

# PENCANA STRATEGIS **RENSTRA**

I  
2020-2024





# RENSTRA

STRATEGIC PLAN  
2020 - 2024

UNIVERSITY CATHOLIC INDONESIA ATMA JAYA

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# INTRODUCTION

The 2020-2024 Strategic Plan carries the big theme " **Academic Transformation demik** " with focus on overhaul curriculum based program studies. Theme the is continuation from program Work period previously Which focus on " **Transformation Organization** ." Structuring organization Which done- Since the end of 2015 it has touched various aspects, starting from infrastructure- tour, technology information until source Power man And organization. Policies The change in the remuneration system has become the beginning of a transformation comprehensive on aspect man, organization, And culture. Of course program This will be one of the core work programs that will be continued on 5 (five) year to front.

However, remember urgency in overhaul fundamental and comprehensive on "core business" college tall, in where Unika Atma Jaya feel right shortcomings, the 2020-2024 Strategic Plan will focus on formation academic architecture which is a synergy of the development master plan just Tri Dharma College Tall, that is teaching, study, And ab- dian to public. Initiation build parent development in P2M as well as map road development Work The same, Good Work The same outside country nor Work The same with party private will integrated with plan parent development curriculum in each program studies.

The main aim is to create synergy across study programs in implementing right curriculum which the more flexible, adaptive And relevant with need era. The adoption of technology in learning cannot be avoided, so utilization of technology must also become important component in academic transformation.

Various initiative like studying cross knowledge, program *summer courses*, first karan student with system transfer credit will become part important in academic architecture. With this academic architectural arrangement, every study program will own superiority Which Specific in build repu- his bag. The advantages of each study program will be specific, such as collaboration with government area, Work The same industry, development education non-degree, has excellence at the national/regional or program level studies with superiority in field research And Work The same international.

Basically, each study program must determine the uniqueness of its knowledge which will have implications for curriculum preparation, research maps and devotion to public Which will developed, until mapping competence the lecturer.

Affirmation on theme “ **Transformation Academic** ” This with itself mendirect it program Work annual And focus budget on field academic. The hope is, will happen effect lever Which real in 5 (five) year to front related with enhancement reputation program studies in environment Unika Atma Jaya. This direction is in line with Unika's 2019 – 2023 business plan Atma Jaya in where Wrong One the focus is shift program studies Which in a way finance deficit become surplus.

Strategic Plan This arranged with objective become decider direction program Work every units will aligned And focus. Synegi going to program studies Which superior through curriculum Which flexible, adaptive And relevant become key main.

Happy synergize going to uniqueness each!

Jakarta, 01 October 2019  
Rector Unika Atma Jaya  
**Dr. A. Prasetyantoko**

# LIST CONTENTS

<b>CHAP</b>	<b>INTRODUCTION</b>	<b>1</b>
<b>TER I.</b>		
HE	BACKGROUND BEHIND	2
IB	FRAMEWORK RENSTRA 2020-2024	4
<b>CHAPT</b>	<b>BASE DEVELOPMENT UNIQUE ATMA JAYA</b>	
<b>ER II.</b>	<b>PERIOD 2020-2024</b>	<b>7</b>
II.A.	LEGAL BASIS	8
II.B.	VISION, MISSION, OBJECTIVE, & MARK CORE	9
II.B.1.	VISION	9
II.B.2.	MISSION	9
II.B.3.	OBJECTIVE	10
II.B.4.	MARK CORE	10
II.B.5.	RELEVANCE VISION, MISSION, & OBJECTIVE	12
II.C.	LONG TERM DEVELOPMENT PLAN FOUNDATION ATMA JAYA YEAR 2015-2029	13
II.C.1.	DIMENSIONS DEVELOPMENT PERIOD LONG	13
II.C.2.	DEVELOPMENT THREE CENTERS	14
<b>CHAPTER III.</b>	<b>ANALYSIS CONDITION INTERNAL &amp; EXTERNAL</b>	<b>17</b>
III.A.	STRENGTH (STRENGTHS)	19

III.A.1. QUALITY LECTURER & DEPTH SCIENCE	19
III.A.2. ECOSYSTEM DIGITAL & ONLINE	20
III.A.3. NETWORKING IN & OUTSIDE STATE	22
III.B. WEAKNESS (WEAKNESSES)	23
III.B.1. CURRICULUM & METHOD TEACHING CONVENTIONAL	23
III.B.2. SYSTEM MANAGEMENT CONVENTIONAL	25
III.B.3. DEPENDENCY ON TUITION FEE	26
III.C. CHANCE (OPPORTUNITIES)	29
III.C.1. WORK SAME INDUSTRY & OUTSIDE STATE	29
III.C.2. CONFESSION PUBLIC & GOVERNMENT	30
III.C.3. NEED TO PROGRAM NONE	31
III.D. THREAT (THREATS)	34
III.D.1. CHARACTERISTICS CANDIDATE STUDENT	34
III.D.2. COMPETITION COLLEGE HEIGHT	36

## **CHAPTER IV. DIRECTION DEVELOPMENT PERIOD 2020-2024 \_ 39**

IV.A. PILLAR PROGRAM	42
IV.A.1. ACADEMIC	42
IV.A.2. SYSTEM & MANAGEMENT HR	42
IV.A.3. SYSTEM & MANAGEMENT OPERATIONAL	43
IV.B. PROGRAM WORK UNIVERSITY	43
IV.C. MAPPING PROGRAM STUDIES	44

## **CHAPT MAP STRATEGIC \_\_\_\_\_ 47** **ER V.**



IV.D. STRATEGY MAP & APPROACH BALANCED SCORECARD	48
IV.D.1. STRATEGY FOLDER	49
IV.D.2. BALANCED SCORECARD	52

IV.E. MAP STRATEGIC UNIQUE ATMA JAYA PERIOD YEAR 2020-2024	57
IV.E.1. TARGET STRATEGIC	57
IV.E.2. INDICATOR PERFORMANCE	59
IV.E.3. COMPILER PROGRAM WORK	61

## **CHAPTER VI. CLOSING** \_\_\_\_\_ **67**

## **APPENDIX** \_\_\_\_\_ **69**

ATTACHMENT 1. List Indicator & Target Performance	70
ATTACHMENT 2. Action Plans Each Year Based on Program Work University	77
ATTACHMENT 3. Priority & Implementation Strategy	95

# LIST TABLE

Table 1.	List Faculty & Program Studies	3
Table 2.	Comparison Criteria Assessment/Ranking	19
Table 3.	Details Program Studies Conventional & Monodisciplinary	24
Table 4.	Surplus Each Program Studies	28
Table 5.	Performance & Confession For Unika Atma Jaya	30
Table 6.	Proportion Amount Study Program Cross Discipline & <i>On line</i>	37
Table 7.	<i>Key Performance Indicators</i> (KPIs) Year 2020-2024	42
Table 8.	Program Work Unika Atma Jaya Year 2020-2024	43
Table 9.	Definition & Characteristics Term Important	54
Table 10.	List Strategy Unika Atma Jaya Period Year 2020-2024	57
Table 11.	Indicator Performance Main Period Year 2020-2024	59
Table 12.	Stage Drafting Plan Operational	64
Table 13.	Process Implementation Evaluation Program Work	66

# LIST PICTURE

Picture 1.	Framework Drafting Plan Strategic Period Year 2020-2024	5
Picture 2.	Dimensions Development Period Long Foundation Atma Jaya	13
Picture 3.	Analysis SWOT Unika Atma Jaya	18
Picture 4.	Ecosystem <i>Digital &amp; On line</i> Unika Atma Jaya	22
Picture 5.	Structure Organization Unika Atma Jaya	26
Picture 6.	Adoption <i>Microlearning</i> By Global	33
Picture 7.	Consideration Main in Choose University	34
Picture 8.	Pillar Program Work Unika Atma Jaya Year 2020-2024	40
Picture 9.	<i>Milestones</i> 5 (Five) Year Period 2020-2024	41
Picture 10.	Linkages Vision, Mission, Mark Core, & Strategy Organization	49
Picture 11.	Framework Approach <i>Strategy Folder</i> Unika Atma Jaya	50
Picture 12.	Systematics Plan Strategic, Plan Operational, & Program	53
Picture 13.	Map Strategic Unika Atma Jaya Period Year 2020-2024	58
Picture 14.	Matrix Framework Placement Strategy & Indicator Performance	95
Picture 15.	Matrix Priority & Implementation Strategy Unika Atma Jaya Period Year 2020-2024	96

# LIST CHART

Chart 1.	Proportion Number of Networks Unika Atma Jaya	23
Chart 2.	Proportion Characteristic Field Knowledge Program Studies Unika Atma Jaya	24
Chart 3.	Proportion Income Unika Atma Jaya	27
Chart 4.	Amount Student New Unika Atma Jaya Year 2009-2018	27
Chart 5.	Proportion Domicile <i>Startups</i> in Indonesia	30
Chart 6.	Comparison Amount Graduate of Level Previously & Student	31
Chart 7.	Proportion Field Business & Amount Employee <i>Startups</i> in Indonesia	32
Chart 8.	Proportion Education Employee <i>Startups</i> in Indonesia	32
Chart 9.	Preference Method Study Generation Z	35
Chart 10.	Comparison Ratio Amount Lecturer Still & Student	36
Chart 11.	Mapping Program Studies Year 2019	45
Chart 12.	Projection Mapping Program Studies Year 2024	46
Chart 13.	Comparison Ratio Amount Indicator Performance Unika Atma Jaya	61



# CHAPTER I. INTRODUCTION



## I.A. BACKGROUND

University Catholic Indonesia Atma Jaya (Unika Atma Jaya) is A UNI- private Catholic university founded in 1960 by a number of lay figures Catholic. Para founding father the in among them is Frans Seda, Ben Mang Batten Say, JP Cho, IJ Kasimo, Lo Siang Hien Ginting, Bian Tamin, Jusuf Pangestu (Pang Lay Kim), And Anthony m Moeliono. On moment That, para founding father university This believe that people Catholic in Indonesia must capable give sum- noble Which very means in effort development nation. Para founding father began to work to develop his nation, especially in a field of higher education that not many people have done at the time. The establishment of this university also shows a real embodiment of Church and National values. This belief is expressed right in the expression ' *Pro Ecclesia et Patria* ,' or which is translated as ' *For Church And Land Water* .'

Armed motivation nationality Which tall And inspiration Christian, as well as capital beginning Rp 500.00, they establish Unika Atma Jaya with two faculty.

These two faculties are the Faculty of Economics and the Faculty of Social Sciences, which own 149 student. Through commitment And Work hard, they succeed develop Unika Atma Jaya until like exists moment This. On In 2019, Unika Atma Jaya had 8 (eight) faculties with 36 program studies.

List faculty And program studies Which owned Unika Atma Jaya can seen on Table 1.

Table 1. List Faculty & Program Studies

No.	Faculty	Program Bachelor & Profession	Program Post Bachelor
1	Economy & Business	<ul style="list-style-type: none"> <li>• Accountancy</li> <li>• Economy Development</li> <li>• Management</li> <li>• Profession Accountancy</li> </ul>	<p><i>Graduate School of Business</i></p> <ul style="list-style-type: none"> <li>• Master of Administration Business</li> <li>• Masters Accountancy</li> <li>• Master of Economics Applied</li> <li>• Masters Management</li> </ul>
2	Knowledge Administration Business & Science Communication	<ul style="list-style-type: none"> <li>• Knowledge Administration Business</li> <li>• <i>Hospitality &amp; Tourism Management</i></li> <li>• Knowledge Communication</li> </ul>	
3	Education & Language	<ul style="list-style-type: none"> <li>• Guidance &amp; Counseling</li> <li>• Language Education English</li> <li>• Teacher Education School Base</li> <li>• Education Religion Catholic</li> </ul>	<ul style="list-style-type: none"> <li>• Master of Linguistics Applied Language English</li> <li>• Doctor of Linguistics Applied Language English</li> </ul>
4	Technique	<ul style="list-style-type: none"> <li>• System Information</li> <li>• Technique Electro</li> <li>• Technique Industry</li> <li>• Technique Machine</li> <li>• Profession Engineer</li> </ul>	<ul style="list-style-type: none"> <li>• Masters Technique Electro</li> <li>• Masters Technique Machine</li> </ul>
5	Law	<ul style="list-style-type: none"> <li>• Knowledge Law</li> </ul>	<ul style="list-style-type: none"> <li>• Masters Knowledge Law</li> </ul>
6	Medicine & Knowledge Health	<ul style="list-style-type: none"> <li>• Pharmacy</li> <li>• Medical</li> <li>• Profession Doctor</li> </ul>	
7	Psychology	<ul style="list-style-type: none"> <li>• Psychology</li> </ul>	<ul style="list-style-type: none"> <li>• Masters Psychology</li> <li>• Master of Psychology Profession</li> <li>• Doctor Psychology</li> </ul>



8	Technobiology	<ul style="list-style-type: none"><li>• Biology</li><li>• Technology Food</li></ul>	<ul style="list-style-type: none"><li>• Masters Biotechnology</li></ul>
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Unika Atma Successfully keep dynamic develop. By because of that, so that all over management And development activity education tall in Unika Atma Jaya can planned And monitored with Good, so arranged A Plan Strategic Which become base instruction policy And taking decision.

Strategic theme for the development of Unika Atma Jaya for the 2020-2024 period is **Transformation Academic** . Theme This supported by 3 (three) pillar program Work main, that is (1) Academic, (2) System & Management HR, as well as (3) System & Management Operational, Which ready will achieved on year 2024.

With exists Strategic Plan This, every leader on all level hope- right own similarity perception, objective, And motion step, For manifest- the goals that have been set together. 2020-2024 Strategic Plan Document This nature flexible, in where possible did it adjustment And revision regarding changes in internal and external conditions, without change direction base.

## **I.B. FRAMEWORK RENSTRA 2020-2024**

By general, process preparation Strategic Plan period year 2020-2024 consists from 3 (three) stage, as Which displayed following This.

### **1. Formulation Base**

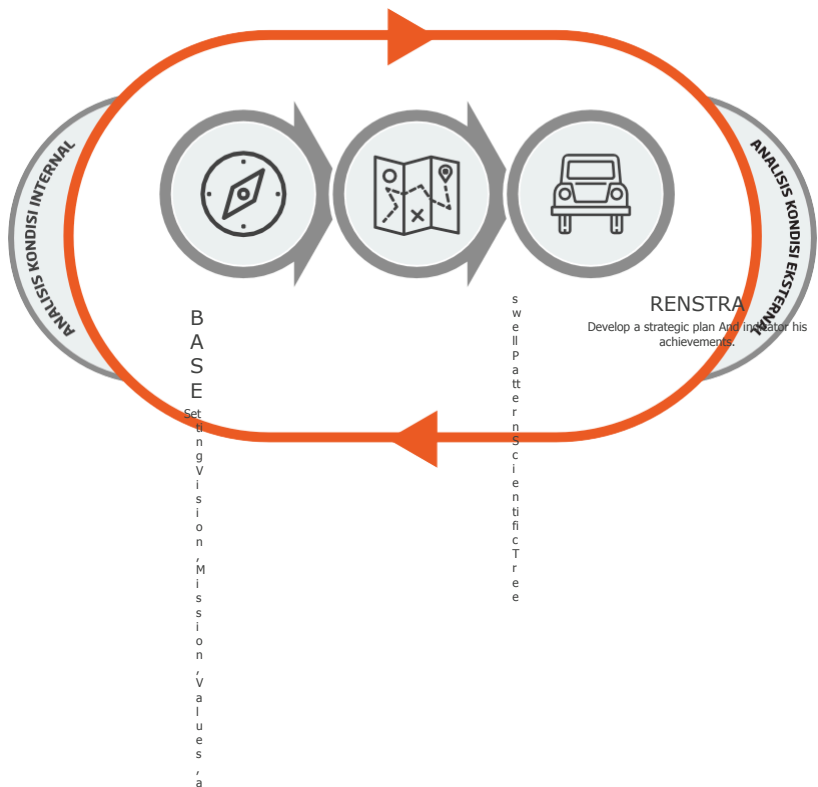
Strategic Plan is instruction for Unika Atma Jaya Which is realization of the Long Term Development Plan Atma Jaya Foundation (RPJP-YAJ). Based on this RPJP-YAJ, it has been formulate vision, mission, objective, mark core, And pattern scientific tree, as- na Which has set in Statute Unika Atma Jaya. Description more detailed there is on CHAPTER II.

## 2. Drafting Strategic Plan

From RPJP-YAJ, formulated theme strategic Unika Atma Jaya. Based on- right theme strategic Which want to achieved the, lowered become a number of strategies and indicators that characterize the achievement of the theme strategic. *Strategy Maps* and *Balanced Scorecard* approaches are used serve as the basis for preparing the 2020-2024 Strategic Plan. More description detailed there is on CHAPTER V.

## 3. Program Preparation Work

From strategy And indicator Which has set, arranged a number program Work. Program Work This form activity Which will done- right For reach indicator Which intended. Description more detailed there is on CHAPTER V.



*Picture 1.*  
*Framework Drafting Plan Strategic Period Year 2020-2024*

In every stage, Good formulation base, preparation strategic plan, nor preparation of work programs is carried out taking into account conditions internal in Unika Atma Jaya as well as condition external.

In the analysis of internal factors, historical aspects, various developments just, nor condition latest in Unika Atma Jaya become consideration For formulate objective And *roadmap* Which want to achieved. Whereas on ana- analysis of external factors, a number of developments and current conditions related aspects ideology, political, economy, social And culture, defense, and security (ipoleksosbudhankam) of course also need to be studied further in connection with plan development Unika Atma Jaya.

Details about analysis condition internal And external This displayed more carry on on CHAPTER III.



CHAPTER II.  
UNIQUE BASIS  
DEVELOPMENT  
ATMA JAYA  
PERIOD 2020-2024



The development direction of Unika Atma Jaya for the 2020-2024 period is based on a number base, between other (1) Base Law, (2) Vision, Mission, Tu-juan, And Mark Core Unika Atma Jaya, as well as (3) Plan Development Period Long Foundation Atma Jaya (RPJP-YAJ).

## II.A. BASE LAW

Drafting Strategic Plan Unika Atma Jaya period year 2020-2024 This based on- right on a number document, between other:

1. Constitution Republic Indonesia Number 12 Year 2012 about Education Tall;
2. Regulation Government Number 4 Year 2014 about Maintenance Education Tall And Management College Tall (Sheet Nega- ra Republic of Indonesia Year 2014 Number 16, Additional Gazette Country Republic Indonesia Number 5500);
3. Regulation Minister Research, Technology, And Education Tall Republic Indonesia Number 15 Year 2018 about Organization And System Work Institution Service Education Tall;
4. Statute Unika Atma Jaya;
5. Long Term Development Plan (RPJP) Atma Jaya Foundation 2015-2029; And
6. Constitution *Apostolic Ex Corde Ecclesiae* .

## II.B. VISION, MISSION, OBJECTIVE, & MARK CORE

### II.B.1. VISION

Vision Unika Atma Jaya formulated as following:

*"To become a leading university that has academic excellence and professionals at national and international levels as well as those consistently realizing a combination of Christian faith and science And technology, as well as culture Indonesia in effort enlighten life nation."*

The term ' **academic excellence** ' refers to quality graduates who are demonstrate a high GPA and timely study period, as well implementation of quality research and community service programs society as the practice of science. The term ' **pro- professional** ' refer on graduate of Which can reliable For work with mastery science, Skills, And with attitude Which can fought- answer it. Say ' **professional** ' This Also refer on education profession.

