



QUALITY POLICY  
Internal Quality Assurance System  
2016 ~ 2020

QUALITY ASSURANCE UNIT  
UNIVERSITAS PADJADJARAN  
2016~2020



## *Quality Policy of Internal Quality Assurance System*

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## FOREWORDS

### Rector of Universitas Padjadjaran 2015-2019



In line with the new spirit of the Quality Assurance System of Higher Education of the Ministry of Research, Technology and Higher Education, General Directorate of Learning and Student Affairs, Directorate of Quality Assurance 2016, Universitas Padjadjaran has conducted various alignments of the internal quality assurance system within the environment of Universitas Padjadjaran. The alignments are adapted to the development of higher education as well as several regulations in the field of higher education, in accordance with the mandate delegated to Universitas Padjadjaran as a State University with Legal Entity.

Consequently, the target is not only to meet the quality standards set by the Ministry of Research, Technology, and Higher Education but also to exceed the National Standards of Higher Education both in the academic and non-academic fields, as well as provide benefits for institutions, society, and nation.

The continuous quality improvement implemented by the Universitas Padjadjaran is to ensure the fulfillment of higher education standards in a systemic, systematic, sustainable and comprehensive manner. The implementation is carried out gradually as an effort to make quality assurance as a culture in various academic and non-academic activities. The culture of quality implies that the mindset, attitude and behavior are based on the cycle of setting, implementing, evaluating, controlling, and improving the standards. The culture of quality at Universitas Padjadjaran is directed to improve competitiveness and provide benefit to the community at local, regional, national, and international level.

In order to realize the quality culture mentioned above, high appreciation were given to the Quality Assurance Unit which has formulated and drafted the Guideline of Quality Assurance of Universitas Padjadjaran, 2016 edition.

Bandung, December 2016

Rector

Prof. Dr. med. Tri Hanggono Achmad, dr.



## FOREWORDS



Dr. Hj. Rd. Funny Mustikasari Elita, M.Si.

Praise and gratitude to the God Almighty for His blessing in the completion of this Quality Policy of Internal Quality Assurance System. This policy is an elaboration of the vision, mission and objectives of Universitas Padjadjaran in an effort to improve the quality of higher education and development of Education, research and community service (*Tridharma*) based on in-depth analysis of evidence which leads to the learning outcomes and product/program impact.

Unpad's academic development of quality assurance is neither centralized nor fully autonomous, but accommodates both proportionally. The SPMI Unpad policy is in line with the PT Law No. 12 of 2012 and Permenristek Dikti no 44 of 2015 concerning National Higher Education Standards, Permenristek Dikti no 32 of 2016 concerning Accreditation of Study Programs and Higher Education, and Permenristek Dikti No. 62 concerning Higher Education Quality Assurance Systems.

This policy encompasses 4 (four) areas, namely standard policies of learning, policies of research, policies of community service, and policies of management and service. The four main points are translated into 36 (thirty six) master standards which consists of national standards set by the Government and local standards set by the university. This policy is to be used as a reference in quality assurance system of higher education in Unpad. It is expected that the this policy will create a sustainable quality culture in every unit in Unpad.

By the realization of this policy, we would like to express our gratitude to all parties who have participated in the formulation of the policy. Critics and suggestions for the improvement of this book will be appreciated. We hope that this book will become an inspiration for the development of SPMI Unpad in improving quality and making quality as the spirit in every activity, hence accelerate the realization of a sustainable culture of quality

Bandung, December 2016  
Chairperson

Rd. Funny Mustikasari Elita



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## CHAPTER I

### VISION, MISSION, OBJECTIVES, AND VALUES

#### 1.1. Vision, Mission, Objectives, and Values of Unpad

##### Vision of Unpad:

“To become an excellent university in providing world-class higher education”

##### Mission of Unpad :

- a. Organizing the **tridharma** of higher education which is able to meet the demands of the community whose employ the higher education services;
- b. Organizing a higher education which is internationally competitive and relevant to the demands of stakeholders in advancing intellectual development and community welfare;
- c. Organizing professional and accountable higher education management to improve the image of higher education;
- d. Forming academic personnel who uphold the nobility of local and national culture in the diversity of world cultures.

##### Objectives:

- a. Achieve the improvement in equity and expanding public access to higher education;
- b. Achieve the excellence of institution and study programs in the development of science and technology, as well as fulfilling the demands of society through the development of research and innovation;
- c. Develop conducive infrastructure and academic for the implementation of **Tridharma** of Higher Education;
- d. Implement and integrate of the use of information and communication technology in the improvement of service quality in accordance with public demands;
- e. Develop cooperation with various parties in the implementation and development of higher education;
- f. Achieve the ownership of capable and professional human resources in the implementation of higher education;



- g. Develop an accountable governance which is in accordance with laws and achieve the independence of financial resources for the stability in the administration of higher education;
- h. Form an excellent self-image based on noble traditions and performance excellence; and
- i. Establish a cultural center based on Sundanese culture to achieve international competitiveness.

#### **Core Values of Unpad**

- a. Faith and devotion to God Almighty
- b. Honesty, truth, and scientific excellence for the development of culture and civilization, pioneer, struggle, and sincerity in the process of educating and developing a nation with a noble culture;
- c. Justice, democracy, freedom, and transparency;
- d. Continuous improvement
- e. Partnership and equality
- f. Benefits for society, nation, and humanity

#### **Basic Scientific Pattern:**

"Noble of law and the environment in national development "

Work culture of Unpad:

- Responsible
- Excellent
- Scientific rigour
- Professional
- Spirit
- Creative and
- Trust

### **1.2. Vision and Mission of Quality Assurance Unit (SPM) Unpad**

From the vision and mission of Unpad, is then derived into the vision and mission of the Unpad's Quality Assurance Unit (hereinafter will be referred to as SPM) as follows:



### **Vision of SPM Unpad**

“Become the center of reference for quality assurance of **tridharma** and higher education institution’s management which is internationally competitive in 2030.”

### **Mission of SPM Unpad**

- a. Developing Unpad’s terms of reference for quality assurance in academic and non-academic field
- b. Developing and encouraging the implementation of academic and non-academic quality assurance systems in Unpad which are highly competitive both nationally and internationally
- c. Organizing internal audits of faculties and study programs and departments.
- d. Creating distinctive excellence in Unpad which uphold the nobility of local culture and national culture in the diversity of world cultures.

SPM-UNPAD





## CHAPTER II

### INTRODUCTION

The background of the implementation of Internal Quality Assurance System (hereinafter will be referred to as SPMI) is in the framework of ensuring the sustainability of a healthy and dignified organization, in accordance with its nature which has academic freedom, scientific autonomy and university autonomy. The autonomy of Unpad as the provider of higher education is strengthened by the existence of rector regulations which are issued to ensure the independence of Unpad's management.

