the main campus (PSDKU)		V				UNDIP
2	Opening Master of Food Technology (S2)		V				FAAS
3	Open international class for S1 Food Technology and S1 Agribusiness			V			FAAS
4	Open International class for S1 Agroecotechnology and Animal Science			v			FAAS
5	Laboratory development outside the main campus in Batang and Pekalongan			v	v	v	UNDIP
6	Coffee laboratory development	V					CSR
7	Enhance number of reputational international publication	V	V	v	v	v	UNDIP, FAAS
8	Increasing number of patent, intellectual property right, prototype and worthy industrial product	V	V	v	v	v	UNDIP
9	Increasing number of publication in national journal	V	V	v	v	v	UNDIP, FAAS
10	Agroedupark Development in FAAS	V	V	v	V	v	CSR, FAAS, UNDIP
11	Development of Poultry garden	V					UNDIP, FAAS
12	Renovation of Dean Office	V					UNDIP
13	International		V				UNDIP

No	Activity						Source
	accreditation ASIIN for (S1) Food Technology						
14	International accreditation ASIIN for (S1) Agribusiness		V				UNDIP
15	International accreditation ASIIN for (S1) Animal Science		V				UNDIP
16	International accreditation ASIIN for (S1) Agroecotechnology					v	UNDIP
17	Increasing collaboration with industry	V	V	V	V	v	CSR
18	Study Program Promotion	V	V	V	V	v	FAAS
19	Alumnae networking development	V	V	v	V	v	ALUMNAE
21	Development of Sheep Center in Batang		V				UNDIP
23	Opening the Study Program outside the main campus for S1 Animal Science in Pekalongan			v			UNDIP
24	Laboratory development in BPekalongan			v			UNDIP
25	Development of Broiler Closed house, cattle, and Slaughtering house in Pekalongan.			v	V	v	UNDIP
26	Development of bakery, milk and meat		V				CSR
27	Development of new library and class in Main Campus			v			UNDIP
28	Procurement of laboratory equipment		V	v	V		UNDIP

29	Recruitment of lecturers and staff to replace lecturers and students who are retired and have died		V	V	V	v	UNDIP
30	Lecturer participation in manuscript clinical mentoring carried out by LPPM Undip	V	V	v	V	v	UNDIP
31	Implementation of the Summer Program at the FAAS	V	V	V	V	v	FAAS
32	Organizing Visiting Professor	V	V	V	V	v	UNDIP, FAAS
33	Organizing National/International Seminars	V	V	V	V	v	FAAS
34	Delegation to International and National Competitions	V	V	V	V	v	UNDIP, FAAS
35	Improvement of the Faculty RGA	V	V	V	V	v	CSR

CHAPTER V V

PERFORMANCE TARGET AND INDICATOR

5.1 Target

Based on the strategic goals expected for 2020-2024, the expected performance targets are:

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
01.01	Increased access to education, academic quality assurance and competitiveness/competence of lecturers and students	01	The number of lecturers who make textbooks/texts	Persons	49	62	49	62	49	62	49
		02	Number of textbooks/texts/monographs	Book	23	29	23	29	23	29	23
		03	Number of accredited study programs A.	**Study Progam**	**4**	**6**	**4**	**6**	**4**	**6**	**4**
		04	Number of Study Program with International accreditation	**Study Progam**	0	0	1	1	2	2	3
		05	Number of Professor	Person	20	22	20	22	20	22	20

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
		06	Number of Associate Professor (Doctoral Degree)	Person	35	37	35	37	35	37	35
		07	Number of Lecturer with S3/Sp2	Person	78	78	78	78	78	78	78
		08	Ratio of Lecturer and Student	Ratio	1:22	1:22	1:22	1:22	1:22	1:22	1:22
		09	Number of International students	Person/year	1	15	1	15	1	15	1
		10	The number of student achievements that won first place at the national level	achievement	14	16	14	16	14	16	14
		11	The number of students' achievements at the international level	achievement	6	6	6	6	6	6	6