In matter This, combination between faith, science and technology, And culture Indonesia need live together by all citizens and graduate of Unika Atma Jaya.

### II.B.2. MISSION

Temporary That, mission Unika Atma Jaya formulated as following:

1. Organize education academic And profession For developer bangan knowledge, professionalism, And character participant educate;
2. Organize study base And applied For progress knowledge knowledge, technology, And art culture (Science and Technology);
3. Dedicate skill in field SCIENCE AND TECHNOLOGY For interest public; And
4. Manage education tall in a way effective And efficient in atmosphere academic Which ethical And dignified.



## II.B.3.OBJECTIVE

Objective Unika Atma Jaya is as following:

1. Producing graduates who are professional, have high integrity and care on interest public, oriented global, And responsive on progress S&T;
2. Produce work scientific And study Which published in jur- journals national accredited And international, as well as uphold tall Right on Riches Intellectual (IPR);
3. Carry out activity devotion Which beneficial for public;
4. Develop organization Which Healthy And transparent; And
5. Develop source Power Which professional And Which feel proud become part from Unika Atma Jaya.

## II.B.4.MARK CORE

Values are guidelines that are believed to be a must spirit always lived And practiced by holder interest organization in carry out task. Values Which develop And life in organization become Spirit for holder interest in work And take the initiative.

The core values developed by Unika Atma Jaya are **Christianity, Excellence, Professional, and Caring** . The four Core Values have been formulated the bar by Foundation Atma Jaya as following:

1. Field Development Christianity (Mark Core: Christian)

Effort realize "Community Which Strong in Faith," that is:

- Capable understand values Christian;
- Capable appreciate it values Christian;
- Capable actualize values Christian.

Effort realize "Community Which Strong in Brotherhood True," that is:

- Capable behave plural;
- Capable behave inclusive;
- Capable behave fair;
- Capable behave democratic;
- Capable cultured.

Effort realize "Community Which Strong in Culture Love," that is:

- Capable Work The same in community;
- Willingness sacrifice;
- Capable behave low heart;
- Capable empathize;
- Capable behave humanist.

## 2. Field Development Superiority (Mark Core: Superior)

Effort develop community Atma Jaya Which Superior, that is:

- Capable use not quite enough answer in a way Correct;
- Capable use freedom in a way appropriate;
- Capable involved active in life social, nationality, And patriotic;
- Develop become personal intact.

Effort develop community Atma Jaya Which character:

- Intelligent emotional;
- Intelligent spiritual;
- Capable develop intrapersonal;
- Capable develop interpersonal;
- Virtuous sublime.

Effort develop community Atma Jaya Which Critical, that is:

- Intelligent intellectual;
- Think logical, systematic, And creative;
- Full initiative;
- Spirited explorative, anticipatory, And futuristic.

Effort develop community Atma Jaya Which "Study Lifetime Life," that is:

- Own calling soul And idealism about education;
- Full not quite enough answer to task Which carried And Serious do it;
- Always upgrade self;
- Own readiness For sent in where just required.

## 3. Field Development Professionalism (Mark Core: Professional)

Carry out leadership And management in a way transparent, that is:

- Develop culture communication;
- Develop connection interpersonal;
- Develop culture plural-dialogical;
- Develop inclusivity.

Carry out leadership And management in a way accountable:

- Obey rule Which There is;
- Putting things first interest together;
- Capable behave objective;
- Capable behave consistent.

Carry out leadership And management in a way responsible, that is:

- Fast see, decide, And Act;
- Develop attitude proactive;
- Develop imagination creative.

Carry out leadership And management in a way independent, that is:

- Develop empowerment, No etatism;
- Develop diversity, No uniformity;
- Develop subsidiarity, No authoritarian.

Carry out leadership And management in a way fair, that is:

- Develop attitude democratic;
- Develop culture consensus in take decision;
- Develop synergy.

#### 4. Field Development Concern (Mark Core: Care)

Develop attitude care: sensitive, cheap heart, And Ready ready;

Develop attitude solidarity: willing share, grace flavor, bear mission together;

Develop attitude plural: honor diversity, diversity, And multicultural;

Develop attitude more siding to Which weak: tolerant, defend flavor And defend justice.

## II.B.5.RELEVANCE VISION AND MISSION, & OBJECTIVE

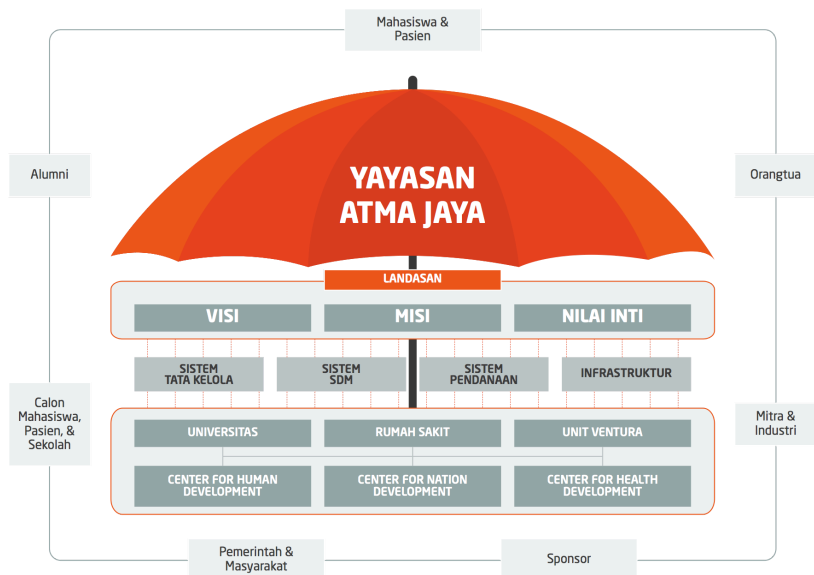
Unika Atma Jaya's main scientific pattern is pattern implementation of the Tridharma Higher education is based on the vision, mission and goals of Unika Atma Jaya Which focused on development man, health, And nationality to improve the welfare of urban society with dignity and fair.

## II.C. LONG TERM DEVELOPMENT PLAN FOUNDATION ATMA JAYA YEAR 2015-2029

### II.C.1. DIMENSIONS DEVELOPMENT PERIOD LONG

In accordance with Plan Development Period Long Foundation Atma Jaya (RPJP- YAJ) 2015-2029, determining the direction of the strategic plan is carried out based on vision, mission, And mark core Which sustain 4 (four) system main. Fourth system main the, between other:

1. System System Manage;
2. System HR;
3. System Funding; And
4. Infrastructure.



Picture 2.

*Dimensions Development Period Long Foundation Atma Jaya*

It is hoped that these four systems can work together to produce results the quality of a complete human being based on a Christian spirit, excellence, professional, And care. Matter This aligned with mark core Unika Atma Jaya, Which published in 2015 in the Atma Jaya Foundation Note on Developing just Mark Core Christian, Superior, Professional, And Care.

Framework system management Which underlying embodiment plan strategic is as following:

1. Vision, Mission, Objective, Mark Core, And built based on ambition para founding father, development dynamics internal Which happen during This, as well as based on cultural values and a philosophy of higher education adopted while still considering all developments bro in realm external, like: ideology, political, economy, social, culture, defense And security (ipoleksosbudhankam);
2. The key to success in achieving the vision, mission and educational goals tall the located on 4 (four) pillar main education tall, namely the availability of good governance, adequate human resources superior, system funding, And infrastructure Which adequate;
3. To be able to implement this education system, in- develop the existing educational infrastructure and superstructure base for institution education tall formal in organize- friend management And administration institution education tall; And
4. Focus program And his activities directed to para holder interest ( *stakeholders* ).

## II.C.2.DEVELOPMENT THREE CENTERS

Foundation Atma Jaya (YES) always hold on on ambition its founder se- How confirmed in vision And mission, as well as expressed through mark core Which all three together describe base all over existence And work YAJ. Based on base the, all over component carry- use synergistic cooperation, working together as one community Atma Jaya.

In the RPJP-YAJ for the 2015-2029 period, the above commitment is realized by increase And expand work Unika Atma Jaya And House Sick Atma Jaya through development 3 (three) center. Third center the is

*Center for Human Development* Which located in Earth Serpong Peace (BSD), *Center for Health Development* in Pluit, and *Center for Nation Development* in Clover.

## CENTER FOR NATION DEVELOPMENT

*The Center for Nation Development* was developed with the aim of realizing- right university superior Which capable role active in development thinking And study, sake development nation For increase dignity man as well as well-being social. *Center for Nations Development* This will centered in **Campus Clover** .

Commitment to the development of *the Center for Nation Development* as stated listed on RPJP-YAJ can realized through development idea ( *knowledge* ) and adequate management, so that *all* Then capable map "superiority" in environment Which Keep going changed professionally. Orientation to the context of ongoing societal reality changed is embodiment concern in frame carry out principle Christian.

Stages of developing research capacity to respond to change needs to be done, so that the direction to engage in the changing context of The current implementation is a *socio entrepreneurship university* and become part from solution development nation can done, No only limited to research but also to teaching. Portfolio to facilitate higher education development initiatives, consultancy services, research, And teaching, become base phasing development Unika Atma Jaya in a way whole.

## CENTER FOR HEALTH DEVELOPMENT

*The Center for Health Development* was developed with the intention of realizing work in the field of holistic medicine and health, which is built on take off knowledge And knowledge based on approach paradigm integral and as embodiment values Christian Which defend flavor. *Center for Health Development* This will centered in **Campus Pluit** .

*The Center for Health Development* will be an integration between the Faculties and bag Medical Unika Atma Jaya, House Sick Atma Jaya, Networking clinic pre- tama Atma Jaya, And community; For develop paradigm integral with method expanding And integrate subsystem service health

individuals who emphasize medical and clinical approaches, with subsystem service health community And public Which developed through educational and research subsystems in the medical field And health.

## CENTER FOR HUMAN DEVELOPMENT

*The Center for Human Development* was developed with the aim of realizing choose a superior university that is able to play an active role in forming character human Indonesia in a way intact, care on well-being social, And increase- without human dignity. *The Center for Human Development* will be based at **Campus BSD** .

Commitment to developing *the Center for Human Development* as stated listed on RPJP-YAJ can realized through development culture healthy academics, which is able to nourish the spirit of seeking success Naran scientific, determination For Study lifetime life, pattern think open And holistic, and concern to contribute positively to improving welfare fellow And nation through application knowledge And knowledge in level local, national, And global.



## CHAPTER III.

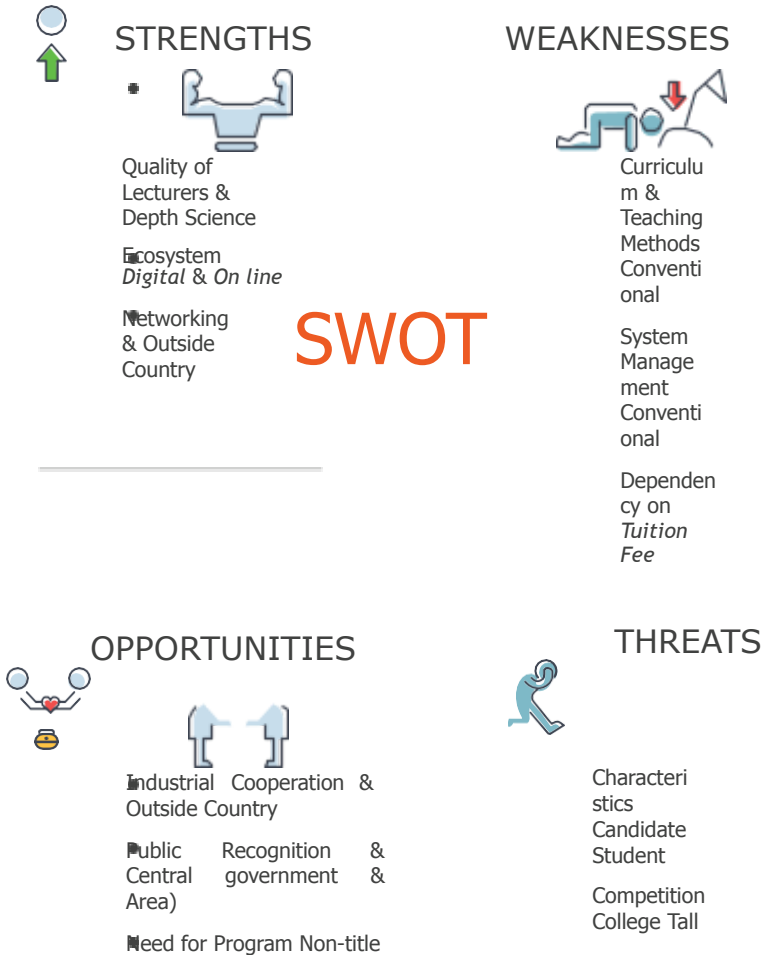
# CONDITION ANALYSIS INTERNAL & EXTERNAL





Besides make a number regulations And document organization internal Unika Atma Jaya as base, preparation Plan Strategic period year 2020-2024 also takes into account internal and external conditions happen.

Analysis of internal and external conditions is carried out using use approach **SWOT** ( *Strengths / Strength, Weaknesses / Weaknesses, Opportunities / Opportunities, and Threats / Threats*), as indicated stated on Picture 3.



Picture 3.  
Analysis SWOT Unika Atma Jaya

Results from analysis This Which become reference in formulate theme strategic And pillar program Work strategic Unika Atma Jaya period year 2020-2024.

Analysis of the components of *Strengths* and *Weaknesses* han based on data historical internal Unika Atma Jaya. Whereas ana- analysis of *Opportunities* / Opportunities and *Threats* / Threats are based on data external, Good data historical nor predictions in period coming.

### III.A. STRENGTH (STRENGTHS)

#### III.A.1. QUALITY LECTURER & DEPTH SCIENCE

Until 2018, Unika Atma Jaya has achieved a number of achievements, both national and regional/international, including: BAN-PT accreditation (Body Accreditation National – College Tall), Ranking from Ministry of terian Education Tall, SNI Award <sup>1</sup>, QS World University Ranking: Asia <sup>2</sup>, And QS Stars University Ratings <sup>3</sup>.

Even though use naming Which different, However criteria Which have- There is quite a large weight in the five assessment systems the quality of lecturers and fields of science at a university, as stated on Table 2.

Table 2. Comparison Criteria Assessment/Ranking

CRITERIA	BAN-PT	Rating Higher Education	SNI Awards	QS Ranking	QS Stars
RATING/VALUE UNIQUE ATMA JAYA	A	30	Gold	451-500	* * *
Curriculum & Learning	✓			10%	✓
Source Power Man (Lecturer)	✓	25%	✓	15%	✓
Students/Student Affairs	✓	12%	✓	7%	
Graduate of	✓			20%	✓

1 Award Which given by Body Standardization National (BSN) to organization related application Standard National Indonesia (SNI).

2 Publication periodic annual publication Quacquarelli Symonds (QS) about ranking university in regional Asia. On system ranking, position something university nature relatively depend on position university other.

3 System evaluation quality something university use method scale ( rating ) range 1 (One) until 5 (five), which is also made by Quacquarelli Symonds (QS). This method is considered more appropriate for describing

quality And superiority university Because compared to with a number criteria Which more standardized, No with university other.

Quality lecturer And depth science No limited on process academic which occurs internally at Unika Atma Jaya, but is also reflected in the quality graduates. Thus, the achievements obtained in all five systems The assessment also represents the quality of Unika Atma Jaya in the second place criteria the.

Strength Which owned related quality lecturer And depth science available but aligned with *cores business* Unika Atma Jaya as A institution education. With thereby, program Work main Unika Atma Jaya on basically aims to encourage the improvement of these two qualities, not only to improve positions in various rankings, but so that can become institution education tall Which the more superior.

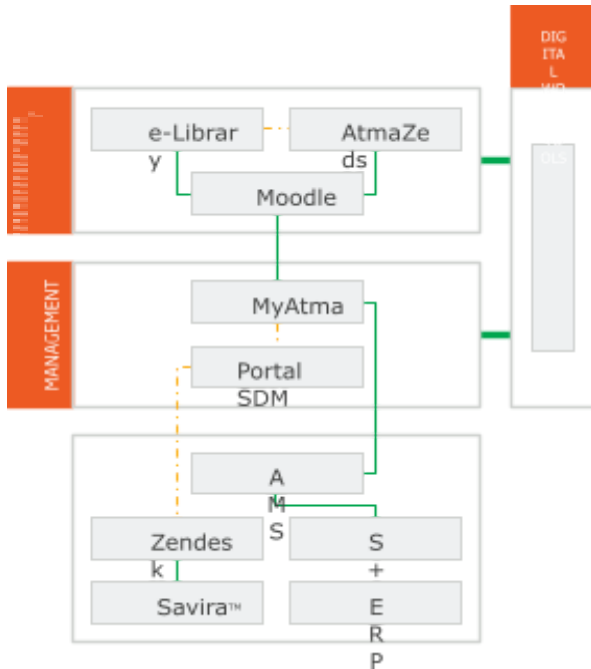
### III.A.2. ECOSYSTEM DIGITAL & ON LINE

Until year 2019, Unika Atma Jaya has own a number device ( *plate- forms* ) *digital* and *online* . These devices can be grouped into: *learning management platforms* , *human management platforms* , *operations management platforms* , And *digital working tools* .

1. **MyAtma** : *Digital academic system platform* within the internal scope of Unika Atma Jaya Which become liaison various *platforms* academic other. Every student And lecturer can access And own account on *platforms* This. Entire rang- Student academic processes are carried out using MyAtma, start from registration semester And eye studying, timetable studying, until penca-pay/value eye studying. With thereby, record footsteps student stored in in *platforms* This.
2. **Office 365 Portal** : Unika Atma Jaya *web portal that is integrated with the form* Microsoft Office 365. Entire employee And student can access this *portal* using the Unika Atma Jaya *email account* , using application Microsoft Office Which available, as well as can *install software* Microsoft Office in device his computer through *portal* This.
3. **AtmaZeds** : *Massive Open On line Courses (MOOC) platforms* based *web* , Which can accessed by anybody Which want to follow studying ( *courses* ) Which available, No only limited For student Unika Atma Jaya. *Courses* Which available on AtmaZeds is generally intended for external participants who need certification in field Which Specific.

4. **Moodle** : A course management system ( *Courses Management System /CMS*) based on *web* base , which used as *e-learning platform* for Unika students Atma Jaya.
5. **Digital Library ( e-Library )** : Literature source storage *platform digital* Which can accessed by lecturer And student, Good For needs lectures nor study.
6. **Attendance Management Systems (AMS)** : *Platforms* recording presence lecturer And student in lectures. Lecturer And student recorded his presence with do *tapping* card identity employee (For lecturer) or student identity card (for students) on the device Which available in in room class.
7. **Syllabus Plus Anywhere (S+)** : *Platforms* management scheduling studying And use room studying.
8. **Enterprise Resource Planning (ERP)** : Activity management system *platform* operational, like finance And procurement, And possible connectivity data in process the.
9. **HR Portal** : Human resource management system *platform for all* employee Unika Atma Jaya, Which own function And feature similar MyAtma for student.
10. **Zendesk** : *Customer relations management* connecting *platform* between internal and external customers of Unika Atma Jaya to the unit supporter Which concerned. Customer can convey request, input, or complaint use *platforms* This.
11. **Savira™** : *Customers service engine* form *chatbots* use *platforms* message short Line.