SPMI is a systemic activity of higher education quality assurance autonomously or independently by the institution to determine, implement, evaluate, control, and improve the organization of higher education in a planned and sustainable manner. SPMI Unpad was developed in accordance with historical background, basic values which inspired the founding of Unpad, number of study programs and human resources, facilities and infrastructure with inputs from internal and external parties. SPMI is carried out through 5 (five) main steps, abbreviated as EIECI, namely :

**Establishment, Implementation, Evaluation, Control and Improvement of Higher Education Standards.** Those five main steps are implemented in Unpad SPM internally. The five main steps in SPMI Unpad are closely related to the National Standard of Higher Education set by the Ministry of Research, Technology and Higher Education (hereinafter will be referred to as Menristek-Dikti) and the Higher Education Standards set by the University and refer to the National Standard of Higher Education (SN Dikti). SN Dikti is a standard unit which includes the National Standards of Education plus the National Standards of Research and the National Standards of Community Service. Meanwhile, the Standards of Higher Education set by Unpad consist of a number of standards in the academic and non- academic fields which exceed the SN Dikti.

Based on Law No.20 of 2003, concerning the National Education System, Government Regulation No.19 of 2005 concerning National Education Standards, the SPMI Unpad activity is a program which has to be implemented by all units within the Unpad. Its implementation and standards are regulated by the Regulation of Minister of Education and Culture No. 44 of 2015 concerning National Standards of Higher Education and Regulations of Minister of Ministry of Research, Technology and Higher Education on Higher Education Quality Assurance Systems and related



Rector Regulations. Thus, the fulfillment of Unpad Higher Education Standards can be implemented and improved in a systemic and sustainable manner which will ultimately grow and develop a quality culture. In detail, the SPMI standards can be described as follows:

- a. The standard of SPMI Unpad is an elaboration of the Regulation of Republic of Indonesia Government No. 51 of 2015 concerning the statutes of Universitas Padjadjaran and related Rector regulations.
- b. The standards of SPMI Unpad are statements to implement the planning, implementation, evaluation and improvement of SPMI in a sustainable manner.
- c. The standards of SPMI Unpad direct all working units within Unpad to provide academic services to students according to predetermined standards.
- d. The standards of SPMI Unpad direct all working units within Unpad to create transparency and accountability to stakeholders, especially parents/ guardians of students and the community.
- e. The standards of SPMI Unpad direct all parties/ working units within Unpad to achieve targets in a sustainable manner.
- f. The standards of SPMI Unpad direct all parties/ working units within Unpad to increase targets in a sustainable manner.



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## CHAPTER III

### SCOPE

The scope of the developed quality policy includes : **Academic Quality Policies** which consists regulations regarding the formulation and implementation the standards of Graduate Competency, Learning Content, Learning Process, Learning Assessment, Lecturer and Education Staff Learning Facilities and Infrastructure; Learning Management, Learning Financing; **Research Quality Policies** which consists regulations regarding the formulation and implementation the standards of Research Results, Research Content, Research Process, Research Assessment, Researcher, Research Facilities and Infrastructure, Research Management, Research Financing; **Community Service (hereinafter will be referred to as PKM) Quality Policies** which consists regulations regarding the formulation and implementation the standards of PKM Results, PKM Content, PKM Process, PKM Assessment, PKM Implementation, PKM Facilities and Infrastructure; PKM management, PKM Financing; and policies in the field of **Management and Services** including standards of : Vision, Mission, Goals and Objectives; Quality Assurance System; Governance; Information System; Cooperation; Academic Environment; Non-Academic Facility; Non-Academic Infrastructure; Student; Financial Management; Welfare; and Business Management.



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## CHAPTER IV

### DEFINITIONS OF TERMS

1. Quality of higher education is the level of education standards in accordance with Higher Education Standards, which consist of National Standards of Higher Education and Standards of Higher Education set by University.
2. Unpad Internal Quality Assurance Unit (SPMI) is an organ that carries out systemic activities of higher education quality assurance autonomously to control and improve the implementation of higher education in a planned and sustainable manner.
3. The External Quality Assurance System (SPME) is an assessment system through accreditation which carried out external institutions such as BAN- PT, LAM, as well as Regional and International accreditation agencies.
4. The National Standards of Higher Education (SNPT) are standards which covered national standards of education, national standards of research, and national standards of community service.
5. Higher Education Standards are standards of education, standards of research, and standards community service which are determined by higher education that exceed SNPT.
6. Policies are provisions stated by Unpad regarding thoughts, attitudes, and point views to certain matters.
7. SPMI Unpad policies are the thoughts, attitudes, and point views Unpad regarding SPMI.
8. The SPMI Unpad standard is a written standard document relating to criteria, standards, measurements, and specifications regarding SPMI Unpad that must be achieved and improved continuously.
9. Self-evaluation is the activity of each working unit to assess its own performance in an effort to achieve predetermined standards using an instrument form in accordance with mutual agreement.
10. SPMI audit is a routine monitoring and evaluation activity carried out by the university's internal auditors to verify the implementation of SPMI and evaluate whether all of SPMI standards have been achieved/met by each working unit.



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## CHAPTER V OUTLINE OF

### SPMI'S POLICY

#### 5.1 Objectives and Strategies of SPMI Unpad

##### A. The Objectives of SPM Unpad

- (1) The realization of determination in the development of academic and non-academic quality assurance systems based on the utilization of organization and HR assets;
- (2) The realization of implementation in the development of academic quality assurance system based on learning outcomes and non-academic quality assurance which is stakeholder oriented;
- (3) The realization of development of guidelines and procedures for internal evaluation of academic quality assurance based on learning outcomes and non-academic quality assurance which is stakeholder-centric;
- (4) The realization of innovation in developing academic and non-academic's outcome-based quality assurance instruments;
- (5) The realization of Internal Academic Quality audits of faculties, departments and study programs;
- (6) The implementation of academic assessments of faculties, departments and study programs;
- (7) The implementation of academic evaluation of faculties, departments and study programs;
- (8) The realization of development academic service facilitation which are based on learning outcome and non-academic academic service facilitation which are based on stakeholder needs;
- (9) The realization of Quality Improvement in academic services based on learning outcomes and stakeholder-centric non-academic services;
- (10) The realization distinctive excellence in Unpad which uphold the nobility of local culture and national culture in the diversity of world cultures.;
- (11) The establishment of cooperation with various universities and institutions in the field of quality assurance both nationally and internationally.



