Decision of the FIBAA Accreditation and Certification Committee

13th Meeting on March 6, 2024

PROGRAMME ACCREDITATION

Project Number:	22/093 cluster 2
Higher Education Institution:	Universitas Diponegoro
Location:	Semarang, Indonesia
Study programme:	Bachelor of Public Administration (S. AP)
	Bachelor of Government Studies (S. IP)
	Master of Public Administration (M. AP)
	Master of Political Sciences (M. Sos)
Type of accreditation:	initial accreditation

The FIBAA Accreditation and Certification Committee has taken the following decision:

According to § 7 (6) in conjunction with § 9 (1) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from January 1, 2021, the study programmes are accredited.

Period of Accreditation: March 6, 2024 until March 5, 2029.

The FIBAA Quality Seal is awarded.

Assessment Report

Higher Education Institution:

Universitas Diponegoro, Indonesia

Bachelor/Master programme:

1. Bachelor of Government Science
2. Bachelor of Public Administration
3. Master of Public Administration
4. Master of Political Science

Qualification awarded on completion:

1. S.AP. (Sarjana Administrasi Publik / Bachelor of Public Administration)
2. S.IP. (Sarjana Ilmu Politik / Bachelor of Political Science)
3. M.AP. (Magister Administrasi Publik / Master of Public Administration)
4. M.Sos (Magister Sosial / Master of Social Studies)

General information on the study programmes

Brief description of the study programmes:

Bachelor of Public Administration
The four-year academic programme aims to train administrative professionals who are able to conduct policy analysis and apply management principles that are geared towards an agile bureaucracy, take into account the public interest in a sustainable way and can utilise information technology.
Students also have the opportunity to enrol in the *International Undergraduate Programme* (IUP)[1] of this study programme, which focuses on the international exposure of the students.

Bachelor of Government Science
The four-year academic programme teaches specialised content in the three specialisations "Governance", "Public Policy" and "Political Economy". The Governance concentration provides knowledge of how public affairs are managed by the government. The Public Policy concentration provides knowledge of political processes and interactions with different sectors (public, private and civil society). The Political Economy specialisation focuses on knowledge of government practices and public policy as an interaction between power and the economy. Students also have the opportunity to enrol in the *International Undergraduate Programme* (IUP) of this study programme, which focuses on the international exposure of the students.

Master of Public Administration
The two-year programme aims to train public service leaders with an innovative understanding of public sector human resource management, public service management and bureaucratic sector management to deliver optimal services to the community. Graduate shall be enabled to work in public, private, and social institutions.
The Master programme has two study concentrations namely "Public Policy" and "Public Management".

Master of Political Science
The two-year programme aims to support the development of political science education institutions and to produce qualified experts in teaching, research and community service in the socio-political field with regard to problem solving in politics and policy areas and to support the development of competent and professional governance.
The programme offers three concentrations, namely "Public Policy Politics", "Digital Politics", and "Election Governance".

Type of study programme:
Bachelor of Public Administration, Bachelor of Government Science: Bachelor programme
Master of Public Administration, Master of Political Science: Master programme

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[1] International Undergraduate Programme (IUP): In the international programme lectures are held in English as the language of instruction and it is compulsory for students to gain international experience in their studies.

Projected study time and number of ECTS credits / national credits assigned to the study programme:

Bachelor of Public Administration: 8 semesters, with 145 sks credits / 216 ECTS credits
Bachelor of Government Science: 8 semesters, with 146 sks credits / 217 ECTS credits
Master of Public Administration: 4 semesters, with 39 sks credits / 58 ECTS credits
Master of Political Science: 4 semesters, with 39 sks credits / 58 ECTS credits

Mode of study:
All programmes: full-time

Didactic approach:
All programmes: study programme with obligatory class attendance

Double/Joint Degree programme:
All programmes: no

Programme cycle starts in:
All programmes: Odd Semester: July-December
Additionally, for the Master programmes: Even December: January-June

Initial start of the programme:
Bachelor of Public Administration: January 1, 1969
Bachelor of Government Science: January 1, 1968
Master of Public Administration: February 7, 2000
Master of Political Science: October 27, 2004

Type of accreditation:
initial accreditation

Procedure

A contract for the initial accreditation of the Bachelor of Public Administration (S. AP), Bachelor of Government Studies (S. IP), Master of Public Administration (M. AP) and Master of Political Sciences (M.Sos) was made between FIBAA and Universitas Diponegoro on December 7, 2022. On March 14, 2023, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents in order to prove that the criteria for programme accreditation are met.

At the same time, FIBAA appointed a review panel[2]. The HEI has agreed with the chosen experts. The panel consisted of:

Carl Johann Niederste Frielinghaus
Freie Universität Berlin, Germany
Student Public Economics (M.Sc.)

Prof. Dr. Niels Opstrup Villekjær
University of Southern Denmark
Associate Professor, PhD/ Director of Master of Public Management (MPM)/ Co-chair of the Section for Public Administration

Prof. Dr. Aditya Perdana
Universitas Indonesia, Jakarta, Indonesia
Associate Professor Department of Political Science, Chairman of the Centre for Political Studies (PUSKAPOL)

Alexander Schoepke
Alliance for Education, Berlin, Germany
Managing Director

FIBAA project manager:
Adriane Janosch

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an on-site visit. The on-site visit took place on September 13-14, 2023 at the HEI's premises in Semarang, Indonesia. At the end of the on-site visit, the panel has given a short feedback on its first impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comment on February 5, 2024. The statement on the report was given up on February 15, 2024. It has been taken into account in the report at hand.