As Which stated on Picture 4, a number device *digital* and *on line* Already each other integrated One The same other, so that data Which stored Each device can be complementary to the functions of other devices. his. However thereby, a number of other Still need system integration in order to optimize academic functions and organizational management at Unika Atma Jaya.



— Already integrated  
 - - - - - Need integrated

Picture 4.  
 Ecosystem Digital & On line Unika Atma Jaya

The ecosystem that Unika Atma Jaya already has can continue to be developed, especially to answer the challenges of higher education organizations and need learner Which the more prioritize format *digital* And *on line* .

Portal Office 365

### III A.3. NETWORKING IN & OUTSIDE COUNTRY

year 2018, Unika Atma Jaya has develop networking with party hal from in nor outside country. Proportion amount networking For category of organization, business world, and government institutions, seen on Chart 1.

OPERATIONAL  
MANAGEMENT

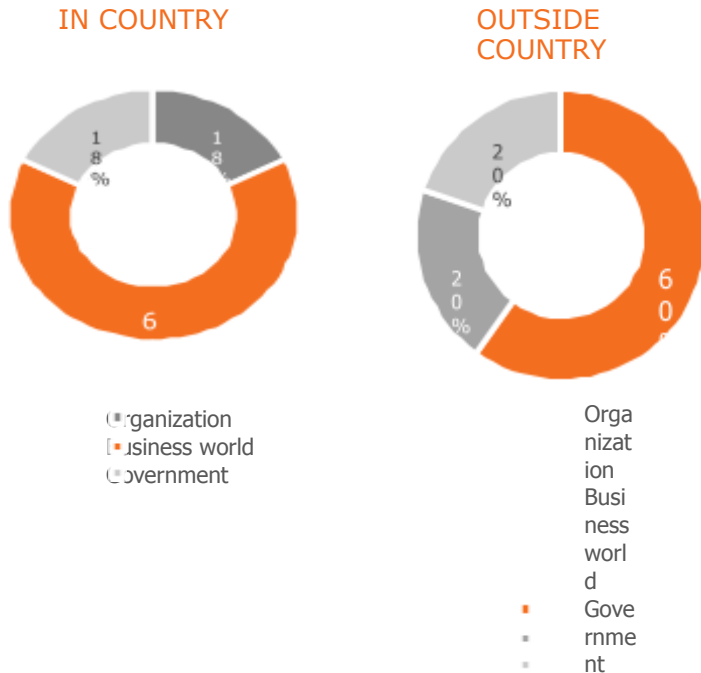


Chart 1.  
Proportion Amount Networking Unika Atma Jaya

Work The same Which braided Unika Atma Jaya with para networking generally ter- hook with field Tridharma College Tall And student affairs. Besides In these two fields, related networks can also be further developed management organization.

### III.B. WEAKNESS (WEAKNESSES)

#### III.B.1. CURRICULUM & METHOD TEACHING CONVENTIONAL

Until year 2018, Unika Atma Jaya own 36 program studies, Which consists from 20 program studies level S1, 3 (three) level profession, 11 level S2, And 2 (two) level S3. From all over program studies, part big in among them is field studies Which nature conventional And monodisciplinary.

Proportion amount program studies conventional And monodisciplinary can seen on Chart 2, And details program studies there is on Table 3.



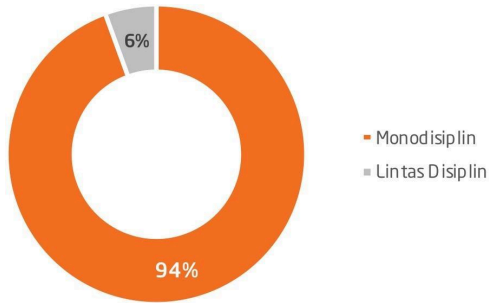


Chart 2.

Proportion Characteristic Field Knowledge Program Studies Unika Atma Jaya

Table 3. Details Program Studies Conventional & Monodisciplinary

NO.	PROGRAM STUDIES	K	NO.	PROGRAM STUDIES	K
1	S1 Accountancy	✓	19	S1 Biology	✓
2	S1 Economy Development	✓	20	S1 Technology Food	✓
3	S1 Management	✓	21	Profession Accountancy	✓
4	S1 Administration Business	✓	22	Profession Engineer	✓
5	S1 Hospitality	✓	23	Profession Doctor	✓
6	S1 Knowledge Communication	✓	24	S2 Knowledge Administration Business	✓
7	S1 Guidance Counseling	✓	25	S2 Accountancy	✓
8	Bachelor of Education Language English	✓	26	S2 Economy Applied	✓
9	S1 Education School teachers Base	✓	27	S2 Management	✓
10	Bachelor of Education Religion Catholic	✓	28	of Applied Linguistics Language English	✓
11	S1 System Information	✓	29	S2 Technique Electro	✓
12	S1 Technique Electro	✓	30	S2 Technique Machine	✓
13	S1 Technique Industry	✓	31	Master of Law	✓
14	S1 Technique Machine	✓	32	S2 Psychology	✓

15	Bachelor of Laws	✓
16	S1 Pharmacy	✓
17	S1 Medical	✓
18	S1 Psychology	✓

33	S2 Psychology Profession	✓
34	Masters in Biotechnology	✓
35	in Applied Linguistics Language English	✓
36	S3 Psychology	

Characteristic program studies Which conventional And monodisciplinary become weakness Unika Atma Jaya, remember development knowledge as well as education tall de- wasa This Which the more open And leads on cross discipline. Besides That, field work Which develop even No Again compartmentalized on One field skill just.

Apart from the nature of the field of science, the learning methods used in Lectures are generally still considered conventional. Lecturer presence And student in a way physique in room class Which Still dominant used da- lam lectures, Of course related with regulations about education tall. However, method delivery material, as well as giving task nor exam, There is still enough freedom for adjustments to be made by the study program as well supporting lecturer. The use of learning methods that are still conventional is not only considered less appropriate to the characteristics of current learners This, but Also not enough capable accommodate needs in world Work.

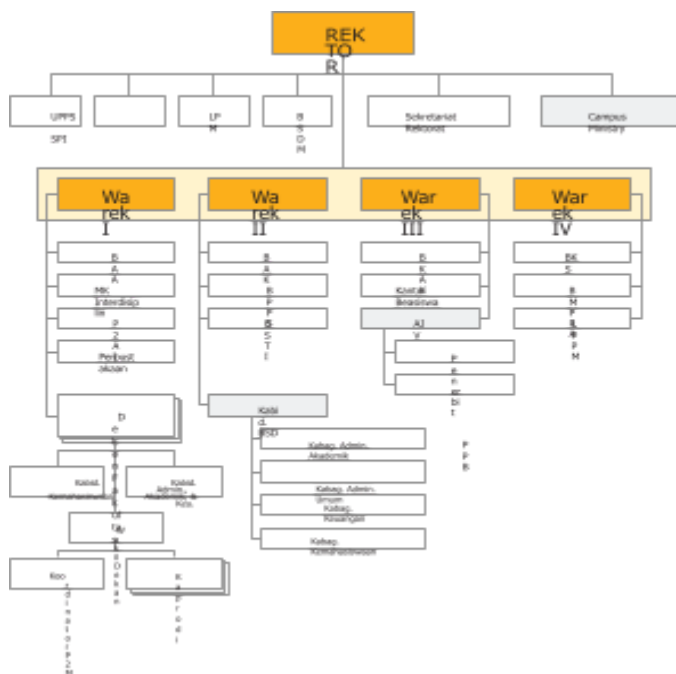
Considering that colleges are generally considered to be level education final before somebody enter world Work, so The knowledge learned at this level is expected to provide provisions Which relevant with field work Which will carried out. By Because That, characteristic program studies Which conventional And monodisciplinary nor method This lack of up-to-date learning can not only be threatening Unika Atma Jaya's competitiveness, but also lack of opportunities to para educator For deepen And enrich knowledge on field knowledge new Which more relevant with development era.

### III.B.2. SYSTEM MANAGEMENT CONVENTIONAL

Along with development organization Which happen in scope Unika Atma Jaya, until year 2018 appear a number units/functions new, that is *Campus Ministry*, Atma Jaya Ventura (AJV), and Head of BSD Campus Division. Units/ function new the enter to in structure organization And result its structure become the more big.

This can also be a weakness of Unika Atma Jaya, because it results in not enough its effectiveness function units new nor units Which Already There is, as well as exists possibility function Which each other overlapping overlap between units.

Structure organization Unika Atma Jaya year 2019 can seen on Picture 5.

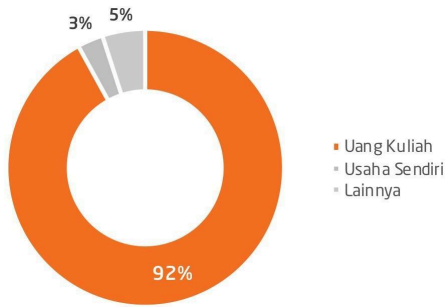


Picture 5.  
Structure Organization Unika Atma Jaya

There are demands for change in the higher education industry so that more adapting to the needs of the times, of course needs to be balanced with a more adaptive management system. The existing management system is necessary fixed so that can accommodate need development *cores business* Unika Atma Jaya, that is academic.

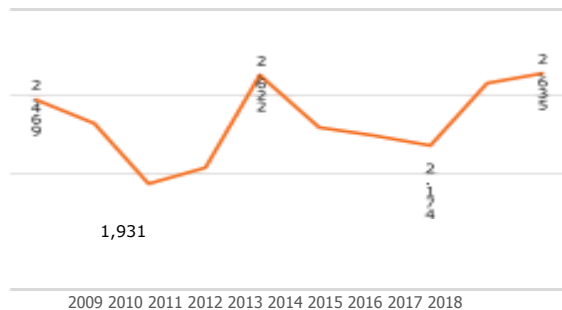
### III.B.3. DEPENDENCY ON TUITION FEE

Until year 2017, source income main Unika Atma Jaya originate from Money studying ( *tuition fees* ) student. Proportion source income the can seen on Chart 3.



*Chart 3.*  
*Proportion Income Unika Atma Jaya*

Dependency to Money studying become weakness, remember amount new students who have been actively studying for the last 10 years tend fluctuating, as Which can seen on Chart 4. With thereby, dependency Which big the can me-threatening amount income also.



*Chart 4.*  
*Amount Student New Unika Atma Jaya Year 2009-2018*

Matter This suspected become Wrong One weakness Unika Atma Jaya, moreover If looking at the surplus of each study program. In 2017, as many as 44% program studies experience deficit . Details surplus each program studies can seen on Table 4.

Table 4. Surplus Each Program Studies (in Billion Rupiah; Data Year 2017)

NO.	PROGRAM STUDIES	SURPLUS	CATEGORY
1	S1 Medical	79.7	HIGH SURPLU S
2	S1 Accountancy	40.0	
3	S1 Psychology	28.4	
4	S1 Law	23.4	
5	S1 Management	16.9	
6	S1 Communication	10.8	
7	S1 Technique Industry	8.5	MEDIU M SURPLU S
8	S1 Biology	8.4	
9	S1 Technique Machine	6.6	
10	S1 Administration Business	6.1	
11	S1 Technology Food	5,6	
12	Profession Doctor	4.8	SMALL SURPLU S
13	S1 Language English	2.5	
14	S1 Education Teacher School Base	1.8	
15	S2 Masters Management	1.5	
16	S2 Profession Psychology	0.6	
17	S1 Hospitality	0.3	
18	S3 Psychology	0.2	
19	S1 System Information	0.1	
20	S1 Pharmacy	0.1	
21	Profession Accountancy	0	
22	S1 Economy Development	0	
23	S2 Masters Accountancy	-0.1	
24	S2 Law	-0.2	
25	S1 Technique Electro	-0.2	
26	S1 Guidance & Counseling	-0.2	
27	S3 Linguistics Applied Language English	-0.3	
28	S2 Masters Economy Applied	-0.3	
29	S2 Linguistics Applied Language English	-0.7	
30	S2 Psychology	-0.9	
31	S1 Education Religion Catholic	-0.9	
32	S2 Masters Administration Business	-1.0	
33	S2 Masters Technique Machine	-1.0	
34	S2 Technobiology	-1.2	
35	S2 Masters Technique Electro	-1.4	
36	Profession Engineer	-1.6	

## III.C. CHANCE (OPPORTUNITIES)

### III.C.1. WORK SAME INDUSTRY & OUTSIDE COUNTRY

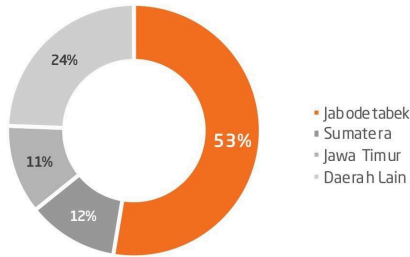
Collaboration No term Which foreign heard in world scientific. In realm pendu- dikan tall, collaboration done with partner college tall, world business And industry (DUDI), And partner organization other Which support activity education, study, And devotion to public.

The role of collaboration will become increasingly important in the future, including in the form of creation together ( *co-create* ) And shared use ( *co-share* ). Development condition economy And policy government Which push Work The same with DUDI will become point step on Which useful for universities. The establishment of research centers needs to be an anchor collaboration with DUDI. *Entrepreneurial* attitude through collaboration already widely practiced in the practical world. The role of collaboration in organizations And industry has Lots practiced on a number company new, Which known with term *startups* .

*Startups* is something company Which new developed And Still is at on stage beginning the operation. They initially financed Alone by its founder when they seek to capitalize on a product or service that developed in accordance with request market. With exists limitations source Power, Good financial nor power Work, Already become matter Which common for *startups* For collaborate with each other. They are more focus on *cores his business* , And trust areas technical operational to perusa- other things are more capable. This is one of the success factors results, Because source Power main deployed For innovation.

Scheme similar on basically can adopted by Unika Atma Jaya. As A institution education, *innovation own role important* . So that field academics as *core business* Unika Atma Jaya can develop, so functions in the organization that are suspected of inhibiting innovation should considered For collaborated.

Collaboration related to a number of functions in the organization can be done with *startups* that own skill Which needed by Unika Atma Jaya. Kolaboratory This No just seen as development internal, but Also as contribution to party external (in matter This *startup* ) For can join in as well as develop economy they.



*Chart 5.  
Proportion Domicile Startups in Indonesia*

Based on data Which collected by MIKTI And Technopreneur Indonesia, until end year 2018, a number 522 *startups* domiciled in Jabodetabek, as Which showed by Chart 5. Domicile Which The same with UNI- ka Atma Jaya can become factor supporter happen collaboration the.

### III.C.2. CONFESION PUBLIC & GOVERNMENT

Until 2018, Unika Atma Jaya had achieved a number of achievements And confession from various institution, Good national nor international, as Which stated on Table 5. Various performance And confession This show reputation Unika Atma Jaya as institution Which superior.

*Table 5. Performance & Confession For Unika Atma Jaya*

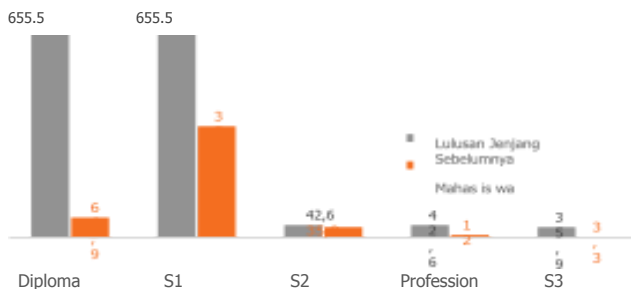
NATIONAL		INTERNATIONAL	
Accreditation BAN-PT	A	QS Ranking Asia	451-500
Higher Education Rankings Ministry of Research, Technology and Higher Education	30	QS Stars	* * *
Higher Education Rankings Private Ministry of Research, Technology and Higher Education	2		
SNI Awards	Gold		

By internal, confession the can trigger Unika Atma Jaya For se- further improving its quality. Apart from that, this recognition also has the potential to unlucky to be used as a mouthpiece to external parties for more know Unika Atma Jaya And open various chance.



### III.C.3. NEED TO PROGRAM NONE

Education non-degree become Wrong One program Which develop fast de- wasa This. Matter This Also supported with data Which obtained about amount graduates and uptake at the next level of education, both have difference Which Enough significant, as Which showed Chart 6.



*Chart 6.*  
*Comparison Amount Graduate of Level Previously & Student*  
*(Year 2017, in unit thousand)*

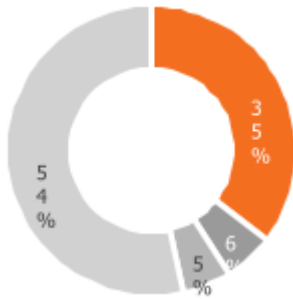
Chart the show that interest For follow program pendi- dikan formal No comparable with amount graduate of on level before- his. This is suspected to be due to the increasing need for program non-degree Which study field knowledge Which more Specific And relay- vans with field work.

One that supports increased interest in non-degree programs is development *startups* in Indonesia. Until month December 2018, There are 992 *startup companies* recorded in Indonesia<sup>4</sup>. *Startups* have has become an industry that is in demand by many workers, both in scale small to larger. The business sector being run is more modern compared to company conventional, so that more interesting interest power Work mature This Which classified Generation Z.

Data about type field business And amount employee *startups* in Indonesia can seen on Chart 7.

4 <sup>Report Mapping & Databases Startups Indonesia 2018</sup> ' Which published by MIKTI And Technopreneur Indonesia- drain, Supported by Body Economy Creative Indonesia.

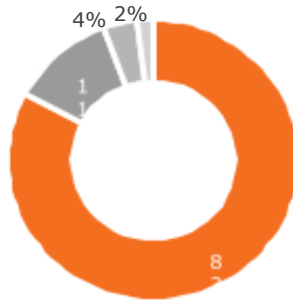
## FIELD BUSINESS



■ Commerce  
■ Games  
■ Other Fintechs

Chart 7.

## AMOUNT EMPLOYEE



■ < 50  
■ 50-200  
■ 201-500  
■ > 500

*Proportion Field Business & Amount Employee Startups in Indonesia*

Besides That, *startups* Also No Again make level education Which more high level as the main requirement for its employees, as required by do it by Chart 8. Good *startups* nor company scale more big, tend choose various program training And certification Which relevant with specific needs in the employee's field of work. Program This is generally carried out by employees after they join in company.

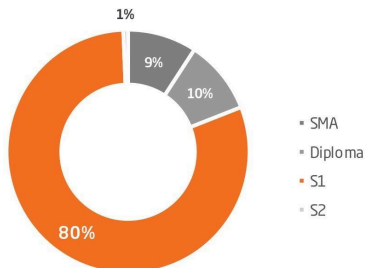


Chart 8.

*Proportion Education Employee Startups in Indonesia*

More carry on, program non-degree the more interested If can followed through me- he is *digital* and *online* . In general, the global *e-learning market is predicted* will reach \$325 billion on year 2025 <sup>5</sup> from \$107 billion on year 2015 <sup>6</sup> . On year 2017, income global from *on line courses* (as Wrong One part from *e-learning* ) reach \$46 billion <sup>7</sup> .