## B. The Strategies of SPM Unpad

The Internal Quality Assurance System of Unpad implements a strategy that includes:

- Improving the quality of academic and non-academic quality standards in accordance with the latest regulations by utilizing human resources (UPM and Quality Commissions and teams);
- Developing and controlling of highly competitive SPM implementation programs by utilizing internal auditors and assessors at Universitas Padjadjaran;
- Empowering and strengthening of controlled activity management;
- Utilizing the potential of institutions and partnerships with the business and industry sector, society, government, media and other academics both nationally and internationally.

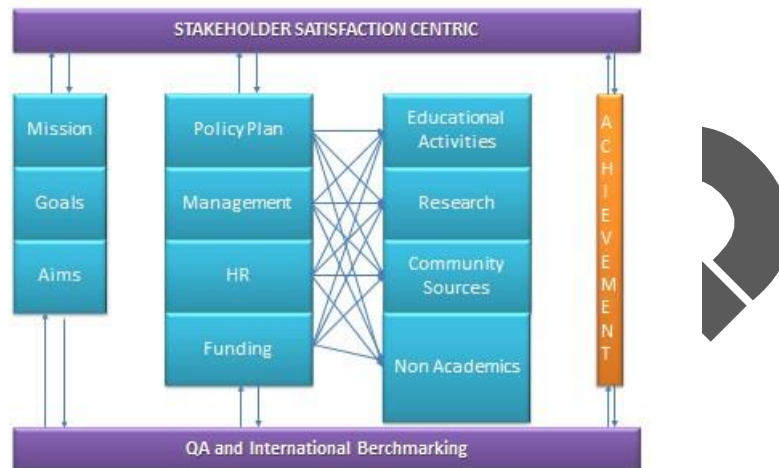
The SPM Development Strategy Model for both academic and non-academic fields is implemented based on the translation of vision and mission into strategies which based on the development phase, the focus phase on both internal and external stakeholders, and the empowerment and improvement phase as illustrated below:



Figure 1 SPM Unpad development strategy



In order to achieve the vision, mission, and strategies mentioned above, thus are able to provide satisfaction to stakeholders, SPM Unpad specifically developed a stakeholder-oriented service activity model as follows:



**Figure 2. Quality Assurance Stakeholder Satisfaction Model**

The model above is a representation which is constructed through the translation of the mission into specific goals and objectives, which in its implementation begins with policy planning, involvement of management at all levels which is supported by qualified and competent human resources and supported by the allocation of funds obtained from various sources. With the support of infrastructure, consequently the goals of learning, research, and community service activities as well as relevant non-academic activities can be achieved. During the process, quality assurance gets input from both internal and external parties as well as adapts and adopts the noble values of Sundanese culture, national standards, international standards, government needs, the needs of the business sector and the industrial sector as well as scientific and professional associations.

## 5.2 Principles of SPMI Implementation

### a. Principles of SPMI

SPM Unpad puts forward the following principles for its work:





- (1) Quality first, all thoughts and actions of the Universitas Padjadjaran managers has to prioritize quality;
- (2) Stakeholders-in, all thoughts and actions of Universitas Padjadjaran managers must be aimed at the satisfaction of stakeholders (internal and external);
- (3) The next process is our stakeholder, every party who carries out their duties in the educational process at Universitas Padjadjaran have to consider other parties who utilize the results of their duties;
- (4) Speak with data, every decision/ policy making in the academic process at Universitas Padjadjaran must be based on data analysis, not based on assumptions;
- (5) Upstream management, every decision / policy making in the educational process.

#### **b. The Principles of SPM Implementation**

The principle of organizing academic and non-academic activities at Universitas Padjadjaran is the main principle which guides the planning, implementation, monitoring, and evaluation of academic and non-academic activities based on **TACICAC**:

- (1) **The principle of transparency**, namely that academic and non-academic policies are held transparently, based on clear rules and regulations that are always oriented towards mutual trust, in order to maintain a conducive academic environment and guarantee the realization of synergy;
- (2) **The principle of accountability**, namely that all academic and non-academic policies must be scientifically accountable, open, and always refer to the latest and dynamic scientific developments.
- (3) **The principle of quality**, namely that academic and non-academic policies are carried out by always prioritizing the quality of inputs, processes and outputs;





- (4) **The principle of innovation**, namely academic and non-academic policies that promote innovation in ideas and methods;
- (5) **The principle of equality**, namely that academic and non-academic policies are implemented on the basis of equal rights to ensure the realization of an egalitarian academic environment;
- (6) **The principle of integrity**, namely that academic and non-academic policies prioritize quality that demonstrate complete unity resulting the potential and ability to radiate dignity and honesty;
- (7) **The principle of independence**, namely that the implementation of academic and non-academic policies are always based on the ability of the institution on relying to all of the potential and available resources in order to optimize the capacity of the institution which continues to develop in a systematic and structured manner;
- (8) **The principle of appreciation**, namely that academic and non-academic policies are based on awareness of cultural values and giving appropriate awards;
- (9) **The principle of communication**, namely that academic and non-academic policies are organized in an integrated, structured, systematic, comprehensive and directed manner, based on the institutional vision and mission that is well communicated and disseminated.

### 5.3 Management of SPM UNPAD

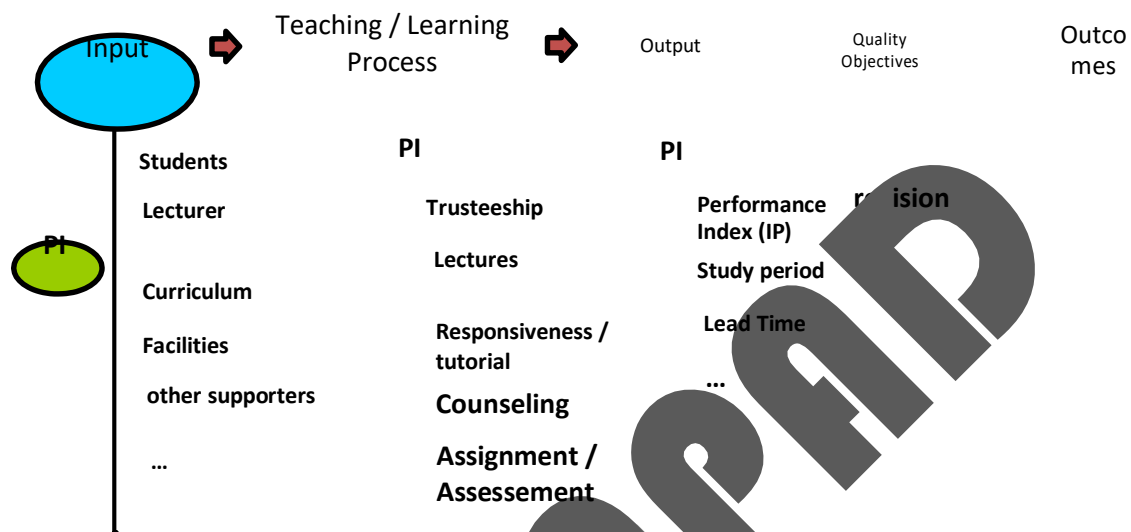
In carrying out its duties and functions, SPM Unpad adheres to quality assurance values based on [transparency](#), [accountability](#), [cooperation](#), [innovation](#), [collaboration](#), [integrity](#), [care](#), [appreciation](#), [communication](#) (TACICICAC).