No	Target	Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
		12 Percentage of students involved in student organizations	Percentage	80	80	80	80	80	80	80
		13 Number of student entrepreneurial activities funded by national/internal Undip funding/other parties	Activity	10	10	10	10	10	10	10
		14 Number of Funded Student Creativity Program (PKM) Proposals	proposal/year	14	15	14	15	14	15	14
		15 The number of students involved in PKM activities	Person	350	350	350	350	350	350	350
		16 Number of students who are interning in companies/industries/ agencies	Person/year	100	100	100	100	100	100	100

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
		17	The total number of students who receive scholarships/tuition assistance	Person/year	300	300	300	300	300	300	300
		18	Number of poor students receiving scholarships/tuition assistance	Person/year	100	100	100	100	100	100	100
		19	The establishment of an Academician-Business-Community-Government (ABCG) synergy business incubator	Unit	1	2	1	2	1	2	1
		20	Percentage of students who have TOEFL> 500	Percentage	75	75	75	75	75	75	75
01.02	Increasing the quality of learning and academic	21	Number of study programs that offer international programs	Study Program	0	1	0	1	0	1	0

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
	collaboration.	22	The number of study programs S1, S2, S3, Profession, Specialist, and Vocational	Program	7	7	7	7	7	7	7
		23	The number of lecturers involved as speakers in national seminars	Person/year	40	40	40	40	40	40	40
		24	The number of lecturers involved as speakers in international seminars	Person/year	10	10	10	10	10	10	10
		25	The number of educational collaborations with other universities	Collaboration	10	14	10	14	10	14	10
02.01	Increasing resources, productivity and quality of research and scientific	26	Number of citations	Publication/year	150	160	150	160	150	160	150
		27	Number of visiting lecturers/researchers from within the country/abroad	Person/year	5	5	5	5	5	5	5

No	Target	Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
28	publications.	The number of lecturers with publications in reputable international journals	Person/year	20	20	20	20	20	20	20
29		Number of lecturers with publications in international journals	Person/year	23	27	23	27	23	27	23
30		Number of lecturers with publications in accredited national journals	Person/year	49	50	49	50	49	50	49
31		The number of lecturers involved in research funded by Undip's internal funds	Person/year	110	109	110	109	110	109	110
32		The number of lecturers involved in research with national funding	Person/year	30	35	30	35	30	35	30

No	Target	Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
33		The number of lecturers involved in research with international funding / joint research with international funding	Person/year	2	2	2	2	2	2	2
34		Number (title) of research funded by international funding and / or international joint research	Title	1	1	1	1	1	1	1
35		Amount of research funding from international funding / international joint research	IDR	450 mil.	475.000.000	450 mil.	475.000.000	450 mil.	475.000.000	450 mil.
36		Number of publications in reputable international journals	Publication	30	32	30	32	30	32	30

No	Target	Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
		37 Number of publications in international journals	Publication	15	15	15	15	15	15	15
		38 Number of publications in accredited national journals	Publication	15	15	15	15	15	15	15
		39 Number of publications in national journals (not accredited)	Publication	30	35	30	35	30	35	30
		40 Number of publications in international proceedings	Publication	6	10	6	10	6	10	6
		41 Number of publications in national proceedings	Publication	30	30	30	30	30	30	30
		42 Amount (title) of research funded by internal funds	Title	25	25	25	25	25	25	25

No	Target	Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
43		The amount of research funding from internal allocations	IDR	1,1 M	1.090.000.000	1,1 M	1.090.000.000	1,1 M	1.090.000.000	1,1 M
44		Number (title) of research financed by national funding	Title	12	13	12	13	12	13	12
45		Amount of research funding from national funding	IDR	400 mil.	450.000.000	400 mil.	450.000.000	400 mil.	450.000.000	400 mil.
46		Number of scientific journals accredited by DIKTI	Journal	2	2	2	2	2	2	2
47		The number of scientific journals indexed by reputable international databases	Journal	1	1	1	1	1	1	1
48		Number of accredited laboratories	Unit	0	1	0	1	0	1	0

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
02.0 2	Increased research collaboration and research results incubation.	49	Financial contribution resulting from cooperation to the institution	IDR	750 mil	750.000.00 0	750 mil.	750.000.00 0	750 mil.	750.000.00 0	750 mil.
		50	The number of collaborative research results and/or expertise of lecturers with industry	Collaboration	1	1	1	1	1	1	1
		51	The number of community service collaborations and/or lecturer expertise with government agencies/private/ot her universities	Collaboration	5	8	5	8	5	8	5
		52	Number of partners in conducting research	Partners	4	4	4	4	4	4	4
		53	Number of lecturers involved in IPR work	Person	9	9	9	9	9	9	9