On beginning year 2019, Ministry Research And Education Tall (Kemenristekdikti) Republic Indonesia is starting to develop Institute of Education Cyber Indonesia ( *Indonesia Cyber Education Institute /ICE Institute* ). Manager This development was carried out to answer the challenges of higher education in the future future, Which will the more need method learning through media *digital* And *on line* .

In between various program *e-learning* , program non-degree Which the more dimi- nati is program Which use method *microlearning* . *Microlearning* is a learning method containing material of relative size more small And can followed in period time more short, as well as generally use application *on line* And can accessed use device *mo- bile* . Method This No only useful For education based Skills, but also more macro knowledge. A learning topic more complex can be translated into *microlearning methods* with break it down to in a number *courses* Which sustainable.



Picture 6.  
*Adoption Microlearning By Global*

5 Report ' Global E-Learning Market Analysis & Trends - Industry Forecast to 2027 ' on February 2019 from Research and Market.

6 Article ' E Learning Climbing To \$325 Billion By 2025 UF Canvas Absorb Schoology Moodle ' on 31 July 2018 from Forbes.

7 Report ' E-learning and Digital Education - Statistics & Facts ' from Statista

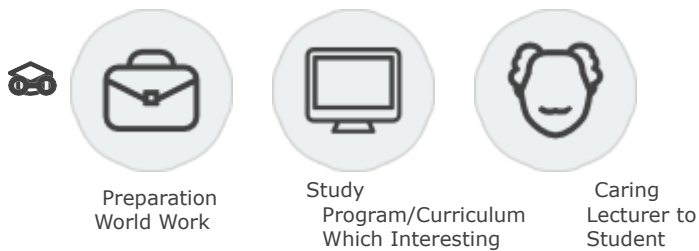
Maintenance program non-degree based *on line* And use The *microlearning* method has great potential to be developed by Unika Atma Jaya, considering the relative adoption of its use in Indonesia until 2018 Still A little compared to country another <sup>8</sup>, as Which showed on Figure 6. This program can not only be participated in by participants in the ne- geri, but Also open up opportunities net participant overseas.

### III.D.THREAT (THREATS)

#### III.D.1. CHARACTERISTICS CANDIDATE STUDENT

Until year 2018, market For level education bachelor in Indonesia ma- actually ranks highest compared to the level of higher education for- mall other, as showed by Chart 6. Along with shift- ran *cohort* 5 (five) year final, happen also shift characteristics student high school and college students. This can be interpreted as indicating the interest of prospective students to college tall even own peculiarity Which different compared to generation previous <sup>9</sup>.

Attending university education is considered the final level can prepare somebody For enter world Work. Matter This anyway Which become consideration main candidate student in choose univer- confinement, as well as 2 (two) consideration other, as Which showed on Picture 7.



Picture 7.

#### Consideration Main in Choose University

<sup>8</sup> Report ' 2018 Microlearning Global Benchmarks Report ' from Axonify.

<sup>9</sup> Report ' Getting to Know Gen Z - Exploring Middle and High Schoolers' Expectations for Higher Education ' from Barnes & Noble College.

With thereby, university expected capable prepare his students to enter the world of work, one of which is through the availability of a field of knowledge or curriculum Which relevant And of course needed in work.

Besides That, generation This Also own preference separately about process learning that they find enjoyable and considered more effective, as Which showed through Chart 9.



Chart 9.  
Preference Method Study Generation Z

Process collaborative And chance For discuss with Friend meru- feed Generation Z's preferred way to learn. Besides, they Also feel capable more understand draft Which studied when they own chance For practice, No only observe or listen explanation from lecturer/teacher.

Generation Z is also known as ' *digital natives* ,' which means individuals on generation the considered own Language Mother form Language *digital* . They are used to living their daily lives using device *digital* , including in process Study. By Because That, learner- ran Which will carried out even expected can use device Want to- even various facility *digital* .

Characteristics candidate student Which classified in Generation Z This suspected can become threat, remember that Unika Atma Jaya known as conventional universities, both in terms of science and methods learn it. By Because That, For overcome challenge This, need developed- right curriculum nor method Study Which capable accommodate character- istic Generation Z as learner, specifically For level education S1.

### III.D.2. COMPETITION COLLEGE TALL

The more develop And various system ranking And confession for universities while opening up opportunities for increasing competition big intercollegiate tall.

Besides try fulfil various standard Which set by a number system, there is visible competition between universities on ratio amount lecturer still And student active. Chart 10 show comparison between Unika Atma Jaya And university other accredited A in Kopertis Region III (color gray) And IV (color blue) <sup>10</sup>.

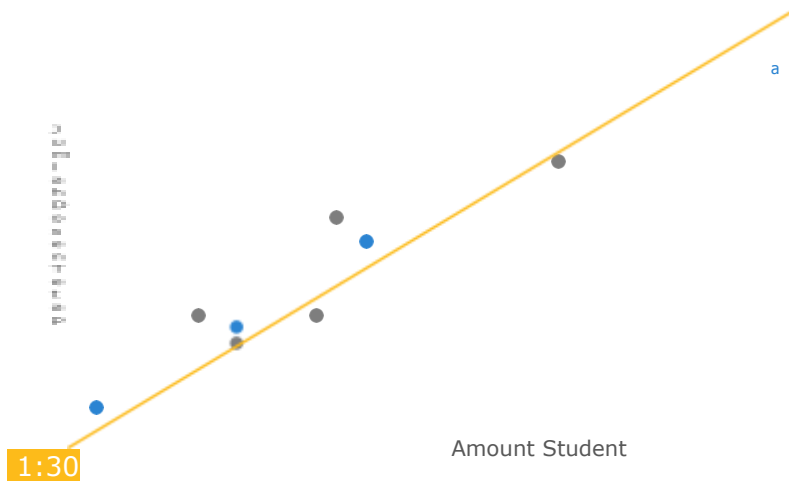


Chart 10.  
Comparison Ratio Amount Permanent lecturer & Student

Aligned with increasing need will program non-degree, need towards cross-disciplinary degree education is no less developed bro. As Which displayed on sub-chapter III.B.1, field knowledge in Unika Atma Jaya generally Still nature conventional And monodisciplinary.

<sup>10</sup> Based on data reporting year 2017/2018 on PDDIKTI (Base Data Education Tall Ministry Research, Technology, And Education Tall).

With the more development program studies cross discipline in university other, matter This can become threat for Unika Atma Jaya.

The data in Table 6 shows a comparison of a number of universities related proportion program studies Which nature cross discipline And Which *on line* . Compared to with university other, amount program studies cross discipline in Unika Atma Jaya relatively A little.

Table 6. Proportion Amount Study Program Cross Discipline & Online <sup>11</sup>

UNIVERSITY	PRODI CROSS DISCIPLINE	PRODI ONLINE
University Catholic Indonesia Atma Jaya	5% (2 from 36)	-
University Build Archipelago	54% (37 from 69)	7%
University Multimedia Archipelago	62% (8 from 13)	-
University Telkom	50% (15 from 30)	-
University Muhammadiyah Prof. Dr. Hamka	22% (9 from 41)	-
Trisakti University	20% (9 from 46)	-
University Gunadarma	11% (4 from 38)	-
University Mercu Buana	10% (2 from 20)	-
University Tarumanegara	7% (2 from 27)	-
University Catholic Parahyangan	3% (1 from 31)	-
University National	3% (1 from 31)	-
Pancasila University	~1% (1 from 27)	-

<sup>11</sup> Data form estimation, details program studies obtained from website each university on Q1 year 2019.

Remembering that Unika Atma Jaya is known and proven to have strength ( *strength* ) in matter quality And depth field knowledge, so This is also what could trigger the development of the field of science nature cross discipline. Field knowledge cross discipline No just expected can more interesting interest candidate student Because more relevant with world Work And development era, but Also capable increase skill And expand outlook lecturer in Unika Atma Jaya.





## CHAPTER IV.

# THE DEVELOPMENT DIRECTION PERIOD 2020-2024



Based on the results of the analysis of four aspects of strength ( *strengths* ), weakness ( *weaknesses* ), chance ( *opportunities* ), And threat ( *threats* ) in CHAPTER III, the development of Unika Atma Jaya for the 2020-2024 period focused For answer various condition the.

On year 2024, Unika Atma Jaya want to reach objective mainly:

Menjadi Universitas  
Terkemuka di Tingkat  
Nasional & Regional dengan  
Profesionalisme  
Keunggulan Akademik

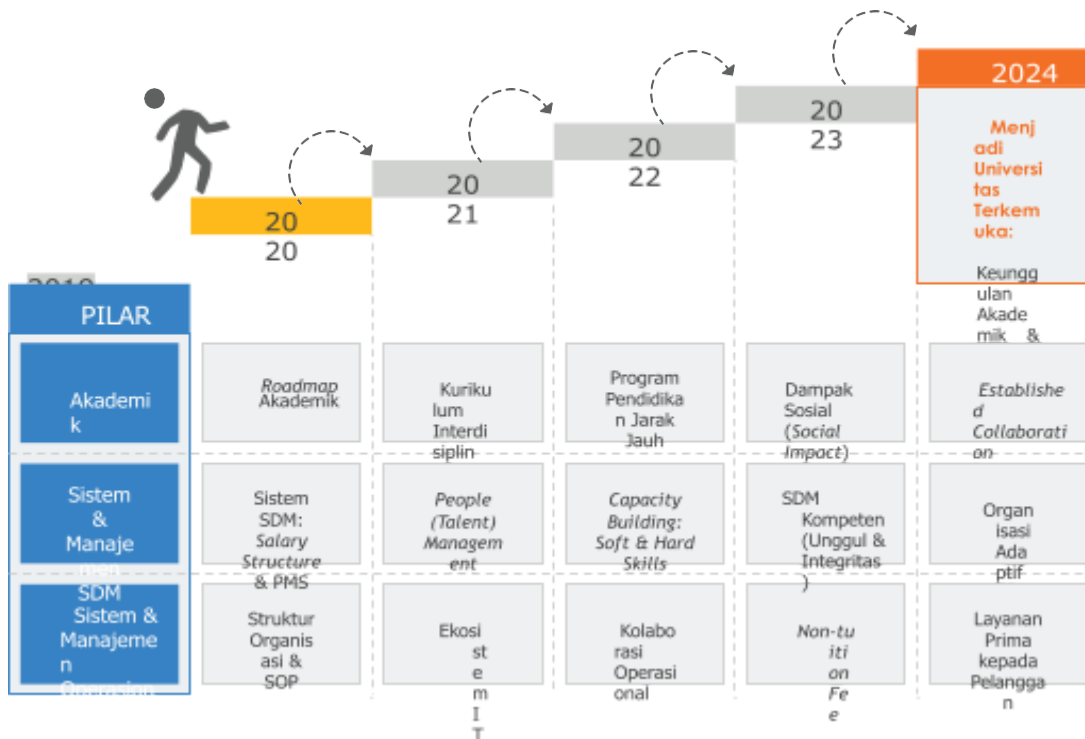
To support the achievement of these goals, 3 (three) pillars were formulated program Which will become reference in formulate program Work univer-confinement in a way general, nor units in a way special. Third pillar program This Which Then lowered become program Work annual university And units.

Pillar program Which intended stated on Picture 8, whereas *milestones* each year stated on Picture 9.



Picture 8.

Pillar Program Work Unika Atma Jaya Year 2020-2024



Picture 9.  
Milestones 5 (Five) Year Period 2020-2024

Along with the formulated objective main which want to be achieved on year In 2024, *key performance indicators* (KPI) will also be formulated as a reference achieved objective the, as stated on Table 7.

Table 7. Key Performance Indicators (KPIs) Year 2020-2024

KPIs	2020	2021	2022	2023	2024
Accreditation National University	A	A	A	A	A
Accreditation National Program Studies	70%	75%	80%	85%	95%
Ranking DIKTI	28	26	23	21	21
QS University Ranking (Asia)	351-400	301-350	271-280	251-260	200-250
Amount Study Program Accredited Regional/International	5	7	11	13	16

## IV.A. PILLAR PROGRAM

### IV.A.1. ACADEMIC

As a higher education institution, the academic field becomes a business main (*core business*) which at a time need become superiority main UNI-ka Atma Jaya. Take a look on results analysis SWOT, development on field academic specialized on realm interdisciplinary, without reduce increase- tan quality to discipline which already walk moment this.

In the Academic pillar, Unika Atma Jaya will specifically carry out development in the areas of teaching and research that are interdisciplinary, as well as use method which more innovative in accordance with need- han student nor development condition SCIENCE AND TECHNOLOGY And society- cat in a way general.

### IV.A.2. SYSTEM & MANAGEMENT HR

Development in field Academic will can done in a way optimal if supported by source Power man (HR) which qualified. By Because that's, development on system And management HR Also own pera- nan important.

Even though Unika Atma Jaya is an educational and development institution HR systems and management are not only aimed at teaching staff (lecturer), but Also power education And employee in a way general. Good Educators and educational staff have an important role to play development Unika Atma Jaya, specifically related pillar First. With de- that's it, improvements And improvement system And management HR will done covers both of them.

**IV.A.3. SYSTEM & MANAGEMENT OPERATIONAL**




Besides HR, Which Also important For done improvement in frame support achievement objective Unika Atma Jaya is areas operational. Operational systems and management will be developed by making academic and interdisciplinary fields as the main framework. With thereby, development on pillar This on Finally will can support development pillar first as main business Unika Atma Jaya.

**IV.B. PROGRAM WORK UNIVERSITY**



*Table 8. Program Work Unika Atma Jaya Year 2020-2024*

	<p><b>INNOVATION IN EDUCATION</b></p>	<p>Innovation in the field of science and curriculum more nature interdisciplinary, as well as method Which in accordance characteristics learner.</p>
	<p><b>QUALITY PUBLICATIONS &amp; IMPACT SOCIAL</b></p>	<p>Increased quality and number of publications as well as activity devotion to public who not only make donations theoretical, but Also in a way real give impact social Which measurable.</p>
<p><b>ARAH PENGEMBANGAN PERIODE 2020-2024</b></p>		

	<b>SYSTEM MANAGEMENT HR</b>	Enhancement competence And qualification tena- not educators and education to get it operate its function in a way optimal.
	<b>MANAGEMENT BASED QUALITY</b>	Enhancement quality management And waiter- to internal and ex-customers internal based on reference quality.
	<b>POSITIONING</b>	Consistently maintain and increase position Unika Atma Jaya as quality higher education institutions in eye customer internal nor external.

Third pillar program Academic, System And Management HR, as well as System And Management Operational, become base for program Work university.

For period year 2020-2024, Unika Atma Jaya own 5 (five) programs Work main , as Which stated on Table 8.

## IV.C. MAPPING PROGRAM STUDIES

Unika Atma Jaya is an educational institution that accommodates various program studies with various background behind discipline knowledge. Remember that on period year 2020-2024 Wrong One pillar program Which want to achieved related with Academic, so need done mapping moreover formerly to each program studies.

By special, mapping done based on 2 (two) aspect , that is amount students and financial surplus . This mapping will help Unika Atma Jaya in formulate results Which will achieved in a way academic For each program studies, as well as help program studies For meru- determine work program priorities in order to achieve targets expected.

Mapping the put each program studies to in Wrong One from 4 (four) quadrant, that is:

1. **EXCELLENT** : Amount student And surplus finance Which big;
2. **LACK OF ATTRACTIVENESS** : Amount student relatively A little, but surplus finance big;
3. **INEFFICIENCY** : The number of students is relatively large, but financial surplus just small;
4. **MAJOR IMPROVEMENTS** : Amount student And surplus finance Which small.

On Chart 11, mapping done based on condition factual until year 2019. Meanwhile, Graph 12 is a projection of study program mapping on year 2024.





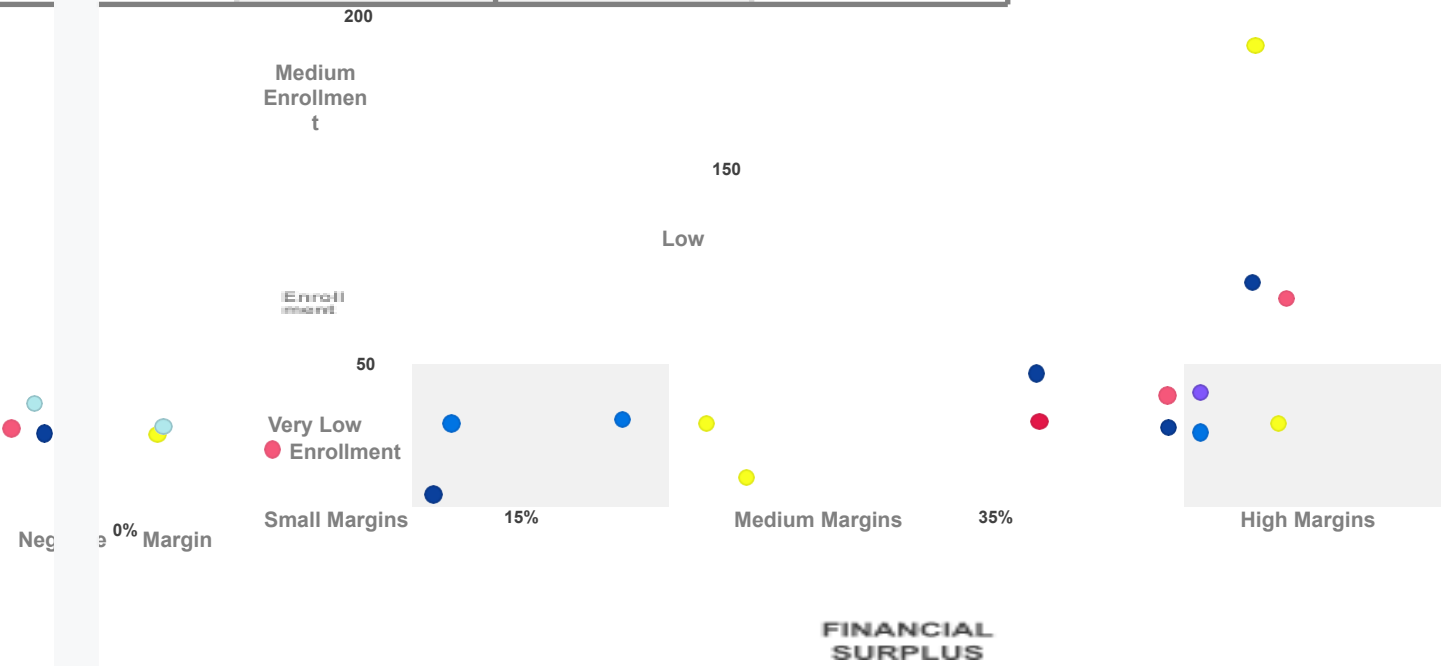


Chart 11.  
Mapping Program Studies Year 2019







# CHAPTER V.

# MAP STRATEGIC



## V.A. STRATEGY MAP & APPROACH BALANCED SCORECARD

Achievement program Work Unika Atma Jaya will be measured through a number indicator performance, Which formulated use approach *Strategy Maps* And *Balanced Scorecards* .