The quality assurance process at SPM Unpad is based on the following main aspects:

1. Program and activity performance indicators for a certain period of time which have been determined in Unpad's strategic plan
2. Quality assurance on programs and activities is carried out comprehensively at the stages of Input, Process, output, outcome, benefit and impact. For the academic sector, it follows particular stages as shown on the Figure 3:



## Stages of Identification Process and Quality Education Procedures



**Figure 3 Identification stages of processes and procedures of education quality**

3. Unpad quality assurance refers to the approach that has been practiced in national institutions as well as from the framework of international qualifications with adaptation to the situation and conditions of Unpad.
4. Unpad quality assurance pays attention to the proportion of qualitative and quantitative aspects that have been achieved by units within Unpad against the quality targets which has been determined for a certain period of time.
5. Unpad quality assurance is carried out through the development of a quality assurance system that includes processes of monitoring, assessment, and evaluation of quality and acculturated programs and activities and is responsible for achieving satisfaction both internal and external stakeholder.
6. Quality Management of Unpad Quality Assurance System is PPEPP which will be explained further in the following paragraph.
  - a. **Stage of Standard Determination:** the stage when all standards are designed, formulated, until the standards are approved or stipulated by the competent authority at the university, namely the Rector
  - b. **Stage of Standard Implementation (Standard Compliance):** the stage when the contents of all standards is started to be implemented, ahieved, or realized by all responsible parties.
  - c. **Stage of Evaluation:** the stage when activities are running and/ or have



been completed to check the compliance with the references/ standards

- d. **Stage of Standard Control:** the stage when the responsible unit for the implementation the standard have **to monitor, correct** if there is a deviation from the standard content or if there is a discrepancy between the real conditions and the standard content, **evaluate, record, and report** all of matters regarding the implementation of the standard.
- e. **Stage of Standard Development:** the stage when the content of one, several, or all of the standards have to be evaluated and upgraded periodically and continuously.

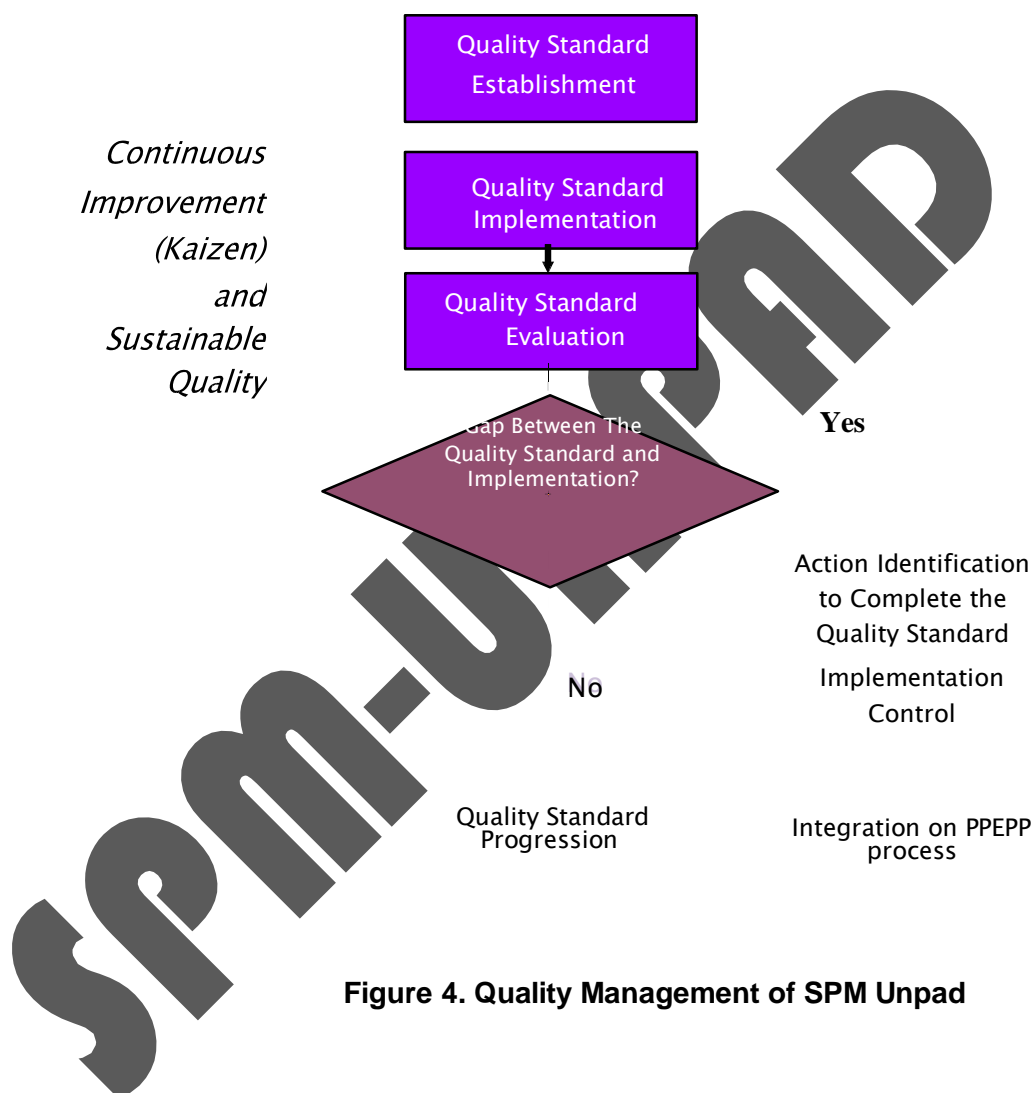
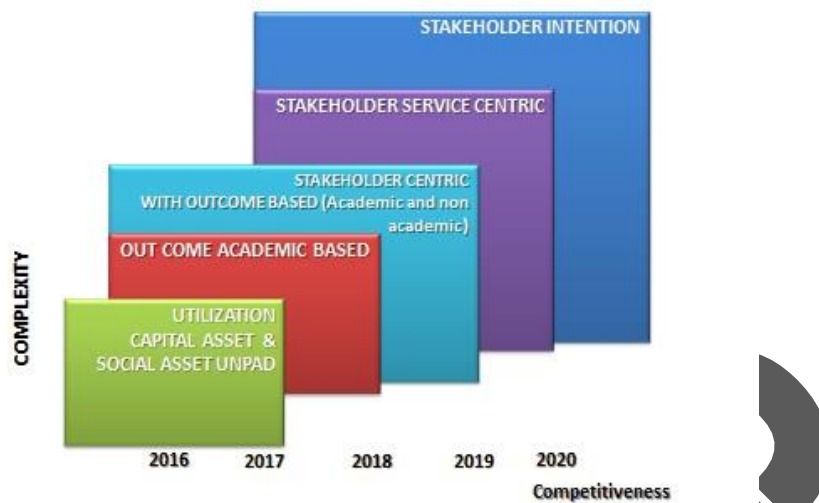