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[2] The panel is presented in alphabetical order.

Summary

The Bachelor of Public Administration (S. AP), Bachelor of Government Studies (S. IP), Master of Public Administration (M. AP) and Master of Political Sciences (M.Sos) offered by Universitas Diponegoro fulfil the FIBAA quality requirements for Bachelor/Master programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on March 6, 2024, and finishing on March 5, 2029. The programmes are in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration.

The quality requirement that has not been fulfilled – Evaluation by students (see chapter 5) – is not an asterisk criterion and therefore does not lead to a further condition. The measures the HEI takes to solve the identified problem are to be considered during the re-accreditation.

The panel members identified several areas where **all four programmes** could be further developed:
The panel recommends
- specifying the qualification objectives of graduates in line with the content and theoretical foundations of the programmes and thus highlighting the academic difference between Bachelor and Master programmes more clearly (see chapter 1.1);
- that all study programmes make the difference between Bachelor and Master programmes more transparent in their course descriptions with regard to literature and increasingly integrate more international journals (see chapter 3.3).
- more systematic cooperation with various international academic institutions in order to utilise possible synergies (see chapter 4.3);
- expanding the cooperation to an international level and/or targeting international institutions, NGOs and multinational companies (see chapter 4.3);
- that a concrete process be considered to actively inform students about the evaluation results and the quality assurance measures to be derived from them or to inform them specifically where they can view results/reports (see chapter 5).

Additionally, for the **Bachelor of Government Science** and **Bachelor of Public Administration** the panel recommends**:**
- that the course descriptions for the International Undergraduate Programmes (IUP) and the regular programmes be listed separately in order to ensure transparency (especially for international students) (see chapter 3.2)

The measures that the HEI takes in order to implement the recommendations of the panel members will have to be considered during the re-accreditation.

There are criteria in which the programme exceeds the quality requirements:
- Guest lecturers (see chapter 3.3),
- Skills for employment / Employability (see chapter 3.6),
- Student support by the faculty (see chapter 4.1),
- Access to literature (see chapter 4.4).

Additionally, for the **Bachelor of Government Science** and **Bachelor of Public Administration**:

- Quantity, quality, media and IT equipment of teaching and group rooms (see chapter 4.4)

For the overall assessment of the programme, please refer to the quality profile at the end of this report.

Information

Information on the Institution

Universitas Diponegoro (Undip) established on January 9, 1957, is a state university located in Semarang, Central Java, Indonesia. Undip currently has the status of a Legal Entity State University, in which it has been granted a degree of independence in managing the institution. This is stipulated by Government Regulation No. 81/2014 and Government Regulation of the Republic of Indonesia No. 52/2015. Undip has consistently held a position as one of the Top ten leading universities in Indonesia .[3]

Undip has a vision to be an Excellent Research University.[4] To achieve this vision, Undip has several missions:

- Providing education to produce outstanding and competitive graduates.
- Conducting research leading to publications, Intellectual Property Rights (IPR), textbooks, policies and technologies that are effectively and efficiently utilised to promote cultural and local resources.
- Organising community services leading to publications, Intellectual Property Rights (IPR), textbooks, policies and technologies that are effectively and efficiently utilised to promote cultural and local resources.
- Developing professionalism, capability, accountability in the governance of the University as well as the independence of the institution to conduct higher education.

Currently, Undip has approximately 56.382 students, which consist of: 40.929 undergraduate students; 4.714 master programme students; 1.360 doctoral programme students; 4.452 vocational diploma programme students; 1.130 professional programme students; 1.093 specialist programme students; and 2.704 applied bachelor programme students. The students are spread across eleven faculties, and one vocational and postgraduate school. Undip at present has 26 vocational programmes, 52 bachelor programmes, 38 master programmes, 15 doctoral programmes, four professional programmes, 19 specialist programmes, and six applied bachelor programmes. Undip has 940 educators who hold master's Degrees, 677 educators with doctoral degrees, and 83 educators with specialist qualifications.

In addition to the main campus in Semarang, UNDIP also organises study programmes outside the main campus in other cities such as Batang, Pekalongan, Jepara, and Rembang.

As part of the endeavors to achieve its vision and to provide quality educational services to students, Undip has established cooperations with local and international universities. International cooperation has been carried out with partners from 30 countries[5] including Japan, France, Germany, Italy, Netherlands, Myanmar, South Korea, Malaysia, Iran, Kazakhstan, Finland, Taiwan, Pakistan, the Philippines, Russia, Singapore, Suriname,

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[3] See p. 2 self-evaluation report
[4] Ibid.
[5] https://io.undip.ac.id/collaboration/, last access October 09, 2023

Switzerland, Vietnam, Turkey, Thailand, Timor Leste, United Kingdom, and the United States. These international collaborations open up opportunities for internationalisation in various academic activities with partner universities. These activities include joint research, visiting professors, double-degree programme, exchange programme and other activities.

Internationalisation is also carried out by opening international classes and scholarships for international students called Diponegoro International Students Scholarship (currently Undip Scholarship),[6] Developing Countries Partnership (KNB) Scholarship, and Dharmasiswa.[7]

In performing its duties as an educational service provider institution, Undip received recognition from various parties, both national and international institutions. Recognitions that have been obtained by Undip are:

- Excellent Accreditation from the National Accreditation Board for Higher Education (BAN-PT)
- Ranked 5th Nationally in Main Performance Index PTNBH 2021 from Ministry of Education and Culture, Republic of Indonesia
- Ranked 8th Nationally and ranked 801-1000 Globally in QS World University Ranking 2023,
- Ranked 8th Nationally and 209th Globally in QS Asia University Ranking 2022,
- Ranked 1st Nationally and 251-300 Globally in QS World Graduate Employability Ranking 2022
- Ranked 7th Nationally and 1201+ Globally in THE WUR (World University Ranking) 2022,
- Ranked 6th Nationally and 300-400 Globally in THE Asia University Ranking,
- Ranked 7th Nationally and 201-300 Globally in THE WUR Impact Rankings – SDGs
- Ranked 501+ Globally in THE Emerging Economies University Rankings 2022.