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
		54	Number of registered intellectual property rights (IPR)	Number	1	4	1	4	1	4	1
		55	Number of Patents	Number	4	2	4	2	4	2	4
		56	Number of R&D prototypes	Prototype	2	1	2	1	2	1	2
		57	Number of industry-worthy prototypes	Prototype	3	1	3	1	3	1	3
		58	The number of products that have been produced	Product	3	3	3	3	3	3	3
03.01	Increased resources, productivity, and quality of community service.	59	The number of lecturers involved in community service activities with national funding	Person	11	11	11	11	11	11	11
		60	The number of lecturers who participated in the service activities with Undip internal funds	Person	109	109	109	109	109	109	109

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
		61	The total allocation of community service funds from Undip's internal funds	IDR	109 mil.	218.000.000	109 mil.	218.000.000	109 mil.	218.000.000	109 mil.
		62	The number of community service activities financed with national funding	Activity	5	5	5	5	5	5	5
		63	Number of Appropriate Technology Packages	Package	4	4	4	4	4	4	4
04.01	Increased number of units and RGA values	64	The number of RGA units that can assist Undip's operations includes spin-off research results.	Unit	3	3	3	3	3	3	3
		65	Financial contribution from the business unit (RGU/RGA) to the institution	IDR	750 mil.	750.000.000	750 mil.	750.000.000	750 mil.	750.000.000	750 mil.

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
04.0 2	Increasing the effectiveness and efficiency of work procedures in institutional development and communication	66	The number of alumni database integrated into the database	Person	3000	3.000	3000	3.000	3000	3.000	3000
		67	Number of alumni business networks connected to campus programs	Unit	1	1	1	1	1	1	1
		68	Percentage of Information System Integration / Integrated Undip Dashboard	Percentage	10	10	10	10	10	10	10
		69	Percentage of campus area connected to the internet	Percentage	100	100	100	100	100	100	100
		70	Bandwidth availability ratio and student	Ratio (std : kpbs)	1:44	1:44	1:44	1:44	1:44	1:44	1:44
04.0 3	Increase the capacity/compete nce of educational staff	71	The number of educational personnel who have attended technical/structural /other training	Person	40	40	40	40	40	40	40

No	Target		Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
		72	Percentage of education personnel performance achieved (according to composition)	Percentage	100	100	100	100	100	100	100
		73	Percentage of lecturer performance achievement 16 credits (according to composition)	Percentage	80	94	80	94	80	94	80
04.04	Increasing of effectivity,, efficiency and accountability in financial management	74	Compliance with Regulations	Status	the number of findings decreased	the number of findings decreased	the number of findings decreased	the number of findings decreased	the number of findings decreased	the number of findings decreased	the number of findings decreased
		75	Financial statement opinion	Status	WTP	WTP	WTP	WTP	WTP	WTP	WTP
		76	Accuracy of Report Submission	Status	On Time	On Time	On Time	On Time	On Time	On Time	On Time
	The availability of adequate facilities and work environment	77	Availability of facilities for people with disabilities (with special needs)	Percentage	0	0	0	0	0	0	0

No	Target	Performance Indicators	Unit	Target 2019	Performance 2019	2020	2021	2022	2023	2024
04.05		78 The average number of classrooms compared to the number of users	m^2	1.2	1.2	1.2	1.2	1.2	1.2	1.2

CHAPTER V

Budgeting

Referring to the planning and budgeting reform guidelines that have been established in 2009, starting in 2011, the government has committed to implementing (1) a performance-based budget (PBB), (2) a medium-term expenditure framework (KPJM), and (3) a new format of RKA-KL. The budget allocation structure is based on the work plan and budget format of ministries/agencies (RKA-KL) and funding from cooperation with companies and industry through CSR.

CHAPTER VI

CLOSING STATEMENT

The 2020-2024 FAAS Undip Strategic Plan will be the main reference in preparing the Undip FAAS Work Plan and Annual Budget Work Plan planned in achieving the targets that have been set and more efficient in its implementation, both in terms of management of financing sources and in accelerating the time of realization