Figure 4. Quality Management of SPM Unpad

#### 5.4. Framework of SPM Unpad



SPM Unpad developed a model of framework which can be implemented effectively and efficiently based on internal condition as well as relevant external situation. From these internal and external situations and conditions, systematic and systemic reinforcement was carried out as seen in the figure below:



**Figure 5. Framework of SPM Unpad**

From 2016-2017 the main focus of SPM Unpad was the utilization of Unpad's capital and social assets, both tangible and intangible. Continued in 2017-2018 the focus of the program is outcome-based in the academic field by modeling academic corporations and empowering tangible and intangible assets and utilizing internal strengths and opportunities as well as alleviating weaknesses and threats to the organization. The focus for 2018-2019 is an expansion of the focus for 2017-2018 outcome based in the academic field which is also developed in the non-academic field focusing on both internal and external stakeholders. The focus for 2019-2020 are excellent services and strengthening the results of 2018-2019 work towards various service units in Unpad, hence in 2020 SPM Unpad is able to take off in the field of quality assurance, especially in the academics field that are in accordance with the needs and concerns of stakeholders by utilizing existing science and technology, quality culture has become a habit and need of all units so that internal and external stakeholders maintain loyalty to Unpad.

## **5.5 Structure and Governance of SPMI**

### **5.5.1 Structure and Function of SPM, UPM, GKM, GKM-DU**

Quality Assurance Unit, hereinafter referred to as SPM, is a university level quality assurance unit; Faculty / School Quality Assurance Unit, hereinafter abbreviated as UPM, is a quality assurance unit at the Faculty/ School level; UPM Faculty/ School (UPM-F/S) is a quality assurance unit at the faculty/ school level that carries out quality assurance for the Faculty /School program; UPM-F/S consists of members who are representatives of the Study Program and/or scientific groups appointed



and dismissed by the Dean for a term of 5 (five) years; UPM-F/S is led by a Chairperson and a Secretary; UPM F/S is responsible to the Dean of the Faculty/School; UPM F/S provides periodic reports to the Head of SPM. Study Program Quality Control Group, hereinafter abbreviated as GKM, is a quality assurance unit at the study program level and GKM-DU at the Unit level. The Study Program Quality Control Group (GKM) is a study program level quality assurance unit that assesses the quality of the study program; Study Program GKM is responsible to UPM. Directorate/UPT Quality Control Clusters (GKM-DU) are quality assurance units at the Directorate/UPT level that carry out quality assurance programs of the Directorate/UPT;

SPM is led by a Head and a Deputy Head who are appointed and dismissed by the Rector for a term of 5 (five) years; SPM establishes a Commission on Academic Quality, Academic Environment, Student Affairs, and Alumni; PPKM Quality Commission and Accreditation Quality Commission and Academic Quality Internal Audit as well as Quality Assessment Commission, Management Evaluation and Service; The SPM Secretariat is intended to carry out the duties and administrative functions of the SPM organization. The SPM Quality Commission is a group or team that assists SPM in carrying out one of the SPM activities that are very specific, both in scope and time of implementation;

Universitas Padjadjaran develops SPMI in academic and non-academic activities. The functions of the Universitas Padjadjaran Quality Assurance Unit include:

- (1) Developing terms of reference for academic and non-academic quality assurance;
- (2) Develop and encourage the implementation of academic and non-academic quality assurance systems in Unpad that are highly competitive both nationally and internationally;
- (3) Developing an internal evaluation instrument for academic quality assurance;
- (4) To provide guidance to quality assurance units and teams within the Universitas Padjadjaran environment;
- (5) Coordinating with UPM in academic quality assurance;



- (6) Organizing audits, assessments, and academic evaluations of faculties and departments and study programs;
- (7) Forming distinctive excellence in Unpad which to uphold the nobility of local culture and national culture in the diversity of world cultures;
- (8) Report the results of the academic internal evaluation of the implementation of academic quality assurance to the Rector;
- (9) Provide recommendations to the Rector and Academic Units in order to improve the academic quality assurance process,
- (10) Build cooperation networks in the field of academic and non-academic quality assurance with other universities and quality assurance institutions both nationally and internationally.
- (11) The function of UPM is as unit of the Dean in coordinating the quality assurance process for education, research, and community service programs at the faculties/schools in an effort to achieve predetermined quality standards and ensure continuous improvement of faculty/school programs and activities;
- (12) The function of GKM-Prodi is as unit of the Dean in coordinating the quality assurance process for educational programs in a study program, especially in monitoring-assessing-evaluating the output/outcome of the study program that has been determined and submitting recommendations for continuous improvement of the implementation of lectures;
- (13) The GKM function is attached to the function of the Head / Secretary of the Study Program;
- (14) GKM-DU functions is attached to the Director/Head of UPT / Head of ULP;
- (15) The function of GKM-DU is as unit of implementing quality assurance of activity programs in a Directorate/UPT, particularly in monitoring-assessing- evaluating the output/outcomes of activities that have been planned in the **RKA/Renstra** to achieve predetermined quality standards and submit recommendations for continuous improvement of these activities;



### 5.5.2 SPMI Governance

In the implementation of quality assurance at the Directorate of Education and the Directorate of Research and Community Service as well as other Directorates, SPM collaborates with UPM-F/S, GKM-DU and GKM-Prodi;

- (1) The relationship between SPM and UPM-F/S, GKM-DU and GKM-Prodi is coordinative;
- (2) SPM coordinates with UPM-F/S and GKM-DU in formulating standards, guidelines for achieving quality standards and assessment tools at the university level;
- (3) UPM-F/S and GKM-DU use standards, standard achievement guidelines and assessment instruments at the university level as a reference in formulating standard achievement guidelines and assessment instruments at the Faculty/School, Directorate/Institution/UPT level which are used in quality assurance activities at the scope of faculties/schools and directorates/institutions/UPT;
- (4) GKM-Prodi coordinates with UPM-F/S and SPM in formulating graduate's Learning Outcomes Program and Learning Outcomes Program of courses in study program and assessment tools;
- (5) UPM-F/S coordinates with the **Vice Dean for Academic Affairs** and the Manager of Community Service Research in monitoring, assessing and evaluating research and service activities in the Faculty/School environment;
- (6) UPM-F/S coordinates with the **Vice Dean for Resources** in monitoring, assessing and evaluating the services provided by the Faculty/School to stakeholders;
- (7) SPM coordinates with GKM-DU in monitoring, accessing and evaluating university activities organized by the Directorate / Institution / UPT.