In addition, the University publishes annual reports on sustainability.[8]

All four study programmes belong to the Faculty of Social and Political Sciences. The Master of Political Science and Master of Public Administration facilities are located at Pleburan Campus while the Bachelor of Government Science and Bachelor of Public Administration facilities are located at Tembalang Campus.

Bachelor of Public Administration (BPA)
The Bachelor of Public Administration (BPA) programme has been in operation since January 1, 1969. At the beginning of its establishment, the study programme was named State Administration programme (Program Studi Administrasi Negara). Adapting to the conceptual shift in public administration studies, the name of the study programme was changed from State Administration to Public Administration.[9] According to the University, the Public Administration programme has consistently received A accreditation in the last 20 years.[10] The

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[6] https://io.undip.ac.id/undipscholarships/, last access October 09, 2023
[7] https://darmasiswa.undip.ac.id/, last access October 09, 2023
[8] latest report from 2022: https://sustainability.undip.ac.id/wp-content/uploads/2022/11/Sustainability-Report-2021-2022_.pdf, last access October 27, 2023
[9] The change was validated by the Director General of Higher Education, Ministry of Education and Culture of the Republic of Indonesia with a Decree of Directorate General of Higher Education No: 116/D/O/2006.
[10] see self-evaluation report, p. 5

last national accreditation status was obtained in 2018 by BAN-PT decision no 2008/SK.BAN-PT/Akred/S/VII/2018.

Bachelor of Government Studies (BGS)

Bachelor of Government Studies (BGS) was officially legalized on January 1, 1968, under the Faculty of Social and Political Sciences. BGS has also received recognition as a high-quality higher education provider through the National Accreditation Board which granted accreditation status A in 2003, 2008, 2013 and 2018.[11]

Master of Public Administration (MPA)

Master of Public Administration (MPA) was established on February 7, 2000 as Master of Administration Science (MAS). It received the first accreditation from the National Accreditation Agency for Higher Education in 2004.[12] In 2019, MAS was changed into Master of Public Administration (MPA). The change shall reflect the study programme's commitment to respond to the growing trend in the development of the Master of Public Administration programmes in Indonesia. MPA has been accredited B (very good) by DIKTI by Decree of National Accreditation Agency for Higher Education No. 5818/SK/BAN-PT/Ak-PPJ/M/IX/2020. MPA has two study concentrations namely "Public Policy" and "Public Management".

Master of Political Science (MPS)

Master of Political Science (MPS) was established on October 27, 2004.[13] MPS is prepared to support the development of educational institutions in political science and to produce qualified experts in education, research, and community service in the socio-political field as well as to support the development of competent, credible, and professional governance. In 2019, the programme was accredited A.

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[11] see self-evaluation report, p 6
[12] with Decree No. 00461/AK_III/S2-078/UDEMAP/VII/2004.
[13] This was ratified through the permit of establishment No. 4217/D/T/2004 by the Director General of Higher Education, Ministry of National Affairs (now Ministry of Education and Culture).

Statistical data

Bachelor of Public Administration (BPA)

Table 1: Statistical Data of BPA

		2019/2020	2020/2021	2021/2022
# Study Places		181	210	219
# Applicants	Σ	3549	2734	2869
	f	2271	1914	1613
	m	1278	820	1256
Application rate		1960%	1301%	1310%
# First-Year Student	Σ	201	208	248
	f	126	145	181
	m	75	63	67
Rate of female students		62,68%	69,71%	72,98%
# Foreign Students (Total foreign student)	Σ	0	0	0
	f	0	1	0
	m	0	0	0
Rate of foreign students		0%	0.47%	0%
Percentage of occupied study places		100%	100%	100%
# Graduates	Σ	129	99	101
	f	86	66	76
	m	43	33	25
Success rate		94.91%	96.38%	90.30%
Dropout rate		5.09%	3.62%	9.70%
Average duration of study		4.1	4,29	4,13
Average grade of final degree		3,51	3.55	3.64

Bachelor of Government Studies (BGS)

Table 2: Statistical Data of BGS

		2019/2020	2020/2021	2021/2022
# Study Places		153	151	210
# Applicants	∑	2863	3336	2157
	f	1374	2135	1256
	m	1489	1201	901
Application rate		1871%	2209%	1027%
# First-Year Student	∑	167	209	253
	f	78	134	162
	m	89	75	91
Rate of female students		46,7%	64,11%	64,03%
# Foreign Students (Total foreign student)	∑	0	0	0
	f	0	0	0
	m	0	0	0
Rate of foreign students		0%	0%	0%
Percentage of occupied study places		109,15%	138,41%	120,48%
# Graduates	∑	129	91	99
	f	66	46	51
	m	63	45	48
Success rate		93.63%	85.21%	94.74%
Dropout rate		6.37%	14.79%	5.26%
Average duration of study		4.42	4.26	4.3
Average grade of final degree		3.47	3.44	3.56

Master of Public Administration (MPA)