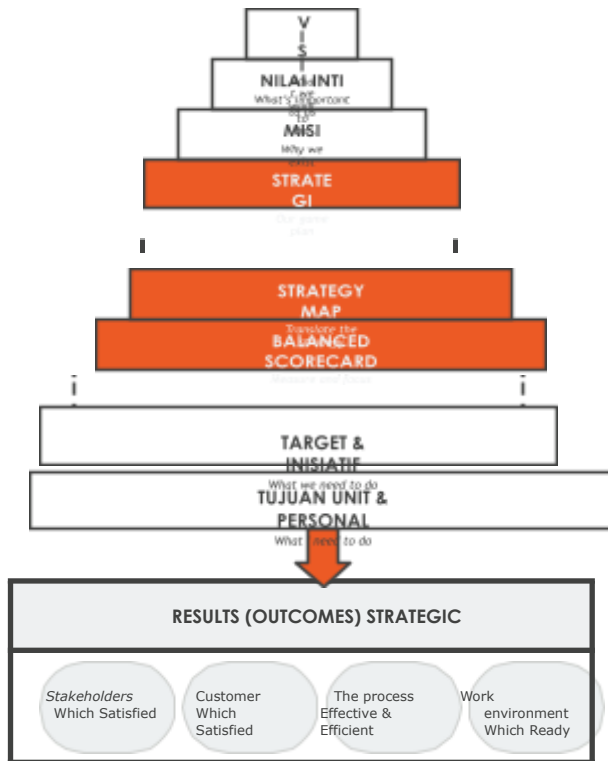
The strategy of an organization describes how the organization but creates and provide value for *stakeholders* , customers, and public in a way general. Without based understanding Which The same about strategy, organizational leaders will not be able to create harmony ability to carry out their respective functions. And without it alignment, leaders cannot implement strategies new Which capable face various challenge external with to- optimize source Power internal Which owned.

Strategy is not an independent management process. Strategy is Wrong One stage in continuum Which move organization from vision and mission to work activities carried out by members organization. With thereby, can seen harmony between work Which done daily by member organization with vision And mission Which hen- bro achieved together by organization.

*Strategy folder* is something framework strategic Which help organization in find linkages between vision And mission Which want to achieved with *intangible assets* Which owned by organization. Whereas *Balanced Scorecards* is tool help ( *tools* ) Which used For measure achievement strategies that have been formulated in the strategy map. These two approaches developed by **Robert S. Kaplan** And **David P Norton** .

If vision, mission, And mark core something organization applies in period long, so strategy is plan achievement all three Which shared to in period Which more short, that is range between 3 (three) until 5 (five) year. For this reason, before formulating a strategic map, it needs to be formulated first formerly theme strategic Which want to achieved during period time the.

Linkages between vision, mission, mark core, as well as strategy something organization can seen on Picture 10.

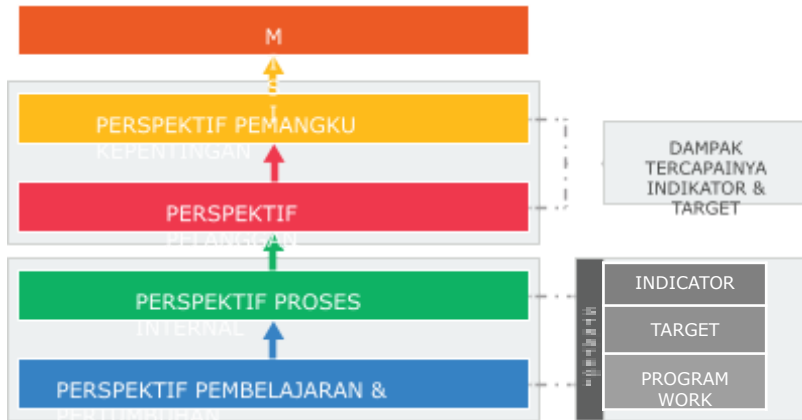


Picture 10.  
Linkage Vision, Mission, Mark Core, & Strategy Organization

### V.A.1. STRATEGY FOLDER

Map strategic ( *strategy map* ) help organization For develop coherent strategy and communicate it internally to member organization nor in a way external to *stakeholders* . Compile A map strategic need done with visualize linkages between objective strategic And How goals the influence functions in each unit and area within the organization. This is what is called as *perspective* .

Framework map strategic, as Which stated by Kaplan And Norton (1992) and used by Unika Atma Jaya can be seen at Picture 11.



Picture 11.  
Framework Approach Strategy Folder Unika Atma Jaya

Each perspective in the strategic map describes necessary things done For reach objective, that is vision And mission. In map strategic, there is 4 (four) perspective Which support achievement vision And mission.

Each perspective is related to each other and exists connection cause and effect. Perspective Which placed in on can achieved If perspective Which location in lower Already achieved more Formerly. With so- an, it can be said that the Stakeholder Perspective is indicator in where vision And mission organization has achieved.

### 1. Stakeholder Perspective ( Stakeholders Perspective )

Stakeholder Perspective is the main indicator of success organization in reach vision And mission, Which formulated operationally. This perspective is related to mission achievement organization, as well as acquisition profit Which measurable in a way financial.

## 2. Customer Perspective ( Customer Perspective )

Enhancement income And productivity, as Which men- So indicator achievement Perspective Financial, need exists *value proposition* clear to offer to customers.

*Value this proposition* explain How organization will give- Rikan 'mark' Which unique, different, And sustainable for his customers. *Value proposition* Which offered generally related with product or service (price, quality, availability, choice, And functionality), connection Good with customer, as well as image product or service. *Value proposition* This Which differentiate something organization with competition- the tor.

Organization who is capable present *value proposition* Which interesting for customer impact on satisfaction from customer Which Already There is nor acquisition customer new. On Finally, matter This will It also has an impact financially and on the realization of identity organization on public general.

## 3. Internal Process Perspective ( Internal Process Perspective )

To be able to provide the promised *value proposition* , *it is necessary to* support the processes running within the organization internally. Success process internal can identified through success- and in creating and providing *a value proposition* to customers, as well as improving processes and reducing expenses in producing product or service Which given to customer. With thereby, process internal generally divided become 4 (four) categories, namely operational management processes , management processes customers, innovation processes, as well as regulatory and social processes public.

The operational management process is a fundamental process that carried out daily, where the organization produces products and service, as well as present it to customer. Process management pe- subscribe is process For build relation new or memem- maintain



existing relationships with customers. Innovation process is process in develop products/services, process, And

service Which new. Whereas process regulations And social help the organization obtains permission to continue operating in the community And region his domicile.

#### 4. Perspective Learning & Growth ( *Learning & Growth Perspective* )

Success organization in operate process internal (Perspective Internal Process) is very dependent on the resources available and their respective roles in achieving the strategy. Source Organizational resources can be categorized into 3 (three), namely sources Power man, source Power information, And source Power organizational-cyan.

By special, strategy development formulated through 2 (two) pers- perspective, that is *Perspective Learning And Growth* , as well as *Perspective Process Internal* . Second perspective This Which Then lowered become performance indicators and targets, as well as work programs. Meanwhile, Perspective Customer and Stakeholder Perspectives are not relegated to strategy, Because both of them is consequence from implementation finally- dap second perspective in underneath.

### V.A.2. BALANCED SCORECARD

*Balanced Scorecards* aim For translate objective Which there is in map strategic become target Which measurable. However, target No will can be achieved only because it has been successfully identified. Organization is necessary develop strategic programs that ultimately make it possible achievement target the.

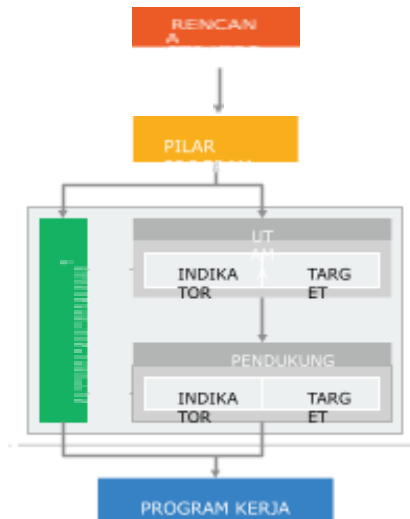
If on the Strategic Map a number of strategies have been formulated for each each perspective, then on *Balanced Scorecards* indicators are formulated pen- achievements each strategy along with the target.

**Indikator** adalah ukuran yang mengindikasikan ketercapaian sebuah strategi. Sebuah strategi umumnya terdiri dari beberapa indikator pencapaian. Jika indikator-indikator ini terpenuhi, maka berdampak pada pencapaian sebuah strategi. Indikator ini yang disebut sebagai **indikator utama**.

**Target** adalah tingkat ketercapaian yang diharapkan, umumnya berupa angka (jumlah, prosentasi, dan sebagainya). Tiap indikator selalu disertai dengan target, sehingga indikator tersebut baru dapat dikatakan tercapai ketika tingkatannya minimal memenuhi target yang ditetapkan. Target ini yang disebut sebagai **target utama**.

Map strategic, indicator as well as target main set by leader organi- sasi. The three are then arranged in a framework called as a **Strategic Plan** . The Strategic Plan will be communicated from level leader organization to leader units, so that units can compile more concrete supporting indicators and targets according to function and con- tribution of each unit to the achievement of main indicators and targets the.

Systematics Plan Strategic, Plan Operational, until Program Work, depicted in Picture 12.



Picture 12.  
Systematics Plan Strategic, Plan Operational, & Program

For understand systematic Plan Strategic, Plan Operational, And The Work Program as shown in Figure 12 needs to be understood first the important terms in the systematics, such as those stated on Table 9.

*Table 9. Definition & Characteristics Term Important*

THE STRATEGIC PLAN (RENSTRA)	<p>Framework general planning Which used as base development Unika Atma Jaya.</p> <p>Strategic Plan is embodiment from Plan Developer just Period Long Foundation Atma Jaya (RPJP-YAJ).</p>
PILLAR PROGRAM	<p>Known Also with theme strategic, Which become focus main development Unika Atma Jaya.</p> <p>Pillar Program formulated as translation from objective main Which want to achieved by Unika Atma Jaya.</p>
WORK PROGRAM UNIVERSITY	<p>Program in level university, Which is translation Which more detailed from Pillar Program. Program This related with Indicator And Target, Good Main nor Supporter.</p> <p>The University Work Program becomes the unit's reference in compiling Proker Which more concrete For support achievement Indicator And Target related program This.</p> <p><i>(List Program Work University stated on page 42)</i></p>
INDICATORS & TARGET MAIN	<p><i>(Understanding Indicator And Target stated on page 53)</i></p> <ul style="list-style-type: none"> <li>• Taken down from Pillar Program, And own linkages with Program Work University;</li> <li>• Taken down become Indicator And Target Supporter Which more specific and will be used as a reference for the unit to compile Proker;</li> <li>• Achievement Indicator And Target Supporter will impact on achievement Indicator And Target Main Which relevant.</li> </ul>
INDICATOR & TARGET SUPPORTERS	<p><i>(Understanding Indicator And Target stated on page 53)</i></p> <ul style="list-style-type: none"> <li>• Taken down from Indicator And Target Main;</li> <li>• Already Enough Specific, so that direct translated become Proker.</li> </ul>

PROGRAM WORK UNITS (PROKER)	<p>Program in level units, lowered from Indicator And Target Supporter, And own linkages with Program Work University Which relevant.</p> <p>Need noticed that For reach each Indicator And Target Supporter, can involve more from One Proker.</p> <p>Characteristics :</p> <ul style="list-style-type: none"> <li>• Contribute to achievement Indicator And Target Supporter;</li> <li>• Not quite enough answer in level units;</li> <li>• In accordance with function main units underwriter answer;</li> <li>• Each work program that is relevant to the University Work Program, arranged in A form, Which called as <b>Form A3</b> ;</li> <li>• Become part from Plan Operational units, together with other Proker that is not directly related to Program Work University (or called as Program Work Routine).</li> </ul>
PLAN OPERATIONAL (RENOP)	List Proker in level units, in inside including programs/activities tan routine units.
PROGRAM/ACTIVITY ROUTINE	Activity Which done in level units, as function main units the.
RENOP ON LINE	<p>In Unika Atma Jaya, known term This.</p> <p>Referring on application online Which containing Renop, complete with budget And period time achievement each Proker. Feature in Renop On line Also load evaluation performance form <i>self-assessment</i> .</p>

**Plan Strategic** is planning Which done For reach the vision, mission and goals of the organization, which are based on its values. This plan is broad in nature and is prepared based on a specific strategic theme. Of course Which lowered from vision, mission, And objective organization. With thereby, achievement to plan strategic will impact on development organization to level Which more tall.

The person responsible for the Strategic Plan is the head of the organization. Therefore, Organizational leaders need to pay attention to the alignment of the plan with objective period long nor vision, mission, And objective organization. Leader or- ganization Also need ensure that formulation plan This Also fulfil need *stakeholders* .

In the Strategic Plan there are a number of indicators and targets be a measure of its achievement. At the strategic level, indicators and targets generally cannot be directly translated into a program Work Which Specific. Indicator And Target Main on Plan Strategic need translated become Indicator And Target Supporter Which more Specific.

Main Indicators and Targets can generally only be achieved within 3 periods (three) to 5 (five) years, so during that time period no there are changes to both. Nor will Supporting Indicators experience changes during the period of time a Plan is in effect. cana Strategic, but Target Supporter need experience enhancement every year.

**Plan Operational** is planning related activity Which need done in a way routine ( *day to day activities* ) For support achievement Indicator And Target Main Which has formulated on Plan Strategic. Plan This its nature more Specific with Indicator And Target Supporter which is easier to measure directly. Scope of Operational Plan is at the unit level. Each unit has a contribution to achievement Indicator And Target Main in accordance with function units each.

On basically, Plan Operational containing list **Program Work** , Which become the standard for the unit in carrying out its work. In prepare an Operational Plan, the unit needs to determine first first the target of each Supporting Indicator that will be achieved in end period enactment Plan Strategic. Target end This Which Then lowered become target each year as *milestones* For reach target end.

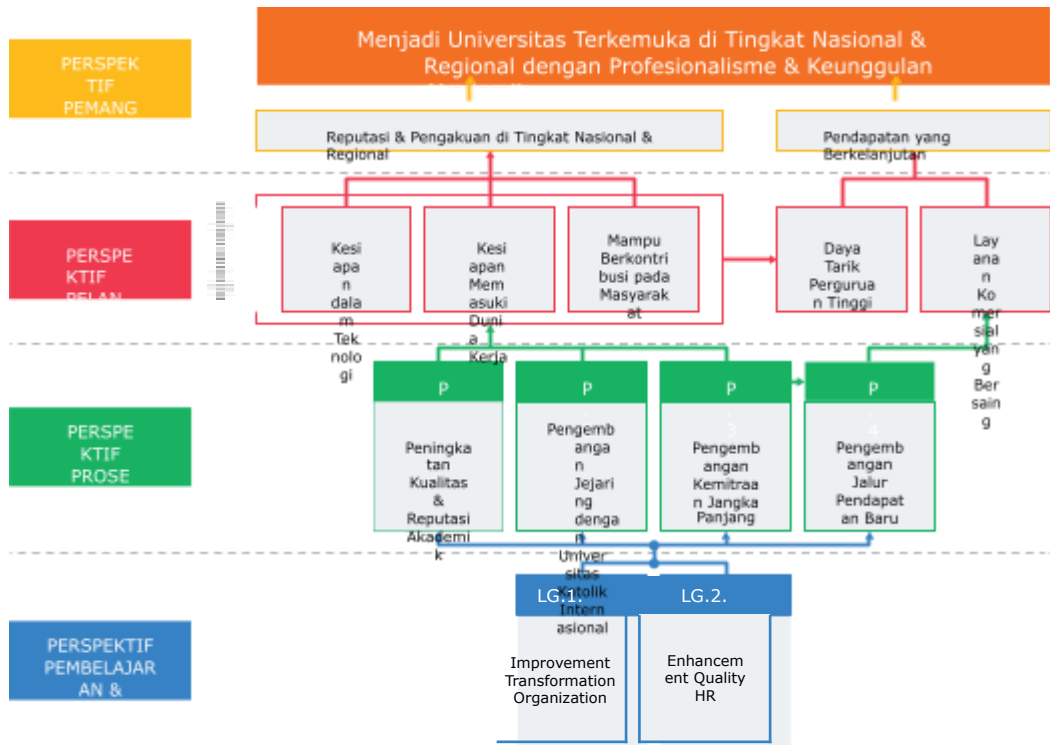
## V.B. MAP STRATEGIC UNIQUE ATMA JAYA PERIOD YEAR 2020-2024

### V.B.1. TARGET STRATEGIC

Based on the main objectives to be achieved by Unika Atma Jaya in year 2024, so has formulated strategy from each perspective- tif on Table 10. Whereas Map Strategy Unika Atma Jaya period year 2020-2024 stated on Picture 13.

*Table 10. Strategy List Unika Atma Jaya Period Year 2020-2024*

PERSPECTIVE	STRATEGY
PERSPECTIVE E HOLDERS INTEREST	Reputation & Confession in Level National & Regional
	Income Which Sustainable
PERSPECTIVE CUSTOMER	Readiness in Technology
	Readiness Enter World Work
	Capable Contribute on Public
	Power Pull College Tall
	Service Commercial Which Compete
PERSPECTIVE PROCESS INTERNAL	P.1. Enhancement Quality & Reputation Academic
	P.2. Development Networking with University Catholic International
	P.3. Development Partnership Period Long
	P.4. Development Track Income New
PERSPECTIVE LEARNING & GROWTH	LG.1. Improvement Transformation Organization
	LG.2. Enhancement Quality HR



Picture 13.  
Map Strategic Unika Atma Jaya Period Year 2020-2024



## V.B.2. INDICATOR PERFORMANCE

To ensure that each strategy is achieved, a number of strategies have also been formulated indicator And target main Which will achieved on year 2024. Indicator And target main the formulated on Table 11.

Table 11. Main Performance Indicators for the 2020-2024 Period

STRATEGY	INDICATOR MAIN	TARGET MAIN
<b>PERSPECTIVE PROCESS INTERNAL</b>		
<b>P.1.</b> Enhancement Quality & Reputation Academic	P.1.1. The level of optimization of the units involved function ensure quality Unika Atma Jaya as organization nor bureau/institution his supporters.	100%
	P.1.2. Graduates who are ready to enter the world market Work as well as own ability technology Which adequate.	75%
	P.1.3. Implementation system learning distance Far.	100%
	P.1.4. International recognition of study And work scientific based on criteria QS Research.	High
	P.1.5. Confession international to activity tan devotion to public.	2
	P.1.6. Confession national to activity devotion to public.	1
	P.1.7. Accreditation And ranking For Unika Atma Jaya in level national.	Tall
	P.1.8. Accreditation And ranking For program studies in level national.	Tall
	P.1.9. Rating national related brands Which followed by Unika Atma Jaya.	2
<b>P.2.</b> Development Networking with University Catholic International	P.2.1. Leading international Catholic University ka in ranking 700 world Which intertwined work safe with Unika Atma Jaya.	5%
	P.2.2. Average proportion of increase in number partner international in field Tri Dharma Pergu- room Tall.	2.5%

STRATEGY	INDICATOR MAIN	TARGET MAIN
<b>P.3.</b> Development Jang Partnership ka Long	P.3.1. Optimization partner For improvement process operational organization.	100%
	P.3.2. Development incubation entrepreneurship student Work The same with partner external.	100%
	P.3.4. Increased Unika Atma Jaya branding as impact from competence graduate of And Work The same with alumni.	20%
<b>P.4.</b> Development Opinion Path-tan New	P.4.1. Strengthening units Which responsible answer to income non-money studying.	50%
	P.4.2. Development partnership For service consultation And program education non-degree.	100%
	P.4.3. Ratio income non-money studying ban-chill total income.	11%
<b>PERSPECTIVE PROCESS INTERNAL</b>		
<b>LG.1.</b> Improvement Transformation Organization	LG.1.1. An organizational system that is harmonious and pu operate its function with optimal.	20%
	LG.1.2. Implementation of operational procedures standardized (SOUP) Which aligned in in nor between units For support objective Unika Atma Jaya.	50%
	LG.1.3. Implementation function units in reach superiority operational ( <i>operational excellence</i> ).	100%
	LG.1.4. Integration scosystem technology information And communication For support process business.	11%
<b>LG.2.</b> Enhancement Quality HR	LG.2.1. Implementation culture performance Which tall in accordance standard Which enforced.	80%
	LG.2.2. Internalization of Unika Atma Jaya's core values in implementation work in a way personal nor in connection with colleague And party external.	75%

Each Key Indicator and Target has been reduced to a number of lah Indicator And Target Supporter Which relevant. List Indicator And Target Main along with His supporters, can seen on **Attachment 1** .