#### A. Quality Commission

- (1) SPM Quality Commission, consisting of a group of lecturers and educational staff who are appointed and dismissed by the Head of SPM. Selection of the Quality Commission, based on competence, knowledge, specialty and expertise.





- (2) The Commission of Academic Quality, Academic Environment, Student Affairs, and Alumni is a supporter of SPM in the development or formulation of Quality Policies, Quality Standards, Quality Manuals and Procedures Manual for Academic Quality, Academic Environment, Student Affairs, and Alumni;
- (3) The Commission of Research and Community Service Quality is a supporter of SPM in the development or formulation of Quality Policies, Quality Standards, Quality Manuals and Quality Procedures of Research and Community Service;
- (4) The Commission of Accreditation Quality, Internal Audit is the supporter for SPM in the development or formulation of Quality Policies, Quality Standards, Quality Manuals and Accreditation Quality Procedures Manual, International Accreditation, Internal Audit and Internal Evaluation;
- (5) The Commission of Management Quality, Service Quality Assessment, and Evaluation is a supporter for SPM in the development or formulation of Quality Policies, Quality Standards, Quality Manuals and Management and Service Quality Procedures Manual.

**The Human Resources Requirements for SPM Universitas Padjadjaran are:**

- (1) Have personal integrity;
- (2) Good personality, honest, responsible, creative and visionary;
- (3) Have a commitment to academic quality;
- (4) Have experience in the organization and implementation of the *tridharma* of higher education, at least in the last five years;
- (5) Educated in accordance with the needs of the SPM work field.

SPM can assemble a Commission to assist the implementation of quality assurance tasks at Universitas Padjadjaran;

**Requirements for Commission member:**

- 1) Experts from Universitas Padjadjaran who are experienced in managing academic activities;
- 2) Have high integrity and commitment;
- 3) Good personality, honest, responsible, creative and visionary;
- 4) Minimum education S2 (master degree);



- 5) Members of committee are appointed by the Head of SPM Unpad with a letter of assignment from the Head of SPM;

### **B. Auditor**

Auditor requirements:

- a. Have high integrity and commitment;
- b. Good personality, honest, responsible, creative and visionary;
- c. Have an internal academic auditor certificate that is approved by Universitas Padjadjaran;
- d. Minimum education S2 (master degree).
- e. The auditor team represents SPM to carry out academic internal audits independently every semester/year

### **C. Internal Assessor**

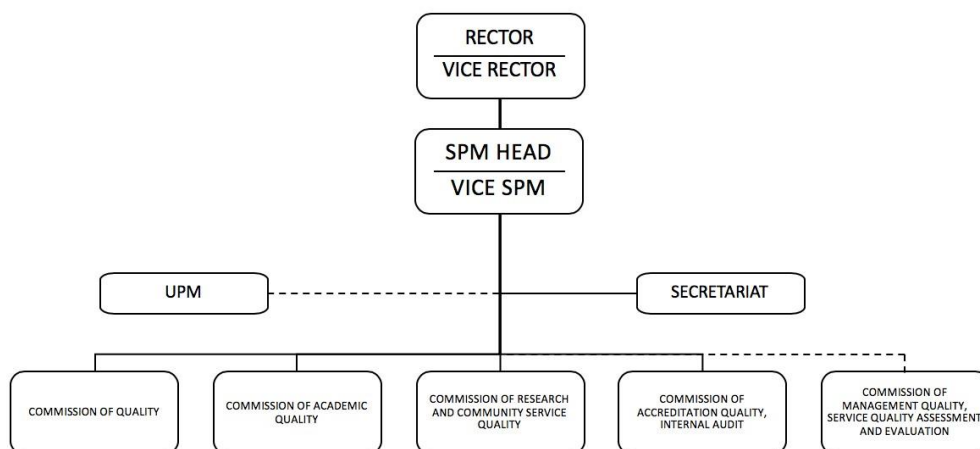
Internal assessors are in charge of representing SPM to carry out peer group mentoring of the accreditation process every semester. Requirements for internal assessors include assessors from BAN PT, LAM, preferably a doctor who has 10 years of work experience in the academic field; and or auditors who are certified assessors.

### **D. SPM Secretariat**

The SPM Secretariat is a group of administrative staff who assists SPM in carrying out daily operational activities, especially in the secretariat and housekeeping; SPM Secretariat will be led by the Head of Administration (Head of Academic Section and Head of Non-Academic Section) SPM Unpad and 4 (four) Heads of Subdivisions, namely the Head of the Subdivision of Academic Quality Standards and the Head of the Subdivision of Accreditation and Academic Quality Audit, the Head of the Sub Division of Quality Audit PPKM and the Head of the Sub Division of Assessment and Evaluation of Quality Management and Services and assisted by a number of administrative staff who are appointed in accordance with applicable rules and regulations.



## Universitas Padjadjaran Quality Assurance Unit Organizational Structure



### EXPLANATION:

Command Line



Coordination Line



## 5.6 Number of Managed Standards

Unpad SPML policies include policies in the field of academic learning, policies in research, policies in community service, and policies in management and services. The detailed policy areas are as follows:

### Academic standards include:

1. Graduate Competency Policy;
2. Learning Content Policy
3. Learning Process Policy
4. Learning assessment policy
5. Lecturer and educational staff policies
6. Learning facilities and infrastructure policies
7. Learning management policy
8. Learning financing policies;



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**Research Standards include:**

1. Research result Standard Policy
2. Research Content Standards Policy
3. Research Process Policy
4. Research Assessment Policy
5. Researcher Policy
6. Research Facilities and Infrastructure Policy
7. Research management policy
8. Research financing policies;

**Community Service (PKM) Standards include:**

1. PKM Results policy
2. PKM Content Policy
3. PKM Process Policy
4. PKM Assessment Policy
5. PKM Implementing Policy
6. PKM Facilities and Infrastructure Policy
7. PKM Management policy
8. PKM Financing policy;

**Service Management Standards include:**

1. Vision and Mission formulation policies
2. Quality Assurance System Policy
3. Governance Policy
4. Information System Policy
5. Cooperation Policy
6. Academic Environment Policy
7. Non Academic Facility Policy
8. Non-academic infrastructure policies
9. Student Affairs Policy
10. Financial Management Policy
11. Welfare policy
12. Business management policy.