Table 3: Statistical Data of MPA

		2019/2020	2020/2021	2021/2022
# Study Places		40	40	40
# Applicants	∑	30	32	30
	f	16	17	14
	m	14	15	16
Application rate		75%	80%	75%
# First-Year Student	∑	14	28	28
	f	8	15	14
	m	6	13	14
Rate of female students		57.14%	53.57%	50%
# Foreign Students (Total foreign student)	∑	1	8	4
	f	0	2	1
	m	1	6	3
Rate of foreign students		2.50%	20%	10%
Percentage of occupied study places		60%	100%	70%
# Graduates	∑	19	29	28
	f	8	12	12
	m	11	17	16
Success rate		79%	87%	82%
Dropout rate		*21%*	*13%*	*18%*
Average duration of study		3.05	3.46	3.55
Average grade of final degree		3.73	3.75	3.8

Master of Political Science (MPS)

Table 4: Statistical Data of MPS

		2019/2020	2020/2021	2021/2022
# Study Places		60	60	60
# Applicants	Σ	35	43	40
	f	17	14	14
	m	18	29	26
Application rate		58.33%	71.67%	66.67%
# First-Year Students	Σ	17	39	38
	f	6	13	13
	m	11	26	25
Rate of female students		35.30%	33.30%	34.20%
# Foreign Students (Total foreign student)	Σ	0	10	1
	f	0	2	0
	m	0	8	1
Rate of foreign students		0%	20.41%	2,56%
Percentage of occupied study places		35.33%	81.67%	65%
# Graduates	Σ	32	17	38
	f	14	3	19
	m	18	14	19
Success rate		87.20%	95.50%	71%
Dropout rate		*12.80%*	*4.50%*	*29%*
Average duration of study		2.42	2.5	2.5
Average grade of final degree		3.8	3.76	3.74

Appraisal

The panel noticed that the study places of the study programme are sought by many applicants. For example, the admission rates for the two Bachelor's programmes are very high and show therefore a high demand and reasonable positioning in the education market. During the assessment the panel was able to observe that UNDIP selects its students selectively, so that despite the high number of applicants, not all study places are allocated.

Programme Description and Appraisal in Detail

1.   Objectives

1.1   Objectives of the study programme (Asterisk Criterion)

For all programmes
Qualifications of university graduates in Indonesia, both in Bachelor and Master programmes, refer to Presidential Regulation No. 8 of 2012 and Attachment of the Regulation of the Minister of Research, Technology and Education No. 44 of 2015 on National Standard of Higher Education. The Indonesia National Qualification Framework (KKNI) is the basis for setting the objectives and achievements of learning graduates.[14] The KKNI contains an explanation about attitudes, knowledge, general skills, and special skills, arranged in tiers at each level of education in higher education.

The curriculum at the Bachelor level is designed following level 6 of national qualification standards, where graduate qualifications are having the ability to apply, study, and create designs, utilize science and technology, as well as solve problems. While at the Master level , the curriculum is designed by referring to the KKNI level 8, which includes the ability to develop science and technology through research, innovation, and testing, and solve problems with an inter/multidisciplinary approach.

Bachelor of Public Administration (BPA)
BPA defines its scientific vision as "to provide public administration education by producing administrators who can conduct policy analysis and apply management principles that are oriented to agile bureaucracy, responsive to the public interest in a sustainable manner, and able to utilize information technology". Agile bureaucracy in BPA's scientific vision is defined as a bureaucratic system that is responsive to volatile, uncertain, complex, and ambiguous global situations. Agile characters are developed in the curriculum with the application of good governance, focus on service, and community involvement in government, as well as being innovative, responsive, and result oriented.

Referring to the national regulation on the qualification system, the Expected Learning Outcomes (ELO) are structured to achieve mastery in public administration as knowledge and skills and to produce graduates with solid public administration competence.

ELOs of BPA graduates include:

- Mastering general theoretical concepts of political science and social theory,

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[14] Universitas Diponegoro implements the provisions of this KKNI by stipulating the Rector's Regulation no 4 of 2020 amended by the Rector's Regulation number 28 of 2020 on Academic Regulations for Undergraduate Programs. As for the postgraduate programme, KKNI is implemented by Rector's Regulation no. 5 of 2020 amended by the Rector's Regulation No. 29 of 2020 on Academic Regulations in the Education Field of Postgraduate Program at Universitas Diponegoro.

- mastering the theoretical concepts of public administration, organisation, bureaucracy, public policy, public service, organisational behaviour, state finance, administrative reform, and public governance,
- mastering the principles and rules of macroeconomics, state administrative law, risk management, and public administration ethics,
- mastering qualitative and quantitative research methods, at least survey methods, field research, case studies, document studies, and policy research,
- mastering the principles and techniques of persuasive policy communication, both oral and written,
- to be able to identify public interest in public policy cycle, both at local and national level,
- to be able to analyse interactions between actors in public governance such as in policy formulation and public service management, both at local and national levels, and in the aspect of social, economic, cultural, political, defence and security a political economy approach,
- to be able to review relevant regulations and policy analysis results in the form of policy memos, policy briefs, or policy papers to produce policy drafts,
- to be able to analyse and evaluate public policies using quantitative principles and methods (e.g. cost-benefit analysis, analytical hierarchy process) and qualitative methods (e.g. participatory impact analysis, case studies) in the entire policy cycle (formulation, implementation, and evaluation),
- to be able to disseminate policy products and urge the public to participate in implementing public policies at least using social media,
- to be able to organise (plan, prepare budget, allocate resources, implement, and evaluate) activities in the context of implementing public policies and improving public service performance,
- to be able to analyse risk and implement risk mitigation programmes toward policy implementation,
- to be able to propose ideas for policy reform and public service management.