Besides That, For nfor ensure Indicator And Target Main achieved on year

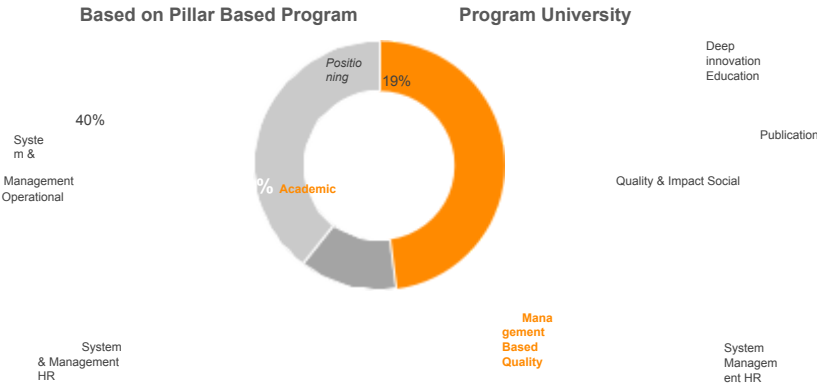
2024, has arranged also *action plans* Which applies For each year Which complete Indicator And Target Supporter. *Action plans* works

as *milestones* And can become reference units For compile Proker. Action plans This there is on **Attachment 2** .

Even though can used by units as reference in compile program Work each year, Still open possibility done adjustment to *action plans* with consider development And condition latest.

University Also has compile priority implementation program Work Which aim For reach Indicator And Target Main, Which depicted in A matrix as there is on **Attachment 3** .

Entire indicator performance mapped based on pillar program nor programs Work, as stated on Chart 13. Based on pillar program, pillar **Academic** own weight biggest from all over indicator. Matter This need supported Also with **Management Based Quality** , Which the indicator have- Ki weight biggest based on program university.



*Chart 13. Comparison Ratio Amount Indicator Performance Unika Atma Jaya*

**V.B.3. COMPILE PROGRAM WORK**

As has formulated on Picture 12, Unika Atma Jaya as organization own not quite enough answer For formulate Plan Strategic, in where in inside including Indicator And Target Main. A number Indicator Main has been selected to be compiled into a Strategic Program at the level Unika Atma Jaya.

Meanwhile, other Key Indicators and Targets are translated into Indicator And Target Supporter. Based on Indicator And Target Supporter here it is each units will formulate Program Work. With thereby, can identification of the contribution of each unit to the achievement of Indicators And Target, Good Main nor Supporter.

In this section, the recommended steps will be explained as well things Which need considered by units in compile Program Work.

- **Principle SMART**

In compile A program Work, SMART is principle Which general used. SMART is abbreviation from Specific ( *Specific* ), Measurable ( *Measurable* ), Can Achieved ( *Attainable* ), Relevant ( *Relevant* ), And Based on Time ( *Time Based* ). Principle SMART used in compile indicator And target. Principle This also Which should appreciated-bang when units compile Program Work.

Specific ( *Specific* ). Performance indicators need to be formulated specifically, so that can give description has achieved indicator available but. By Because that's, indicator need be equipped with A dictionary which serves to define more clearly the meaning of the indicator the.

Measurable ( *Measurable* ). Performance indicators also need to be equipped with target. For this target, a qualitative or quantitative measure can be tumkan. Target This No only works as yardstick measuring is performance- an organization or unit has been achieved, but also becomes a reference achievement in period next.

Can Achieved ( *Attainable* ). For ensure that indicator And tar- get achieved, need confirmed that organization or units own source Power For achieve it. Source Power Which intended generally ter- self from source Power man And source Power information. Something indicator performance can achieved If There is party Which responsible answer in a way special sus on the implementation of a work program, as well as the availability of instruments And data Which relevant For measure achievement indicator the.

Relevant ( *Relevant* ). Indicator performance need formulated in a way relevant And realistic. Indicator the of course need refers to objective period long something organization, However Also need consider a number aspects as explained using SWOT analysis on CHAPTER III. Analysis SWOT can help organization or units For consider whether the performance indicators are relevant to objective period long Which want to achieved, nor with business from organization the.

Based on Time ( *Time Based* ). Indicator performance need be equipped Also with limit time indicator the will achieved. For help organization nor units in ensure achievement something indicator, There is It would be good to also formulate the steps that will be taken to achieve it these indicators along with the time limits for each stage. Matter This will help organization nor units Because own point ( *check-points* ) Which clear as reference how much Far development Which has done For reach indicator.

- **Stage Drafting Program Work**

As Which has displayed on Picture 12, Indicator And Target Main Which has formulated need translated moreover formerly become Indicator And Target Supporter. Indicator And Target Supporter these are directly linked to specific units and are used as base units in compile Program Work.

However thereby, For Strategic Plan Unika Atma Jaya, units No need sun Indicator And Target Supporter the. Both of them has arranged together with Main Indicators and Targets, so that the unit is more focused on prepare a Work Program. Supporting indicators and targets can be seen at part Attachment.

Stages preparation Program Work is as Which there is on Table 12 following.

Table 12. Stage Drafting Plan Operational

NO.	STAGE	DESCRIPTI ON	SCOPE
1	Identification Track	Based on Indicator And Target Main, The route has been determined to be the bear it answer.	University
2	Identification Function Each Units	Identify each work function units. Based on the identification results, then dian is determined by the units involved in achievement each Indicator And Target Main.	University
3	Formulation Indicators & Targets Supporter	Reducing university level Main Indicators and Targets to Indicators and Target Supporter level units. On stage This also determines the guarantor answer For achievement each Indicator And Supporting Targets, with adjustments to function units related.	University
<b>ORGANIZATION PLAN OPERATIONAL</b>			
4	Determination Program Work	relevant work programs with the achievement of Indicators and Targets Main, And is at in realm function units.	Units
5	Determination Outer Success Program	Determine outer ( <i>output</i> ) Which concrete as proof success program Work. This output can be a quantitative result nor qualitative.	Units
6	Stage Determination Implementation & Outer Each Stage	<p>Based on the output to be achieved, formulated the stages. Generally stage in the form of activities that are relevant to function units.</p> <p>In compile stage, start from stage most end new Then back off to stage next until stage First. This will help the unit to stay put focus and ensure that each stage remain aligned with program outcomes it works.</p> <p>Apart from determining the activity, in each The stage also needs to determine its output. With thereby, can become yardstick measuring achievement on each stage the.</p>	Units
7	Identification Insurer Answer	On the internals of each unit, preferably too responsible employees are identified answer to implementation each stage.	Units
8	Identification Contribution Units Other	From each stage activity, determined other units that contribute to successful implementation of this stage. Formulated Also in a way concrete, contribution what is expected from other units accordingly with function units the.	Units

NO.	STAGE	DESCRIPTION	SCOPE
9	Determination Period Time Implementation	Determine the implementation time period each stage, generally in unit month.	Units
10	Determination Budget	Determine budget cost Which needed-right for each stage of activity. Related unit can consult with the Administrative Bureau- tration & Finance on how to compile budget the.	Units

- **Program Preparation Work Other**

Besides Proker Which formulated based on Program Work University, units Also need compile Program Work Which related with Indicator And Target Supporter.

At the university level, Main Indicators and Targets have been formulated, as well as Indicator And Target Supporter. Indicator And Target Supporter This Which possible achievement Indicator And Target Main. Furthermore, formulated Also Indicator And Target Supporter, as Which done For process preparation Plan Operational.

Thus, the unit will have a comprehensive Operational Plan direct related with Program Work University nor indicator And target other on Plan Strategic This.

Stage preparation Program Work For achievement Program Work Strategic The same like Which stated on Table 12.

- **Evaluation Plan Strategic & Operational**

Drafting Plan Strategic is process Which important For to- direct And development Unika Atma Jaya. However thereby, process evaluation of the implementation of the plan also plays an important role For ensure that various matter Which Already planned Really implemented and achieved the expected results. Based on this evaluation anyway leader Unika Atma Jaya can take various decision important as well as step repair or enhancement.



Process evaluation in a way comprehensive to Plan Strategic done at the university level, while the evaluation process of the Plan Operations are carried out at the unit level. An evaluation process needs to be carried out in a way periodic, generally every month. Need noticed that analysis is matter Which very important done in process evaluation.

Stage in process implementation evaluation generally as Which displayed on Table 13.

Table 13. Process Implementation Evaluation Program Work

NO.	STAGE	DESCRIPT ION
1	Reporting Development ( <i>Progress Report</i> )	Periodically, the university has obtained data regarding achievement each program Work. Whereas on level units Data has been obtained regarding the achievements of each program Work and each stage of program implementation the.
2	Analysis & Prediction Achievement	Based on data Which obtained, university nor units carry out analysis and predictions of indicator achievement and target until end year.
3	Condition Analysis Internal external	Universities and units conduct analyzes of conditions internal And external Which impact to achievement program And the stages.  Internal analysis at the unit level is generally carried out to function units And the connection in implementation each stage of the Work Program. At the university level, analysis Internal is generally carried out regarding the relationship of functions between units in implementation Plan Strategic.  External analysis at the unit level can be carried out on linkages with function units other in in university, as well as the external conditions of the university. At university level, analysis external done to various issue And condition external scope university.
4	Analysis 'Deviation'	Analysis condition internal And external on stage before- his need be equipped in a way detailed How each conditions influence the achievement of the Strategic Plan and Operational.  Will more Good If can done calculation how much big influence condition the to achievement each targets, and how far the deviation from achievement is compared to with Which Already planned.
5	Action Repair	After get results analysis Which comprehensive, universi- bag And units do action repair Which concrete. Matter This is done to ensure that both universities and units still can reach strategy Which expected.



# CHAPTER VI.

## CLOSING

Unika Atma Jaya's Strategic Plan for the 2020-2024 period is based and reference in compiling Plan Operational and Program Work until on level faculty, bureau, institution, nor units supporter other. Planning at the unit level needs to be prepared carefully integrating University Program Pillars and related unit functions. A number change of course needed as adjustment to condition external as well as internal ones that occur in the planning implementation process has been prepared. However, these changes are intended as response and adaptation to various new challenges that arise, without change direction base which want to aimed.

Planning is an important process to ensure continuity sorry achievement objective university. But monitoring ( *monitoring* ) ter- face implementation plan the Also not lost importance. By Because Therefore, it is also necessary to develop a systematic mechanism, both at the university level and confinement nor units, For process monitoring implementation Plan Strategic And Operational.

Through this monitoring, information will be obtained regarding the recruitment process. paian plan Which has arranged. Besides That, information Which obtained Also can made as base taking decision leader university And units If needed adjustment to plan beginning.

With thereby, will created A synergy between university, units, bah- right until on individual level, For achieving goals together.

# ATTACHMENT



# ATTACHMENT 1.

## List Indicator & Target Performance

MAIN		SUPPORTER S		MILESTONES TARGET				TRACK
INDICATOR	TARGET 2024	INDICATOR	TARGET 2024	2023	2022	2021	2020	
<b>PERSPECTIVE PROCESS INTERNAL</b>								
P.1.1. Optimization level- sation of the units guarantee function Unika Atma Jaya quality as an organization nor bureau/institution his supporters.	100%	P.1.1.1. Atma Jaya Unika's readiness level as units For follow accreditation And ranking national nor regional.	100%	50%	80%	100%	100%	LPM
P.1.2. Graduates who ready to enter the market world Work as well as have- have technological skills log Which adequate.	75%	P.1.2.1. Study programs that have curriculum- lum that suits the needs of the working world Yes, both in terms of knowledge and <i>soft skills</i> Which dominated graduate of.	50%	10%	20%	30%	40%	I
		P.1.2.2. Level of implementation of information technology still And communication For optimization process learning.	75%	30%	45%	60%	70%	I, II
		P.1.2.3. The level of readiness of graduates to enter the world of work market, both in terms of <i>hard-</i> nor <i>soft-skills</i> .	80%	30%	40%	50%	65%	I, III

MAIN		SUPPORTER S		MILESTONES TARGET				TRACK
INDICATOR	TARGET 2024	INDICATOR	TARGET 2024	2023	2022	2021	2020	
P.1.3. Implementation learning system distance Far.	100%	P.1.3.1. The study program uses a system learning distance Far Which registered to Higher Education.	10%	1%	4%	6%	8%	I
		P.1.3.2. Level implementation program studies distance Far in accordance with <i>road map</i> .	100%	10%	40%	60%	80%	I
P.1.4. Confession international against research and work scientific based on criteria QS Research.	High	P.1.4.1. The increasing proportion of researchers tian And publication level international every year.	5%	5%	5%	5%	5%	IV
		P.1.4.2. Proportion study And publication inter- disciplines compared to the total number of studies And publication.	20%	5%	8%	12%	15%	IV
		P.1.4.3. Proportion of the number of publications from activities devotion to public on journal internationally reputable compared to total amount publication on journal international.	8%	2%	4%	6%	7%	IV
P.1.5. Confession international against service activities to public.	2	P.1.5.1. Proportion activity devotion to society that has a social impact ( <i>social impact</i> ) compared to the total number activity devotion public.	50%	20%	30%	40%	45%	IV
		P.1.5.2. Level impact social ( <i>social impact</i> ) from activity devotion to public.	75%	30%	45%	65%	70%	IV
		P.1.5.3. Journal devotion to public level international.	1	0	0	1	1	IV

MAIN		SUPPORTER S		MILESTONES TARGET				TRACK
INDICATOR	TARGE T 2024	INDICATOR	TARGE T 2024	2023	2022	2021	2020	
P.1.6. Confession national against service activities to public.	1	P.1.6.1. Average proportion of score improvement per year on Simlibtabmas For ab- dian to public.	2%	2%	2%	2%	2%	IV
P.1.7. Accreditation and rating for Unika Atma Jaya at the national level.	Tall	P.1.7.1. Accreditation Unika Atma Jaya in level national.	Superior	monitori ng and evaluati on	monitori ng and evaluati on	monitori ng and evaluati on	turtle- sunan	LPM
		P.1.7.2. Rating Unika Atma Jaya in level national.	29	30	30	30	29	LPM
P.1.8. Accreditation And ranking For program studies in level national.	Tall	P.1.8.1. Proportion program studies Which accredited- tation superior.	55%	45%	48%	50%	52%	LPM
P.1.9. Rating nationally related to the brand Which followed by Unika Atma Jaya.	2	P.1.9.1. Level implementation strategy marketer- ran And <i>public relations</i> in accordance <i>roadmap</i> Which has arranged.	100%	50%	75%	100%	100%	IV
		P.1.9.2. Average proportion of increase in number student new each year.	10%	10%	10%	10%	10%	IV
P.2.1. University international Catholicism leading in ranked 700th in the world Which intertwined cooperation- his with Unika Atma Jaya.	5%	P.2.1.1. Average increase in the proportion of work The same new with university Catholic internal- leading nationality in the world ranking of 700 compared to existing collaborations with universities according to these criteria each year.	50%	50%	50%	50%	50%	IV
		P.2.1.2. Level implementation program in accordance cooperation agreement with the university Leading international Catholic in ranking 700 world.	75%	50%	75%	75%	75%	IV



MAIN		SUPPORTER S		MILESTONES TARGET				TRACK
INDICATOR	TARGET 2024	INDICATOR	TARGET 2024	2023	2022	2021	2020	
P.2.2. Average proportion- the increase in numbers partner international in the field of Tri Dharma College Tall.	2.5%	P.2.2.1. Average proportion of increase in number international partners every year who collaborate boration in field teaching.	5%	5%	5%	5%	5%	IV
		P.2.2.2. Average proportion of increase in number international partners every year who collaborate boration in field study And publication.	2.5%	1%	1%	2.5%	2.5%	IV
		P.2.2.3. Average proportion of increase amount partner international every year Which collaborate in field devotion to public.	2.5%	1%	1%	2.5%	2.5%	IV
P.3.1. Optimization partners for development retired process operational organization.	100%	P.3.1.1. Level readiness each units For collaborate with service organizations supporter.	100%	75%	100%	100%	100%	II
		P.3.1.2. Level of implementation of cooperation with organization service supporter.	100%	50%	50%	75%	100%	II
P.3.2. Development entrepreneurial incubation working students the same as partners external.	100%	P.3.2.1. Average proportion of increase in number program incubation entrepreneurship as results Work The same with partner external each year.	100%	50%	75%	100%	100%	III
		P.3.2.2. Average proportion of increase in number product resulting from entrepreneurial incubation own IPR each year.	100%	50%	50%	75%	100%	III

MAIN		SUPPORTER S		MILESTONES TARGET				TRACK
INDICATOR	TARGET 2024	INDICATOR	TARGET 2024	2023	2022	2021	2020	
P.3.3. Enhancement Unika Atma <i>branding</i> Jaya as an impact from graduate competencies And Work The same with alumni.	20%	P.3.3.1. Number of implementations of each collaboration years with long-term alumni long For activity Tri Dharma College Tall.	1,000	400	750	1,000	1,000	III
		P.3.3.2. Number of implementations of each collaboration year with alumni Which nature period pan- jang for student activities and activity external other.	50	25	40	50	50	III
P.4.1. Strengthening units who is responsible answer to non-monetary income studying.	50%	P.4.1.1. Level implementation service consultation and non-degree programs are routinely appropriate <i>roadmap</i> in its contribution to revenue non-money studying.	100%	50%	75%	100%	100%	II
		P.4.1.2. Average proportion of increase in number program consultation each year.	50%	10%	30%	50%	50%	II
		P.4.1.3. Average proportion of increase in number program education non-degree each year.	50%	10%	30%	50%	50%	II
P.4.2. Development partnership for consulting services and non-degree educational programs .	100%	P.4.2.1. Average proportion enhancement amount program new per year results Work The same formal with experts from outside the scope of Unika Atma Jaya for providing consulting activities and program education non-degree.	100%	50%	75%	100%	100%	II, IV
P.4.3. Income ratio- no tuition fees compared to the total income.	11%	P.4.3.1. Average proportion of increase in number institutional clients each year who receive service consultation from Unika Atma Jaya.	100%	50%	75%	100%	100%	II