## **CHAPTER VI**

### **INFORMATION ABOUT SPMI MANUAL BOOK, SPMI STANDARD BOOK AND SPMI FORM BOOK**

This SPM policy is the basis for the preparation of the SPM Unpad operational work plan and budget business plan (RBA). If there is a change in the strategic environment that can hinder the implementation of this SPMI activity, then all Unpad Leaders can make adjustments and or changes to some or all of its contents with the approval of the Academic Senate. This policy is followed by implementation guidelines, technical guidelines, work instructions along with forms, and time schedules so that the implementation of quality assurance runs optimally, additionally the implementation of quality assurance in an effort to achieve various programs and activities can make it easier to evaluate and measure success according to targets which are expected.

SPM-UNPAD



## CHAPTER VII

### RELATIONSHIP OF SPMI POLICY DOCUMENTS WITH OTHER DOCUMENTS SUCH AS RENSTRA, STATUTA, PERREK, KEPREK

#### 7.1. Relationship between SPMI Policy Documents and Renstra

Universitas Padjadjaran's Strategic Plan (Renstra) for the period 2015-2019 emphasizes the achievement of Unpad's vision to become a Regionally Competitive Research University. In the Strategic Plan includes 9 (nine) strategic targets, the relationship between SPMI policies and the nine strategic targets is as follows:

- 1) Improve the quality of human resources with responsible, excellent, scientific rigor, professional, encouraging, creative, and trust (RESPECT) characteristics. In this case, the SPMI policy establishes quality standards for lecturers and educational staff to support the achievement of graduate competence.
- 2) Improving the quality of governance and institutions with the principle of continuous quality improvement (CQI). SPMI's policy in this case is to determine the standards of governance to support the achievement of graduate competencies, research results and community service results.
- 3) Increasing the management of facilities and infrastructure that is successful and efficient. SMPI policy in this case is to set the standard of facilities and infrastructure to support the activities of higher education tridharma carried out by Unpad.
- 4) The realization of an information system in academic and non-academic fields. SPMI policy is to set the standards of information system quality that support the activities of Unpad **tridharma** of higher education.
- 5) Increasing the quality of **tridharma** of higher education which is integrated and oriented to the principal scientific pattern of Unpad. SPMI's policy is to integrate the quality of tridharma which is oriented towards the Principal Scientific Pattern which aims to improve intelligence and community.
- 6) Increased capacity for innovation and excellent policy products in the fields of health, food, energy and the environment. SPMI policy is to establish excellent policies in the fields of health, food, energy and the environment.



- 7) Increased participation of Unpad and Strategic Partners (ABGCM) to improve community welfare. SPMI's policy is to determine the standards of cooperation with the pentahelix concept, which placing not only the roles of academics, business, government, and society, but also the role of the media as an important part in carrying out the monitoring and evaluation function and even becomes an effective means of input for Unpad in developing strategic plans of tridharma programs.
- 8) The realization of an improvement in Unpad's contribution to the development of West Java (From West Java for Indonesia to the World through Sustainable Development Goals). The SPMI policy in this case is the establishment of community service standards that are oriented towards increasing the nation's competitiveness.
- 9) Increased financial independence, accountable, transparent and cost effective financial management. SPMI's policy in this case is to set a standard of financing for the success of the output, outcome, impact, and benefits of implementing the Tridharma of Higher Education.

## **7.2. Relationship between SPMI Policy Documents and Statutes**

Regulation of Republic of Indonesia Government Number 51 year 2015, concerning the Statute of Universitas Padjadjaran, in Chapter V of the Internal Quality Assurance System states that Unpad implements an internal quality assurance system consistently and continuously as an accountability to stakeholders. The objectives of Unpad's internal quality assurance system are:

- a. Guarantee that every academic service to students is carried out according to standards;
- b. Realizing transparency and accountability to the community, especially parents/guardians of students, regarding the implementation of education according to standards; and
- c. Encouraging all parties/units in Unpad to work towards goals based on standards and continuously strive to improve quality.



Unpad's internal quality assurance system is implemented based on the following principles:

- a. Oriented to internal and external stakeholders;
- b. Put the truth first;
- c. Social responsibility;
- d. Personal competency development;
- e. Participative and collegial;
- f. Uniformity of models, and
- g. Continuous innovation, learning and improvement.

The scope of Unpad's internal quality assurance system consists of developing and implementing quality standards and auditing in the fields of education, research, community service, and student affairs. The role of the internal quality assurance system is coordinated by the Quality Assurance Unit.

### **7.3. Relationship between SPMI Policy Documents and Rector Regulations**

The duties and functions of the Universitas Padjadjaran Quality Assurance Unit are listed in CHAPTER III Part Six article 29 of the Rector's Regulation Number 40 of 2016, concerning the Organization and Administration of the Management of Universitas Padjadjaran.