Based on the objectives of the study programme, the profiles of BPA graduates and employment opportunities for BPA graduates are as follows:

- Government employee: BPA graduates can work as government officials at the university entry rank. As such, BPA graduates are expected to have the ability to communicate effectively, understand policy innovation and public service innovation, be able to analyse public issues, understand the character of the organisation, be able to manage public organisations, and be able to think critically in the decision-making process.
  This profile has been shown by the results of a tracer study where most BPA alumni work as junior government employees (known as Junior-Superintendent) at the national government ministerial offices, provincial governments, and city/district governments.

- Social Activist: BPA graduates can work as social activists who can understand social problems and can encourage community participation in solving problems based on local capabilities. BPA graduates can become social entrepreneurs at the community level.

- Policy Analyst: BPA graduates can work as junior policy analysts who can produce policy information and conduct quality organisational analysis, write, and publish policy inputs for policy decision-making in the development of public policies in local, national, and international government organisations. A policy analyst can also work in non-public non-governmental organisations such as NGOs.

- Researcher: BPA graduates can work as junior researchers at think tanks or as junior academics at universities. As researchers, the profile of BPA graduates is directed to achieve the ability in conducting quantitative and qualitative research designs and to conduct research utilizing digital data.

Bachelor of Government Studies (BGS)

BGS has a vision to become a study programme that provides excellent education and research on governance at the national and international levels. This vision is achieved through several missions:

- Developing an educational process to produce graduates who are competitive, have a commitment to solving governance problems, have the intellectual capacity to conduct government analysis and research, and have ability to adapt to changes in politics and government;
- Developing educational institutions that are trusted in developing governance, solving governance problems through research and advocacy, disseminating discourses in the fields of governance, public policy, and political economy;
- Conducting community service that places the community as the centre for change to realize a prosperous and sustainable community governance.

Expected Learning Outcomes of BGS graduates include:

- To be able to lead and manage groups or organisations and be skilled in serving the community through standardized government systems and procedures,
- to be able to map community problems and potentials and then prepare community programmes based on community needs/interests,
- to be able to analyse policy issues and formulate mapping into policy agenda based on scientific principles,
- to be able to speak in public and convince the public regarding government programmes/activities; and be able to use diplomacy in a government project/programme that requires support from other parties,
- to be able and be skilled in making decisions regarding the resolution of public problems based on appropriate data and information using scientific methods,
- to be able to use Information Technology for government administration and public sector management and be able to apply relevant science and technology in the development of the government sector,
- to be able to express ideas for the development of government administration in various appropriate media,
- to be able to analyse national, regional, and global conditions regarding government issues,
- to be able to do big data-based social media analysis to identify public aspirations, public problems to be used for the basis of public policy formulation,

- to be able to provide consultation/advice to government institutions of executive, legislative and judicial as well as political parties in communicating public policies in the era of the digital revolution,
- to be able to provide policy formulation regarding the ideal pattern of relations between civil societies, government, and business/market communities to encourage the realization of good governance.

BGS graduates shall be able to work in various fields related to government, including:
- Government leaders and employees, both at central and regional level (province, district, city, sub-district, urban village, and village). Government employee is not limited to being a leader but also as staff in government institutions, both at central and regional level, who have capacity to provide rational reasoning and innovation in the field of government,
- Leaders and employees of State/Regional Owned Enterprises, who control the governance of semi-government organisations,
- Professional consultant in the field of government who provides public consulting services in the field of governance,
- Researchers, BGS graduates can analyse governance issues through scientific methods and publish their result in scientific forums and journals,
- Motivators in professional social organisations/NGO. BGS graduates can be motivators and facilitators for the surrounding community and conduct community empowerment.

Master of Public Administration (MPA)
The programme has the vision to become a leading research-based study programme in the field of public administration in Southeast Asia in 2025. MPA is committed to producing graduates who have competence, rigorous academic ability, integrity, professionalism, and a scientific attitude. This vision shall be achieved through several missions:
- organising education that produces graduates who have the ability, skills, and expertise in public administration,
- conducting research that leads to publications in the field of public administration, and
- organising community service as an effort to apply and develop science to improve the quality of people's lives.

In formulating the Expected Learning Outcomes, MPA synergizes with scientific associations (such as the Indonesian Association of Public Administration) and formulates several learning outcomes, namely:
- To be able to master the theory of administration and administrative reform, organisation, public governance, public policy, and public management,
- to be able to master methods and instruments from the perspective of public governance,
- to be able to develop (reconstruct) models, strategies, or innovations in the field of public governance with various approaches including legal, managerial, and/or political approaches, at all levels of government,
- to be able to formulate alternative public policies based on the principles of good governance using various methods, including scenario planning or dynamic systems,
- to be able to formulate a strategic plan for the implementation of a short-term public policy (in the form of programs, activities, and action plans),

- to be able to evaluate information technology-based public policies to determine the outcome and impact of a policy,
- to be able to prepare research plans and carry out research activities independently or in groups in the field of public administration using quantitative, qualitative, or a combination of methods,
- to be able to lead and manage activity in the implementation of public policy.

Graduates of the Master of Public Administration are expected to be able to work in the following fields:
- Middle-level public managers are responsible for the performance of the organisations they lead to create high-performing government organisations. Public Managers must be able to plan, implement and manage public policies according to their competencies.
- Intermediate-level Policy Analyst, who has the duty, responsibility, and authority to conduct policy studies and analysis in government and private institutions. Policy Analysts master the knowledge, skills, and ability of policy analysis including carrying out activities of defining problems, predicting, making suggestions, monitoring, and compiling public policy evaluations based on professional ethics.
- Researchers, whose main task is to conduct research and develop science that aims to find solutions to various problems based on their field of science. Researchers in the field of public administration can conduct research and publications in the field of management and public policy according to scientific principles.