MAIN		SUPPORTERS		MILESTONES TARGET				TRACK
INDICATOR	TARGET 2024	INDICATOR	TARGET 2024	2023	2022	2021	2020	
<b>PERSPECTIVE LEARNING &amp; GROWTH</b>								
LG.1.1. Organizational system- harmonious and able to run function with optimal.	100%	LG.1.1.1. Complete <i>policy manual</i> as reference determination scope program Work Unika And Foundation Atma Jaya.	100%	75%	90%	100%	100%	Rectorate
		LG.1.1.2. Unika Atma Jaya organizational structure Which perfected For support where- jemen organization Which optimal.	100%	75%	90%	100%	100%	Rectorate, BSDM, LPM
LG.1.2. Implementation operational procedures standard (SOP). aligned in in Want to- even between units for support goals Unika Atma Jaya.	100%	LG.1.2.1. Level of implementation of procedures operational standardized (SOUP) each optimal and efficient unit to support kung its function.	100%	50%	75%	90%	100%	II, BSDM, LPM
		LG.1.2.2. Level of implementation of operating procedures standardized rationale (SOP) between units so that can give service Which optimal head- yes customer internal nor external.	100%	50%	75%	90%	100%	II, BSDM, LPM
LG.1.3. Implementation inner unit function achieve excellence operational ( <i>operational excellence</i> ).	75%	LG.1.3.1. Improving the quality of each service units for customer internal based on SOUP Which has perfected.	75%	30%	50%	60%	75%	LPM
		LG.1.3.2. Enhancement quality service each units for customer external based on SOUP Which has perfected.	75%	30%	50%	60%	75%	LPM

MAIN		SUPPORTER S		MILESTONES TARGET				TRACK
INDICATOR	TARGET 2024	INDICATOR	TARGET 2024	2023	2022	2021	2020	
<b>IG.1.4.</b> Integration technology ecosystem information and commun- thank you for supporting process business.	75%	LG.1.4.1. Level of system implementation technology information And communication Which inter- gratuitous For support process management organization Which effective.	75%	30%	50%	75%	75%	I, II, BSDM
		LG.1.4.2. System implementation level information and communication technology for support process academic in accordance with development technology education.	75%	30%	50%	75%	75%	I, II
<b>IG.2.1.</b> Implementation performance culture high according to standard Which enforced.	80%	LG.2.1.1. Quality and competence of lecturers related soft-skills Which needed For men- run Tri Dharma in a way optimal.	80%	60%	60%	70%	70%	I
		LG.2.1.2. Employee quality and competency education related to <i>hard-</i> and <i>soft-skills</i> For operate its function in a way optimal.	80%	60%	60%	70%	70%	BSDM
		LG.2.1.3. Average level of performance achievement individual each units.	80%	50%	50%	60%	70%	BSDM
		LG.2.1.4. Lecturers' digital literacy level and employee education in accordance standard Which enforced.	80%	40%	50%	60%	70%	I, BSDM
<b>IG.2.2.</b> Internalisation Unika Atma core values Jaya in executor- naan work in a way personal nor in relationship with colleagues no And party external.	75%	LG.2.2.1. Level implementation mark core Unika Atma Jaya complies with the established <i>code of conduct</i> arranged.	75%	60%	60%	70%	70%	III,
		LG.2.2.2. Level implementation mark core Unika Atma Jaya by <i>agents of change</i> from lecturers, employee, And student.	100%	75%	80%	85%	90%	III,

## ATTACHMENT 2.

### Action Plans Each Year Based on Program Work University

WORK PROGRAM UNIVERSITY	INDICATOR SUPPORTERS	YEAR	ACTION PLANS	TRACK
PILLAR ACADEMIC & INTERDISCIPLINES				
DEEP INNOVATION EDUCATION	P.1.2.1. The study program own curriculum Which whatever ai with world needs Work, Good from facet field knowledge and <i>soft</i> skills dominated by graduate of.	2020	Survey to need quality And competence HR in dun- He work, <i>gap analysis</i> , and preparation interdisciplinary curriculum Which in accordance demands world Work.	I
		2021		
		2022	Implementation curriculum interdisciplinary in accordance plan.	
		2023	Drafting plan development curriculum.	
		2024		
	P.1.2.2. Level of implementation- tation of information technology and communion- kasi For optimization process learning.	2020	Identification <i>platforms</i> technology information And communication For learning Which in accordance with need market And in accordance IT <i>roadmap</i> , as well as preparation of internal IT implementation plans learning.	I, II
		2021	Initiation implementation technology information And communication in learning, <i>monitoring</i> and evaluation, as well as preparation plan the repair.	
		2022	Implementation technology information And communication in a way consistent- ten For support learning in a way optimal.	
		2023		
		2024		

PROGRAM KERJA	INDIKATOR	TAHUN	ACTION PLANS	JAWABAN	
P.1.2.3. Your level of readiness to enter the market world of work, both in terms of <i>hard-</i> or <i>soft-skills</i> .	P.1.3.2. level of implementation program studies distance Far in accordance with <i>road map</i> .	2020	Drafting program capacity building for student	For increase <i>soft-skills</i> Which in accordance need world Work, as well as implementation program the.	
		2021			
		2022	Implementation program in a way consistent		
		2023	And sustainable.		
		2024			
	P.1.3.1. program studies to use a learning system registered remote to Higher Education.	P.1.3.2. level of implementation program studies distance Far in accordance with <i>road map</i> .	2020	Measurement level readiness graduate of.	development system learning distance Far ( <i>on line</i> ) on program studies <i>Graduate School for Business</i> or other potential study programs, as well as preparation curriculum <i>on line</i> .
			2021	Drafting <i>roadmap</i>	
			2022		
			2023		
			2024		
P.1.3.1. program studies to use a learning system registered remote to Higher Education.	P.1.3.1. program studies to use a learning system registered remote to Higher Education.	2020	Registration program studies <i>on line</i> to Higher Education.	distance study program implementation plan ( <i>on line</i> ), preparation management learning distance Far, as well as preparation HR For management And executor program education distance Far.  Opening program studies <i>on line</i> , as well as implementation going on advanced.  Plan development program	
		2021			
		2022			
		2024			

studies *on line* stage following.  
Continuation implementation.

I, III

I

I

PROGRAM KERJA UNIVERSITAS	INDIKATOR PENDUKUNG	TALIF	ACTION PLANS	INDUKSI	
PUBLICATION QUALITY & IMPACT SOCIAL	P.1.4.1. Proportion increase number of research and publikasi international standard every year.		2020	Drafting <i>roadmap</i> study And publication For reaches level	IV
		2021			
		2022	international,		
		2023	as well as		
		2024	program enhancement the amount.		
	P.1.4.2. Research proportion and interdisciplinary publications compared to the total amount study And publication.		2020	Initiation implementatio	
			2021	n.	
			2022	Plan development direction study And publication internal- sional.	
			2023		
			2024	Implementation program in a way consistent And sustainable.	
	P.1.4.3. Proportion amount pub- the location of the delivery activities dian to society on journal international reputable compared to total amount publication on journal international.		2020	Drafting <i>roadmap</i> study And publication For reaches	
			2021	IV	
		2022	international level, as well as		
		2023	programs to increase the number of his;		
		2024	By special related with study And publication Which		





interdisciplinary.

Initiation implementation.

Plan development  
direction study And  
publication  
internal- sional.

Implementation program in a way  
consistent And sustainable.

Drafting *roadmap* For reach level  
international, and

IV  
program For  
increase the  
amount; By  
special related  
with devotion

Which nature  
interdisciplinar  
y.

Initiation implementation.

Plan

development

study And

publication

international.

Implementation

program in a

way consistent

And sustainable.

PROGRAM KERJA UNIVERSITAS	INDIKATOR PENDUKUNG	TALUNGAN	ACTION PLANS	INDUKSI
	P1.5.1. Proportion of activities devotion to society that has impact social ( <i>social impact</i> ) compared to the total amount service activities to public.	2020	Drafting <i>roadmap</i> activity devotion to public. IV	
		2021	Initiation implementation, <i>monitoring</i> , evaluation, as well as repair <i>road map</i> .	
		2022		
		2023	Implementation in a way consistent And sustainable to activity devotion to public	
		2024	Which give impact social.	
	P1.5.2. Impact level social ( <i>social impact</i> ) from service activities to public.	2020	Drafting <i>roadmap</i> activity devotion to society, IV as well as preparation instrument measurement impact social ( <i>social impact</i> ).	
		2021	Initiation implementation activity devotion to public Which impact social as <i>baseline</i> achievement, as well as preparation program the increase.	
		2022	Implementation in a way consistent And sustainable to activity devotion to public	
		2024	Which give impact social.	
	P1.5.3. Service journal to the community level international.	2020		
		2021		
		2022		
2024				

Journal Partner guided For become journal accreditation SYNTA

IV  
Which Good, intertwine  
Work The same with  
regional or international

For publication  
international Journal  
Partner.

Journal Partner

accept article

networking

regional.

Journal Partner

indexed global,

minimum

DOAJ.



PROGRAM KERJA	INDIKATOR	TAHUN	ACTION PLANS	JALUR
	<p>P.1.6.1. Average proportion enhancement score per year on Simlitabmas for devotion to masyarakat.</p> <p>P.3.2.1. Average proportion enhancement amount program entrepreneurial incubation like</p>	<p>year.</p> <p>2020</p> <p>2021</p> <p>2022</p> <p>2023</p> <p>P.3.2.2. average proportion increase in the number of products results of entrepreneurial incubation Which own IPR each year.</p> <p>2020</p> <p>2021</p> <p>2022</p> <p>2023</p> <p>2024</p>	<p>2020</p> <p>2021</p> <p>2022</p> <p>2023</p> <p>2024</p> <p>Preparation of an entrepreneurial incubation <i>roadmap</i> with collaboration constellations with external partners, as well as developing cooperation with partner external.</p> <p>Initiation implementation <i>roadmap</i> , as well as <i>monitoring</i> And evaluation.</p> <p>Implementation in a way consistent And sustainable.</p> <p>Drafting <i>roadmap</i> incubation entrepreneurship with collaboration together partner external, as well as development</p>	
	<p>results Work The same with partner external each</p>		<p>Work The same with partner external, specifically For product results incubation Which potential For own IPR.</p> <p>Initiation implementation <i>roadmap</i> , as well as</p>	

*monitoring* And evaluation.

Implementation in a way  
consistent And sustainable.

IV

III

III

PROGRAM KERJA	INDIKATOR	TAHUN	ACTION PLANS	JALUR
MANAJEMEN BERBASIS MUTU	P.1.1.1. Tingkat kesiapan Unika Atma Jaya sebagai unit untuk mengikuti akreditasi dan pemeringkatan nasional maupun regional.	2020	Peninjauan fungsi unit-unit yang berfungsi menjamin mutu Unika Atma Jaya, penyusunan <i>roadmap</i> akreditasi dan pemeringkatan nasional dan regional oleh unit penanggung jawab, serta implementasi persiapan akreditasi dan pemeringkatan tersebut.	L P M
		2021		
		2022		
		2023		
		2024		
	P.1.7.1. Akreditasi Unika Atma Jaya di tingkat nasional.	2020		L P M
		2021		
		2022		
		2023		
		2024		
	P.1.7.2. Peringkat Unika Atma Jaya di tingkat nasional.	2020		L P M
		2021		
		2022		
		2023		
		2024		

POSITIONING

PROGRAM KERJA	INDIKATOR	TAHU	ACTION PLANS
P1.8.1. Program proportions accredited studies superior.	2020	<i>Roadmap</i> enhancement accreditation program studies level national, plan activity And the simulation, preparation ranking.	Drafting <i>roadmap</i> Work The same field study And publication (together LPPM), implementation, <i>monitoring</i> , And the evaluation.
	2021		
	2022		
	2023		
	2024	Implementation <i>roadmap</i> enhancement accreditation program studies.	Preparation of a <i>roadmap</i> for research and publication collaboration specifically For field knowledge interdisciplinary, initiation implementation Work The same.
P2.2.1. Average proportion increase in the number of partners in-international every year collaborate in field teaching.	2020		
	2021		
	2022		
	2023	Preparation of a <i>roadmap</i> for cooperation in the field of teaching (together faculty), as well as implementation, <i>monitoring</i> , And the evaluation.	Implementation Work The same in a way consistent And sustainable.
	2024		
P2.2.2. Average proportion increase in the number of partners in-international every year collaborate in field study And publication.	2020		
	2021		
	2022		
	2023	Preparation of a <i>roadmap</i> for cooperation in the field of teaching specifically For field knowledge interdisciplinary, initiation implementation Work The same.	Implementation Work The same in a way consistent And sustainable.
	2024		

Implementation Work The same in a way consistent And sustainable.

1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.



| PROGRAM KERJA  | INDIKATOR  | TAHUN  | ACTION PLANS                            | JAWABAN  |
|--|--|--|---|--|
| P2.2.3.<br>verag<br>e<br>propo<br>rtion<br>increa<br>se in<br>the<br>numb<br>er of<br>partn<br>ers<br>intern<br>ationa<br>lly<br>every<br>year<br>who<br>collab<br>orate<br>in<br>field<br>of<br>servic<br>e to<br>public<br>. | P2.2.3.<br>verag<br>e<br>propo<br>rtion<br>increa<br>se in<br>the<br>numb<br>er of<br>partn<br>ers | year<br>with<br>long-ter<br>m                                  | 2020                                    | Drafting <i>roadmap</i> work The<br>same devotion to masha-<br>rakat<br>(together with LPPM), as well as<br>implementation, <i>monitoring</i> ,<br>and the evaluation. |
|  |  | alumni<br>long for<br>Tri                                      | 2021                                    | Preparation of <i>a roadmap</i> for<br>cooperation in the field of<br>service to public specifically For<br>field knowledge  |
|  |  | activities<br>Dharma<br>College<br>Tall.                       | 2022                                    | interdisciplinary, initiation<br>implementation Work The   |
|  |  |  | 2023                                    | same.  |
|  |  |  | 2024                                    | Implementation Work The same<br>in a way consistent And<br>sustainable.  |
|  | P.3.3.2.<br>mount<br>impleme<br>ntation<br>Work<br>The<br>same                                     |  | 2020                                    | Drafting <i>roadmap</i> Work The<br>same with alumni (together<br>faculty- bag And LPPM), as well<br>as development Work The same<br>with alumni.                      |
|  |  | P.3.3.2.<br>mount<br>impleme<br>ntation<br>Work<br>The<br>same | 2021                                    | Initiation implementation<br><i>roadmap</i> , as well as monitoring<br>And evaluation. Implementation  |
|  |  |  | 2022                                    | in a way consistent And<br>sustainable.  |
|  |  |  | 2023                                    |  |
|  |  |  | 2024                                    |  |
|  | P.3.3.1.<br>mount<br>impleme<br>ntation<br>Work<br>The<br>same<br>each                             | each<br>year with<br>long-ter<br>m alumni                      | 2020                                    | Drafting <i>roadmap</i> Work The<br>same with alumni (together<br>faculty- bag And LPPM), as well<br>as development Work The same<br>with alumni.                      |
|  |  | long For<br>activity<br>recently<br>students<br>and            | 2021                                    | Initiation implementation<br><i>roadmap</i> , as well as monitoring<br>And evaluation. Implementation  |
|  |  | 2022   | in a way consistent And<br>sustainable. |  |
|  |  | 2023   |   |  |
|  |  | 2024   |   |  |

P.3.3.1.   
mount   
impleme   
ntation   
Work   
The   
same   
each

Drafting *roadmap* Work The   
same with alumni (together   
faculty- bag And LPPM), as well   
as development Work The same

with alumni.

Initiation implementation

*roadmap*, as well as  
*monitoring* And evaluation.

Implementation in a way  
consistent And sustainable.

IV

III

III

| WORK PROGRAM UNIVERSITY           | INDICATOR SUPPORTERS   | YEAR | ACTION PLANS  | TRACK |
|-----------------------------------|--|------|---|-------|
| <b>SYSTEM &amp; MANAGEMENT HR</b> |  |      |   |       |
| SYSTEM MANAGEMENT HR              | LG.2.1.1. Quality and competence of related lecturers <i>soft-skills</i> Which needed For operate Tri Dhar- ma in a way optimal.           | 2020 | Identify <i>soft-skills</i> needed by lecturers, plan enhancement quality And competence lecturer, as well as instrument the measurement. | I     |
|                                   |  | 2021 | <i>Capacity building</i> For <i>soft-skills</i> lecturer, as well as the measurement.   |       |
|                                   |  | 2022 |   |       |
|                                   |  | 2023 | Measurement impact to implementation <i>soft-skills</i> lecturer.   |       |
|                                   |  | 2024 | Implementation culture performance lecturer in a way consistent.  |       |
|                                   | LG.2.1.2. Quality and potential of public servants dikan related <i>hard-</i> and <i>soft-skills</i> to run its function in a way optimal. | 2020 | Identification <i>soft-skills</i> Which needed employee education in general or specifically supporting functions it works.               | BSDM  |
|                                   |  | 2021 | Preparation of quality and competency improvement plans employee education, instrument measurement quality And competence.                |       |
|                                   |  | 2022 | <i>Capacity building</i> For <i>soft-skills</i> employee education, as well as measurement impact to <i>soft-skills</i> the.              |       |
|                                   |  | 2023 |   |       |
|                                   |  | 2024 | Implementation culture performance in a way consistent.   |       |
|                                   | LG.2.1.3. Average level individual performance achievement each units.   | 2020 |   | BSDM  |
|                                   |  | 2021 |   |       |
|                                   |  | 2022 |   |       |
|                                   |  | 2023 |   |       |
| 2024                              |  |      |   |       |

| PROGRAM KERJA  | INDIKATOR  | TAHUN  | ACTION PLANS  | JAWABAN |
|--|--|--|---|---------|
| <p><b>LG.2.1.4</b><br/>Literacy level digital lecturers and staff education according to standards Which enforced .</p> <p><b>LG.2.2.1.</b><br/>Level of implementation mark core Unika Atma Jaya according to the <i>code of conduct</i> has arranged .</p> | <p><b>LG.2.2.2.</b><br/>Level of implementation mark core Unika Atma Jaya by <i>agents of change</i> from lecturers, staff, and student.</p> | 2020   | Identification level literacy digital lecturer And employee kependidikan, preparation plan development literacy digital Which needed. |         |
|  |  | 2021   |   |         |
|  |  | 2022   | <i>Capacity building</i> digital literacy   |         |
|  |  | 2023   | for lecturers and education staff.  |         |
|  |  | 2024   | Enhancement literacy digital in a way sustainable.  |         |
|  |  | 2020   |   |         |
|  | 2021   |  |   |         |
|  | 2022   | Drafting <i>code of conduct</i> in accordance mark core Unika Atma Jaya Which enforced for all over <i>civitas academica</i> . |   |         |
|  | 2023   |  |   |         |
|  | 2024   |  |   |         |
|  | 2020   |  | Plan <i>code</i> implementation program <i>of conduct</i> and the measurement.  |         |
|  | 2021   |  |   |         |
| 2022   |  | Implementation program And measurement level   |   |         |
| 2023   |  | implementation. Implementation   |   |         |
| 2024   |  | <i>code of conduct</i> in a way consistent.  |   |         |
|  |  |  | Drafting <i>code of conduct</i> in accordance mark core Unika Atma Jaya Which enforced for all over <i>civitas academica</i> .        |         |
|  |  |  | Identification <i>agents of change</i>  |         |



from lecturer, employee education- right, And student, preparation plan program for *agents of change* .