## ATTACHMENT

STRATEGY	DIRECTIONS	WORK PROGRAM	YEAR				
			2016	2017	2018	2019	2020
1. Improving the quality of academic and non-academic quality standards in accordance with the latest regulations by utilizing human resources (UPM and quality commissions and teams);	Growth: Sharpening academic and non-academic purposes	1 Formulation of a quality standard policy	√	√	√	√	√
		2 Preparation of derivative standards of Guarantee Quality [AMAI AND ACCREDITATION]	√	√	√	√	√
		3 Making institutional assessment [Study Program and Work Unit]	√	√	√	√	√
		4 Facilitate the preparation of material modules electronic-based teaching		√	√	√	√
		5 Evaluating the application of the Student Center Learning in 16 Faculties	√	√	√	√	√
		6 Monitoring and evaluation of work unit activities for improving the quality of Higher Education - AIPT	√	√	√	√	√
		7 Facilitating preparation assistance bachelor, master and doctoral study forms		√	√	√	√
		8 Improving the quality of academic auditors SAN-based		√	√	√	√
		9 Movev and Alignment of Learning Outcomes, PPKM and activities student affairs		√	√	√	√
		10 Management of the <i>Borang Prodi</i> using LAMPTKES accreditation		√	√	√	√
		11 Internal Academic Quality Audit with new instrument		√	√	√	√
2. Development and control of highly competitive SPMI implementation programs by utilizing internal auditors and assessors at Universitas Padjadjaran;	Growth: Knowledge management (collecting, acquisition, utilization, sharing, storage)	12 Preparation of Quality Assurance Guidelines	√	√	√	√	√
		13 Making over the output media form IT-based activities in pdf format		√	√	√	√
		14 Development of the Guarantee Unit website Quality	√	√	√	√	√
		15 Facilitate the preparation of an electronic-based Semester Learning Plan		√	√	√	√
		16 Preparation of work programs and calendars SPM activities	√	√	√	√	√
		17 Preparation of Program Management Guidelines Vocational studies		√	√	√	√
		18 Creating Educational Guidelines Multicampus		√	√	√	√
		19 Creating AMAI Online Application		√	√	√	√
		20 Creating Accreditation Online Applications		√	√	√	√
		21 Study Program implementation assessment New what is needed by the community	√	√	√	√	√
3. Utilizing the potential of institutions and partnerships with the sector of business and industry, society, government, media and other academics both nationally and internationally.	Growth: Inovasi Stakeholder Centric: Built competitive advantage	22 program development of AA and PEKERTI based on Learning Outcomes		√	√	√	√
		23 Improving the quality of excellent accreditation	√	√	√	√	√
		a. Improved National Excellent accreditation					
		b. International Excellent Accreditation					
		- Increased international excellent accreditation					
		- Excellent international accreditation pilot					
		24 Development and monitoring and evaluation of the integration strategy 3 in 1 [Research-based learning and applications]		√	√	√	√
		25 Facilitating curriculum development transformative study program		√	√	√	√
		26 Creating a qualification framework for Unpad characteristics		√	√	√	√
		27 Evaluate user satisfaction with graduation		√	√	√	√
		28 Facilitating the establishment of international standard institutions and study programs - International Accreditation Pilot Preparation		√	√	√	√
		29 Preparation of a strategic framework for the medium-term study program (5 years) - Plan Development		√	√	√	√



STRATEGY	DIRECTIONS	WORK PROGRAM	YEAR				
			2016	2017	2018	2019	2020
		29 Preparation of a strategic framework for the medium-term study program (5 years) - Plan Development		√	√	√	√
4. Empowerment and strengthening of controlled activity management;	Empowerment & Improvement: HRD Organization	30 Evaluation of HR satisfaction with management		√	√	√	√
		31 Evaluation of student satisfaction with services		√	√	√	√
		32 HR Development		√	√	√	√
		33 Office Services	√	√	√	√	√
		34 Procurement of Consumables (ATK)	√	√	√	√	√
		35 Office Equipment Maintenance	√	√	√	√	√

The activity program above is an elaboration of mission that is derived into the strategy. For mission no.1.

- a. Developing the framework of reference for Unpad academic and non-academic quality assurance

Strategy:

Improving the quality of academic and non-academic quality standards according to the latest regulations by utilizing the UPM HR and the Quality Commission.

WORK PROGRAM		YEAR				
		2016	2017	2018	2019	2020
1	Formulation of a quality standard policy	√	√	√	√	√
2	Creating derivative standards of Quality Assurance [AMAI AND ACCREDITATION]	√	√	√	√	√
3	Creating institutional assessment [Prodi and Work Unit]	√	√	√	√	√
4	Facilitating the preparation of electronic-based teaching material modules		√	√	√	√
5	Evaluating the application of the Student Center Learning in 16 Faculties	√	√	√	√	√
6	Monitoring and evaluation of working unit activities to improve the quality of Higher Education – AIPT	√	√	√	√	√
7	Facilitating Assistance in the preparation <i>Borang Program Study</i> of bachelor, master and doctoral		√	√	√	√
8	Improving the quality of SAN-based academic Auditors		√	√	√	√
9	Monev and Alignment of Learning Outcomes, PPKM and student activities			√	√	√
10	Management of Study Program Forms that use LAMPTKES Accreditation		√	√	√	√
11	Academic Quality Internal Audit with new instruments		√	√	√	√



#### Derivation of Mission no 2

- b. Develop and encourage the implementation of academic and non-academic quality assurance systems in Unpad that are highly competitive both nationally and internationally

#### Strategy

Development and control of highly competitive SPMI implementation programs by utilizing Unpad academic auditors and internal assessors in an effort to empower and strengthen the management of controlled activities.

WORK PROGRAM		YEAR				
		2016	2017	2018	2019	2020
12	Preparation of Quality Assurance Guidelines	√	√	√	√	√
13	Creating the output media IT-based activities into pdf format		√	√	√	√
14	Development of the Quality Assurance Unit Website	√	√	√	√	√
15	Facilitate the preparation of an electronic-based Semester Learning Plan		√	√	√	√
16	Preparation of work programs and calendar of SPM activities	√	√	√	√	√
17	Preparation of Management Guidelines for Vocational Study Programs		√	√	√	√
18	Creating Multicampus Education Guidelines		√	√	√	√
19	Creating Online AMAI Application		√	√	√	√
20	Creating Online Accreditation Applications		√	√	√	√

#### Derivation of Mission No. 3

- c. Organizing internal audits of the faculty and the study program:

#### Strategy

Development and control of highly competitive SPMI implementation programs by utilizing Unpad academic auditors and internal assessors in an effort to empower and strengthen the management of controlled activities.



WORK PROGRAM		YEAR				
		2016	2017	2018	2019	2020
21	Assessment of the implementation of the New Study Program required by the community	√	√	√	√	√
22	Development of Learning Outcomes-based AA and PEKERTI programs		√	√	√	√
23	Improving the quality of excellent accreditation	√	√	√	√	√
	a. Improved National Excellent accreditation					
	b. International Excellent Accreditation					
	- Increased international excellent accreditation					
	- International Excellent accreditation pilot					
24	Development and monitoring and evaluation of the 3 in 1 integration strategy [Research-based and application-based learning]		√	√	√	√
25	Facilitating the development of a transformative curriculum for study programs		√	√	√	√
26	Creating a qualification framework for Unpad characteristics		√	√	√	√
27	Evaluate user satisfaction with graduation		√	√	√	√
28	Facilitating the establishment of international standard institutions and study programs - International Accreditation Pilot Preparation		√	√	√	√
29	Preparation of a strategic framework for the medium-term (5 years) study program - Development Plan		√	√	√	√

Derivation of Mission no 4

Forming distinctive advantages in the scope of Unpad to uphold the nobility of local culture and national culture in the diversity of world cultures.

Strategy:

Utilizing the potential of institutions and partnerships with the Business and Industrial sector

WORK PROGRAM		YEAR				
		2016	2017	2018	2019	2020
30	Evaluation of HR satisfaction with management		√	√	√	√
31	Evaluate student satisfaction with services		√	√	√	√
32	HR Development		√	√	√	√



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