Master of Political Science (MPS)
The vision of MPS states "to become an excellent study programme in the fields of education, research and problem solving on politics and policies at the national and international level accordingly to the advancement in Science and Technology". Meanwhile, the missions of MPS are to
- develop an educational process that produces excellent graduates who have the ability to apply the political theories in order to contribute to the improvement of the nation and state.
- develop science and technology through inter and multidisciplinary research, developing innovation, political management and governance.
- develop community service programme based on the political development and contribution towards the welfare of the state and society.

With this vision and mission, the Master of Political Science programme`s Programme Learning Outcomes (CPL/ELOs) aim to produce qualified graduates who have:
- mastery of the theory and methodology of political science and government,
- mastery of the application of political and government theories in socio-political life and governance,
- the ability to develop through interdisciplinary or multidisciplinary research in the fields of political and governance science,
- the ability to carry out political innovations, governance management innovation and development models for political and governance management to produce good and sustainable political and governance development.

The graduate profile of the Master of Political Science is projected to have the ability to

- develop knowledge in the field of political science or professional practice through research and produce innovative and credible works in policy and politics.
- to solve problems in the field of Political Science through an inter- and multidisciplinary approach.
- to manage research and development that is beneficial to society and science.
- to gain national and international recognition.

With an emphasis on theoretical abilities combined with practical skills, MPS graduates are projected to have more complex management and leadership skills in political and policy design than Bachelor graduates, to support the following qualifications:

- Political Actors are those who are going to work or have worked in socio-political sectors, such as Leaders of Political Parties, Legislative Members, KPU Members, BAWASLU Members.
- Government Actors are those who are going to work or have worked in government bureaucratic sectors, namely as Bureaucrats (both at the central and regional government levels), Legislative Expert Staff.
- Educators in Politics and Public Policy are those who are going to work or have worked as educators or academics in the education and human resource empowerment sectors such as Lecturers, Teachers, NGO programme facilitators, political party trainers.
- Political and Public Policy Researchers are those who are going to work or have worked in the field of socio-political and public policy in the research sector, for example those who work in political survey institutions, Political Journalists.
- Political and Public Policy Analysts at the national and international level are those who are going to work or have worked as analysts with the main task of conducting data analysis in the fields of politics and policy both in the public and private sectors at national and international levels, such as policy analysts in companies, political analysts in political parties.
- Political and public policy think tanks, as well as Political and Public Policy Consultants are those who are going to work or have worked in the field of consulting/consultancy in political sectors, such as election winning, and public policy reform, such as experts in various government organisations, the business sector, and non-government at the local, regional, and international levels.
- Managers or Leaders in professional social organisations/NGOs at national and international levels are those who are going to work or have worked as motivators and facilitators for the surrounding community as an effort to empower, in non-profit institutions both at national and international levels.

Appraisal:

The qualification of the programmes is adequately explained. They give a clear picture of their target groups, of the graduate profiles and of the professional field that they take as the basis for the development of the study programmes. The objectives are defined based on the national qualification framework and allow students to develop their personality and gain academic proficiency.

The panel initially had challenges differentiating between the Bachelor and Master programmes. The differentiation between Bachelor and Master programmes did not stand out clearly, which was mainly due to the course descriptions (see appraisal and recommendation in chapter 3.3). Even in the two Bachelor programmes **Public Administration** and **Government Science**, there did not appear to be a very clear differentiation based on the objectives. During discussions with the programme management and lecturers, the panel learned, that the **Bachelor of Public Administration** provides students with broader knowledge on public administration, while the **Bachelor of Government Science** teaches specialised content through the three specialisations "Governance", "Public Policy" and "Political Economy". Thus, the panel **recommends** specifying the qualification objectives of graduates in line with the content and theoretical foundations of the programmes and thus automatically highlighting the academic difference between Bachelor and Master programmes more clearly.

The panel emphasises positively that the objectives and curricula are regularly reviewed in order to ensure the quality of the training and adapt it to the respective market demands.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.1* Objectives of the study programme (Asterisk Criterion)			X		

1.2 International orientation of the study programme design (Asterisk Criterion)

For all programmes

Undip explains that internationalisation efforts have been initiated since 1991 by working in collaboration with various institutions, including universities, NGOs, government agencies, and companies around the world.[15] The collaborations aim to improve educational programmes, as well as conduct research and professional scientific publications. Internationalisation efforts of Universitas Diponegoro are currently managed under the auspices of the World Class University Programme (WCU programme). WCU programme consists of programmes aiming to improve academic reputation internationally, increase the competitiveness of graduates globally and have excellent competence, increase research results that can be implemented by stakeholders and published internationally, and develop educational programmes internationally.

An important foundation for this effort is the Universitas Diponegoro Strategic Plan Document 2020-2024 which emphasizes "Globalization, Collaboration and Acceleration" as the main pillar for internationalisation. In addition, an important basis for internationalisation is the Rector's Decree No. 1219/UN7.P/HK/2021 on Operational Definitions of Strategic Plan and Key Performance Indicators of Universitas Diponegoro which explain the targets of international students, international publications, joint research, and visiting lectures.

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[15] see self-evaluation report, p. 17.