I, BSDM

Implementation program internalisation mark core Unika Atma Jaya to *agents of change* , as well as the measurement.

III, BSDM

Implementation *code of conduct* by *agents of change* .

III, BSDM



| WORK PROGRAM UNIVERSITY                    | INDICATOR SUPPORTERS   | YEAR | ACTION PLANS  | TRACK |
|--|--|------|---|-------|
| <b>SYSTEM &amp; MANAGEMENT OPERATIONAL</b> |  |      |   |       |
| DEEP INNOVATION EDUCATION                  | P.3.1.1. Level of readiness each units For collaborate- si with service organizations supporter. | 2020 | Review of existing organizational structures, availability proposal structure organization Which perfected, finalization receipt- tour organization Which Approved by YAJ.  | II    |
|  |  | 2021 | Identification function main each units And function supporter Which can be collaborated, preparing a functional collaboration <i>roadmap</i> supporter units, as well as measurement level readiness units For implementation. |       |
|  |  | 2022 |   |       |
|  |  | 2023 |   |       |
|  |  | 2024 |   |       |
|  | P.3.1.2. Implementation level- si Work The same with organi- sasi service supporter.             | 2020 | Review of existing organizational structures, availability proposal structure organization Which perfected, finalization receipt- tour organization Which Approved by YAJ.  | II    |
|  |  | 2021 | Identification function main each units And function supporter Which can be collaborated, preparing a functional collaboration <i>roadmap</i> supporter units, as well as measurement level readiness units For implementation. |       |
|  |  | 2022 | Implementation as well as <i>monitoring</i> And evaluation <i>road map</i> .  |       |
|  |  | 2023 | Implementation in a way consistent And sustainable.   |       |
|  |  | 2024 |   |       |

| PROGRAM<br>KEWAJIBAN<br>UNIVERSITAS | INDIKATOR<br>PENDUKUNG  | TAHUN | ACTION<br>PLANS  | SIL<br>SIL |
|-------------------------------------|---|-------|--|------------|
|                                     | P4.1.1. Level of implementation- tation of consulting services and program non-degree in a way routine according to the roadmap in its contribution to income non-money studying. | 2020  | Review structure organization which There is, availability proposal structure organization Which perfected, finalization receipt- tour organization Which Approved by YAJ. | Already II |
|                                     |   | 2021  | Drafting <i>roadmap</i> And system management units manager non-tuition income, setting income targets annual, as well as initiation implementation <i>roadmap</i> ,       |            |
|                                     |   | 2022  | And <i>monitoring</i> as well as the evaluation.   |            |
|                                     |   | 2023  | Implementation in a way consistent And sustainable.  |            |
|                                     | P4.1.2. Average proportion enhancement amount program consultation each year.   | 2020  | Review structure organization Which There is, availability   | Already II |
|                                     |   | 2021  | II proposal structure organization Which perfected, finalization receipt- tour organization Which Approved by YAJ.   |            |
|                                     |   | 2022  | Drafting <i>roadmap</i> And system management units manager non-tuition income, setting income targets annual, as well as initiation implementation <i>roadmap</i> ,       |            |
|                                     |   | 2023  | And <i>monitoring</i> and evaluation; Initiation of <i>roadmap</i> implementation , as well <i>monitoring</i> And the evaluation.  |            |
|                                     |   | 2024  |  |            |





| PROGRAM KERJA UNIVERSITAS  | INDIKATOR PENDUKUNG   | TAHUN | ACTION PLANS  | INDUKSI |
|--|---|-------|---|---------|
| <p>P4.1.3. Average proportion enhancement amount program non-degree education each year.</p> | <p>with participation from outside the scope of Unika Atma Jaya For procurement activity</p>      | 2020  | Review of existing organizational structures, availability proposal structure organization Which perfected, finalization receipt-tour organization Which Approved by YAJ.                                       |         |
|  |   | 2021  | Preparation of <i>roadmap</i> and management systems management unit non-tuition income, setting income targets annually, as well as initiation of <i>roadmap implementation and monitoring</i> and evaluation; |         |
|  |   | 2022  | Initiation of <i>roadmap implementation</i> , as well as <i>monitoring and evaluation</i> .   |         |
|  |   | 2023  | Implementation in a way consistent And sustainable.   |         |
|  |   | 2024  | Review of existing organizational structures, availability proposal structure organization Which perfected, finalization receipt-tour organization Which Approved by YAJ.                                       |         |
|  | <p>P4.2.1. Average proportion enhancement amount program new results per year The same formal</p> | 2020  | Drafting <i>roadmap</i> And system management units manager non-tuition income, setting income targets annually, as well as initiation of <i>roadmap implementation and</i>                                     |         |
|  |   | 2021  |   |         |
|  |   | 2022  |   |         |
|  |   | 2023  |   |         |
|  |   | 2024  |   |         |

*monitoring* and evaluation;  
Development of cooperation  
and collaboration with expert or  
institution external For  
procurement program  
consultation And service  
non-degree.

Implementation program new  
results collaboration with party  
external.

II

II, IV

| PROGRAM KEWAJIBAN UNIVERSITAS | INDIKATOR PENDUKUNG  | TALIHUNDA   | ACTION PLANS  | TARUHAN   |
|-------------------------------|--|---|---|---|
|                               | <p><b>P.4.3.1.</b><br/>Average proportion increase in the number of clients institutional every year accept service consultation from Unika Atma Jaya.</p> | <p>on Jaya.</p> <p><b>LG.1.1.2</b><br/>Organizational structure Unika</p> | <p>2020<br/>2021<br/>2022<br/>2023<br/>2024</p> <p>2020<br/>2021<br/>2022<br/>2023<br/>2024</p> <p>2020<br/>2021<br/>2022<br/>2023<br/>2024</p> | <p>Review structure organization, proposal structure organization Which perfected, finalization structure Which Approved by YAJ.</p> <p>Drafting <i>roadmap</i> And system management units manager income non-money studying, preparation target income annual, as well as initiation implementation, And <i>monitoring</i> as well as the evaluation.</p> <p>Implementation in a way consistent And sustainable.</p> <p>UAJ and YAJ agreement regarding their respective <i>scope of work</i> respectively, preparation <i>policy manually</i> And system his supporters.</p> <p>Initiation implementation <i>policy manuals , monitoring</i> evaluation periodically.</p> <p>Implementation in a way consistent.</p> |
|                               | <p><b>LG.1.1.1.</b><br/>Completeness <i>policy manual</i> as a reference master the scope of the work program Unika and Atma Foundati</p>                  | <p>ment optimal.</p>  | <p>2020<br/>2021<br/>2022<br/>2023<br/>2024</p>   | <p>Review of existing organizational structures, proposed organizational structures organization Which perfected,</p>   |

finalization structure Which  
Approved by YAJ.

Placement official structural  
Which competent, as well as  
transition. Implementation  
structure organization Which  
perfected.

II

Rectorate

Rectorate, BSDM, LPM

| PROGRAM KERJA UNIVERSITAS  | INDIKATOR PENDUKUNG   | TALIFORUM                               | ACTION PLANS                     | TARUHAN                                 |
|--|---|---|----------------------------------|---|
| <p>LG.1.2.1. Level of implementation procedure operationa ter-respective standard s (SOP). optimal and efficient unit For support its function.</p> <p>LG.1.2.2 . Level of implementation operationa ter-respective standard s (SOP). optimal and efficient unit For support its function.</p> | <p>LG.1.2.1. Level of implementation procedure operationa ter-respective standard s (SOP). optimal and efficient unit For support its function.</p> | (SOP                                    | 2020                             | Identification SOUP each units          |
|  |   | between                                 | 2021                             | And ensure SOUP the in                  |
|  |   | units so                                | 2022                             | accordance function the unit,           |
|  |   | it can                                  | 2023                             | improvement or repair SOUP              |
|  |   | provide                                 | 2024                             | Which No in accordance with             |
|  | <p>LG.1.3.1 . Enhance ment</p>  | service                                 | 2020                             | the function of each unit,              |
|  |   | Which                                   | 2021                             | improvements or repair SOUP             |
|  |   | optimal                                 | 2022                             | Which No in accordance.                 |
|  |   | to                                      | 2023                             | Initiation implementation SOUP,         |
|  |   | internal                                | 2024                             | did it <i>monitoring</i> And evaluation |
|  | <p>LG.1.2.2 . Level of implementation operationa ter-respective standard s (SOP). optimal and efficient unit For support its function.</p>          | customer                                | 2020                             | periodically, as well as proposal       |
|  |   | s as well                               | 2021                             | the repair.                             |
|  |   | external.                               | 2022                             | Implementation SOUP in a way            |
|  |   | LG.1.3.1                                | 2023                             | consistent.                             |
| .  |   | 2024                                    | Identification SOUP between      |   |
| Enhance  |   | 2020                                    | units Which Already There is And |   |
| ment   |   | 2021                                    | ensure SOUP according to the     |   |
| service  |   | 2022                                    | function of each unit,           |   |
| quality  |   | 2023                                    | improvements or repair SOUP      |   |
| of each  | 2024  | Which No in accordance.                 |                                  |   |
| unit for   | 2020  | Initiation implementation SOUP,         |                                  |   |
| internal   | 2021  | did it <i>monitoring</i> And evaluation |                                  |   |
| customer   | 2022  | periodically, as well as proposal       |                                  |   |
| s based  | 2023  | the repair.                             |                                  |   |
| on SOUP  | 2024  | Implementation SOUP in a way            |                                  |   |
| Which  | 2020  | consistent.                             |                                  |   |
| has  | 2021  | Preparation of internal customer        |                                  |   |
| perfecte   | 2022  | satisfaction instruments                |                                  |   |
| d.   | 2023  | standardized and appropriate to         |                                  |   |
|  | 2024  | the needs of each unit,                 |                                  |   |
|  | 2025  | measurement level satisfaction          |                                  |   |
|  | 2026  | customer internal each units,           |                                  |   |

Preparation of internal customer satisfaction instruments standardized and appropriate to the needs of each unit, measurement level satisfaction customer internal each units,

identification areas repair, as well as preparation proposal repair.

II, BSDM, LPM

Initiation implementation repair service For customer inter- nal, as well as measurement satisfaction in a way periodically.

Implementation in a way consistent giving service Which optimal.

II, BSDM, LPM

LPM



| PROGRAM KERJA | INDIKATOR  | TAHUN   | ACTION PLANS | JALAN  |
|---------------|--|---|--------------|--|
|               | <b>LG.1.3.2</b><br>. Enhance<br>ment<br>service<br>quality<br>of each<br>unit for<br>external<br>custome<br>rs based<br>on<br>SOUP<br>Which<br>has<br>perfecte<br>d.   | ment<br>processes<br>Which<br>effective   | 2020         | Preparation of external<br>customer satisfaction<br>instruments standardized And<br>Which in accordance need<br>each units, measurement<br>level satisfaction customer<br>external each units,<br>preparation proposal repair.   |
|               |  |   | 2021         |  |
|               |  |   | 2022         |  |
|               |  |   | 2023         |  |
|               |  |   | 2024         |  |
|               | <b>LG.1.4.1.</b><br>Level of<br>impleme<br>ntation-<br>informati<br>on<br>technolo<br>gy<br>systems<br>masi and<br>communi<br>cation for<br>support<br>the<br>academic<br>process<br>according<br>to<br>developm<br>ents<br>technolo<br>gy<br>education<br>. | <b>LG.1.4.2</b><br>Level of<br>impleme<br>ntation-<br>informati<br>on<br>technolo<br>gy<br>systems<br>masi and<br>communi<br>cation for<br>support<br>the | 2020         | Initiation implementation repair<br>service For customer external,<br>as well as measurement<br>satisfaction in a way periodically.<br>Implementation in a way<br>consistent giving service Which<br>optimal.<br>Improvement <i>master plan</i> I.T<br>so that can support process<br>management organization.<br>Initiation implementation <i>master<br/>plan</i> I.T For management<br>organization- si, as well as<br>monitoring And the evaluation.<br>Implementation in a way<br>consistent.<br>Drafting proposal development<br><i>master plan</i> I.T For where-<br>jemen organization.<br>Improvement <i>master plan</i> I.T<br>so that can support process<br>academic And follow<br>development technology<br>education.<br>Initiating the implementation<br>of the <i>IT master plan</i> in the |
|               |  | academic<br>process<br>according<br>to<br>developm<br>ents<br>technolo<br>gy  | 2021         |  |
|               |  |   | 2022         |  |
|               |  |   | 2023         |  |
|               |  |   | 2024         |  |

academic process, as well as  
*monitoring* And the  
evaluation.

Implementation in a way  
consistent, as well as  
preparation proposal  
development *master plan* I.T  
For process academic.

LPM

I, II, BSDM

I, II



| PROGRAM KERJA UNIVERSITAS | INDIKATOR PENDUKUNG  | TAHUN | ACTION PLANS   | INDUKSI |
|---------------------------|--|-------|--|---------|
| POSITIONING               | P.1.9.1. Level of implementation- tation strategy of marketing And <i>public relations</i> according to <i>road- folder</i> Which has arranged.  | 2020  | Drafting <i>roadmap</i> maintenance Work The same with uni-                | IV      |
|                           |  | 2021  | Work The same with university Catholic international leading,              |         |
|                           |  | 2022  | preparation proposals, Work  |         |
|                           |  | 2023  | The same in accordance <i>roadmap</i> in a way consistent And sustainable. |         |
|                           |  | 2024  |  |         |
|                           | P.1.9.2. Average proportion increase in the number of student new each year.   | 2020  | And sustainable. <i>Monitoring</i>   |         |
|                           |  | 2021  | And evaluation initiation  |         |
|                           |  | 2022  | implementation, plan follow  |         |
|                           |  | 2023  | carry on, as well as implementation in a way consistent And sustainable.   |         |
|                           | P.2.1.1. Average increase- tan proportion Work The same new with a Catholic university leading international ranked 700th in the world compared to collaboration which has been intertwined with universities according to the criteria the each year. | 2020  | And sustainable.   |         |
|                           |  | 2021  | Drafting <i>roadmap</i> enhancement amount student, and                    | IV      |
|                           |  | 2022  | implementation <i>roadmap</i> in a way consistent And sustainable.         |         |
|                           |  | 2023  |  |         |
| 2024                      |  |       |  |         |

Drafting *roadmap* maintenance  
Work The same with uni-

IV  
versity Catholic

international  
leading,  
preparation

proposals, Work  
The same in  
accordance

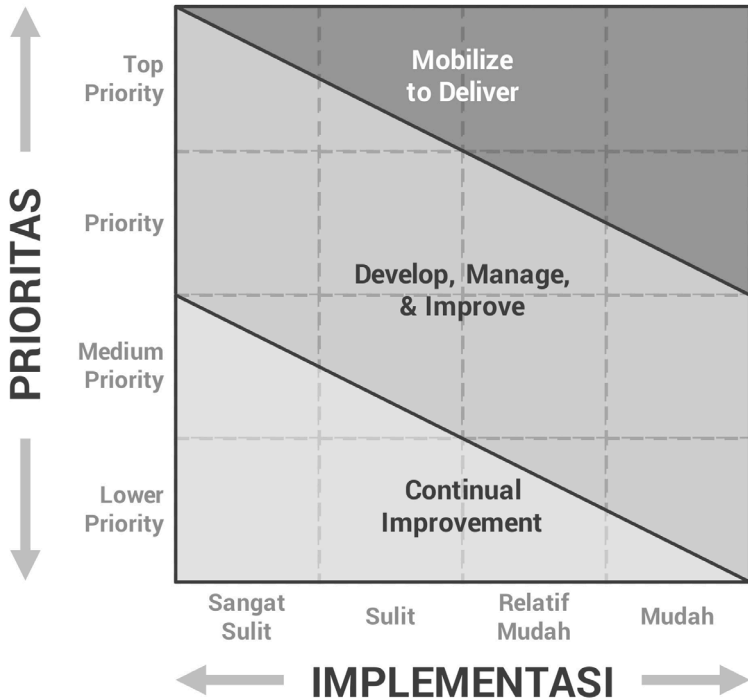
*roadmap* in a way  
consistent And  
sustainable.



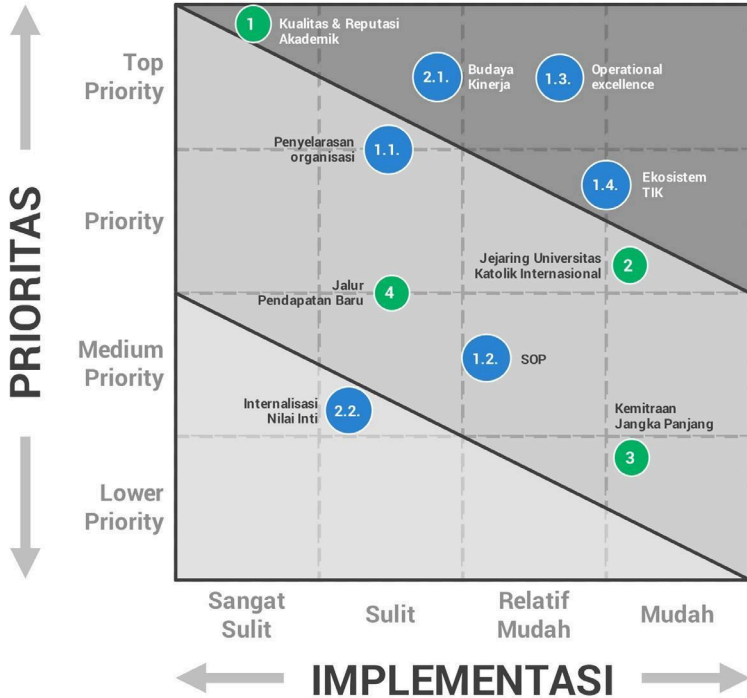
| PROGRAM KERJA | INDIKATOR  | TAHUN | ACTION PLANS   | JALUR  |
|---------------|--|-------|--|--------|
|               | P.2.1.2. Tingkat implementasi program sesuai perjanjian kerja sama dengan universitas Katolik internasional terkemuka dalam peringkat 700 dunia. | 2020  | Penyusunan <i>roadmap</i> penyelenggaraan kerja sama dengan universitas Katolik internasional terkemuka, penyusunan proposal, terjalinnya kerja sama formal sesuai <i>roadmap</i> tersebut secara konsisten dan berkelanjutan; Inisiasi implementasi program kerja sama. | I<br>V |
|               |  | 2021  | Implementasi program kerja sama secara konsisten dan berkelanjutan.  |        |
|               |  | 2022  |  |        |
|               |  | 2023  |  |        |
|               |  | 2024  |  |        |

### ATTACHMENT 3.

### Priority & Implementation Strategy



Picture 14.  
Matrix Framework Placement Strategy & Indicator Performance

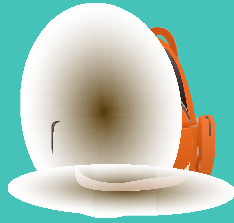


Picture 15.  
 Matrix Priority & Implementation Strategy Unika  
 Atma Jaya Period Year 2020-2024



Kav.5

Jakarta 12930  
INDONESIA



**KANTOERSITAS**

**INDONESIA ATMA JAYA**

Jl. Jenderal Sudirman 1