Internationalisation efforts are also manifested through activities related to SDGs issues taken out centrally under the coordination of the UNDIP SDGs Center.[16]

UNDIP's daily internationalisation activities are managed by the UNDIP International Affairs Office (KUI). KUI has the task of assisting the Vice-Rector for Academic and Student Affairs in collaborative activities with partner universities abroad, including the Student Exchange Programme, both inbound and outbound programmes.

At the level of Faculty of Social and Political Sciences, internationalisation is stated in the FISIP Strategic Plan Document 2020-2024 which explains the strategic objectives of FISIP UNDIP, one of which is, "to produce research-based products that can be utilized, patented, and published through the media and scientific forums in Indonesia and international level." At the faculty level, internationalisation operations are carried out by FISIP's International Office (IO) unit. IO manages programmes for visiting professors, student exchanges, international seminars, summer courses, and annual international conferences. ICISPE, the International Conference on Indonesian Social and Political Inquiries is FISIP's flagship international conference and is held every year.

The student exchange programme has been carried out with foreign universities, such as Vrije University, the Netherlands; Asia University, Taiwan; Sussex University, UK; KU Leuven, Belgium.

FISIP also provides regular funding for lecturers to conduct international joint research which opens opportunities to work in collaboration with foreign researchers. For Summer Courses and Guest Lecture Programmes, the funding comes from Bhurapa University (Thailand), the University of Sydney (Australia), or Carleton University (Canada). Funding is also provided at the faculty and departmental level to provide opportunities for international students to take short-term study at UNDIP, and similarly, UNDIP students could also learn from international guest lecturers.

Bachelor of Public Administration (BPA)

In line with the internationalisation strategy at the university level, BPA formulates its international orientation in the following aspects:

- BPA formulates its international orientation in the curriculum. The BPA curriculum is prepared based on the development of public administration concepts and practices at global and national levels (see more information in chapter 3.4).
- BPA's international outlook is also developed through the experience of lecturers in conducting research collaborations, obtaining scholarship to advanced studies (Master and Doctoral degree abroad), and obtaining scholarship to take short courses in reputable educational institutions at the international level (see also chapter 3.4).
- Cooperation between international academics and BPA continues to be conducted by regularly inviting competent guest speakers from foreign universities to enrich Public Administration studies for lecturers and students. This routine activity is carried out through summer courses and guest lectures.

In the field of teaching, BPA builds cooperation with partner universities abroad through student exchange programmes such as with Asia University (Taiwan).

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[16] The operation of UNDIP's SDGs Centre is authorized through Circular Letter No. 3/UN7.P/SE/2020 on the Implementation of SDGs in Universitas Diponegoro.

Since 2020, the study programme has opened an international programme (IUP)[17] and accepts foreign students. IUP is one of BPA's efforts to integrate the international context into the public administration education system in Indonesia. IUP students are required to be involved in international exposure activities for one to two semesters through exchange programmes with partner universities abroad. BPA also provides opportunities for students to participate in student exchange/summer programmes, such as the Summer School Programme at the University of Nottingham and the Indonesian International Student Mobility Awards (IISMA). To develop the ability of graduates to work in international public institutions, BPA encourages students, especially IUP students to take part in internship programme activities at international institutions.

Bachelor of Government Studies (BGS)
BGS has opened the International Undergraduate Programme (IUP) since 2020. This programme organises learning activities in English for local as well as foreign students to learn about government and politics in Indonesian context. In this programme, students are also given the opportunity to study abroad for one to two semesters to get international exposure through exchange studies with partner universities such as student exchange to Turkey, the Netherlands and South Korea.

BGS also conducts summer course opened for students from Southeast Asian universities inviting various speakers from various countries such as Canada, Amsterdam, Japan, Australia, and France. BGS also invites visiting Professors from different parts of the world such as from Carleton University (Canada), University of Amsterdam (the Netherlands), and Kyoto University (Japan).

Furthermore, BGS also plays an active role to conduct annual International Conference such as: annual conference on alter politic in Southeast Asia (ALTER SEA) in collaboration with the Southeast Asian Study Centre in Paris, France as well as the Centre for Southeast Asian Studies in Venice, Italy, and other prominent institutions in Southeast Asia in 2021 and 2022, as well as annual conference conducted independently from 2017 to 2022.

In addition, BGS lecturers are qualified both in teaching and conducting research in an international environment (International Joint Research). BGS lecturers acquire English skills and have national and international certifications. Most BGS academics are also involved in international research collaborations with colleagues from the United States, Netherlands, France, Italy, Australia, Japan, Malaysia, and Singapore, Philippines, or Thailand.

Master of Public Administration (MPA)
The Master of Public Administration (MPA) is committed to creating an academic environment with global competitiveness that includes human resources, curriculum, and international cooperation. Through this commitment, it is expected that the competitiveness of universities can be increased at the international level and the achievement of SDGs (Sustainable Development Goals) in improving global welfare can be accelerated.

MPA also emphasizes its international outlook in its curriculum. Some courses require students to refer to international contexts, such as Comparative Administration and Public Policy courses. MPA has also to comply with The Strategic Plan of Universitas Diponegoro which requires MPA students to conduct international publications and presentations. MPA also

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[17] International Undergraduate Programme (IUP): In the international programme lectures are held in English as the language of instruction and it is compulsory for students to gain international experience in their studies.

organises international-oriented academic activities by inviting experts from abroad, such as the public lecture "Policies Evaluation on Food Security and Tourism in the Covid 19 Pandemic Era in Thailand, Indonesia, and Cambodia" which invites lecturers from the Royal University of Phnom Penh Cambodia, Bhurapa University Thailand, and Universitas Jenderal Soedirman. Joint research activities conducted by the MPA programme are in the form of research collaborations with lecturers from abroad, such as Vietnam, Thailand, and Malaysia.

MPA held the Public Administration Summer Course "Public Governance of The Creative Economy: Post Pandemic Covid Reconstruction" in 2021. This programme aims to improve the quality of lectures, add international insight for lecturers and students, and open opportunities for MPA to collaborate in the fields of teaching, research, publications, and others. The MPA programme organises visiting lecturers by inviting guest lecturers from foreign universities, national universities, and government institutions. The activities aimed to improve transfer of knowledge for lecturers.

MPA also provides various learning materials as well as encouragement for students to participate in international academic activities such as academic writing courses and presentations at international seminars. These activities are aimed to improve the ability of students to practice their knowledge not only at the national level but also at the global level.

Master of Political Science (MPS)
Since its inception, MPS has been committed to strengthening its international credibility through actions in the areas of human resources, curriculum and international cooperation. These internationalisation efforts are in line with the university's internationalisation vision to strengthen the university's global reputation and lead the way in achieving the SDGs (Sustainable Development Goals) to increase global welfare.
From the aspect of strengthening human resources and curriculum, since its establishment, MPS has actively collaborated with various overseas campuses, one of which is by sending lecturers to conduct study visits to Arizona State University (USA). This was part of the MPS curriculum benchmarking effort in 2004 and 2005. The results of this benchmarking are used as the basis by designing curriculum adapting to the development of socio-political phenomena globally, through the provision of courses with an international perspective, such as International Politics of Development and Humanity, Digital Politics in Southeast Asia, and Politics of Conflict and Peace, as well as courses containing SDGs, such as Spatial Politics, Environment and Natural Resources and Politics Gender Policy.

Appraisal:

The panel considers the international orientation to be satisfactory. The four study programmes mainly address problems and needs of Indonesian job market and especially the Master programmes **Master of Public Administration** and **Master of Political Science** aim to educate primarily for the Indonesian market. The panel acknowledges that the internationalisation process of the programmes is still in its infancy, for which the University has already implemented several measures. In particular, the IUP programmes in the Bachelor of **Government Science** and **Bachelor of Public Administration** are a good opportunity for students to gain an international outlook. The faculty has its own international office and, at faculty level, workshops with international colleagues are also offered for all programmes and

lecturers are supported in completing their PhD in the international higher education area, so that important initial steps are taken to increase the international outlook of the programmes.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.2* International orientation of the study programme design (Asterisk Criterion)			X		

1.3 Positioning of the study programme

Bachelor of Public Administration (BPA)

Positioning of the study program in the educational market
According to the University, the main competitors of BPA are Public Administration programmes at other state universities in Indonesia, especially Universitas Indonesia (Jakarta), Universitas Gadjah Mada (Yogyakarta), and Universitas Airlangga (East Java).[18] However, Undip explains that BPA has a historical advantage as one of the oldest BPA programmes in Indonesia.[19] Therefore, according to the University, BPA has become one of the important institutions in the study of public administration in Indonesia and has the potential to be part of Public Administration studies at the global level. BPA's strategic position in the higher education market is therefore shown, among other things, by the large interest of applicants in the BPA programme. Also, since the college accreditation process has been carried out, BPA has always received an A accreditation from BAN PT (National Accreditation Board for Higher Education). The excellent accreditation status makes BPA Universitas Diponegoro graduates have a comparative advantage compared to other BPA programmes.

BPA's efforts in developing its strategic position in the educational market are also shown in the BPA curriculum. In 2020, BPA revised the curriculum by considering the orientation of the national education policy, input from the alumni network, and input from scientific associations. As such, BPA Universitas Diponegoro integrates the digitalisation aspects into courses such as the Internet of Things, Digital Governance, Management Information Systems, Research Methodology, and Decision Making. The combination of agile bureaucracy and digitalisation is expected to be a comparative advantage of BPA graduates and shall shape the character of BPA students as competent public administrators.

Positioning of the study program on the job market for graduates (Employability)
During the study, BPA systematically provides students with basic competency certification programmes such as the Basics of Personnel Analyst certification by the State Personnel Agency of the Republic of Indonesia, Service Excellent Training for Students, Human Resource Supervisor Training for Students, and Entrepreneurship Scheme Competency Test Certification. This certification is an effort of BPA to strengthen the competitiveness of BPA students compared to public administration students at other universities.

The results of the 2021 BPA alumni tracer study show that BPA graduates get a job within six months, and work according to their competencies. After graduating, BPA alumni usually

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[18] see self-evaluation report, p. 22.
[19] see self-evaluation report, p. 22.

occupy positions as junior government officials in policy analysis units or human resources units in various ministries as well as local government institutions. For example, some BPA graduates work in the Coordinating Ministry for Economic Affairs, Ministry of Public Works, Semarang City Government, and Central Java Provincial Government. BPA graduates also work in the higher education sector as junior lecturers at several universities (Universitas Tidar in Central Java, Universitas Andalas in West Sumatra): In the non-government public sector, BPA graduates work as policy analysts and researchers/consultants at think tanks such as the Centre for Strategic and International Studies (CSIS) and local NGOs such as PATTIRO Kota Semarang.

Positioning of the study program within the HEI's overall strategic concept

Historically, BPA is one of the study programmes that has been established since UNDIP was founded. The establishment of BPA is part of UNDIP's history to respond to the need for public administrators who can manage bureaucracy in Indonesia during the post-independence period. In line with the purpose of its establishment, BPA has consistently become one of the study programmes preferred by prospective students and obtained trust from employers in the field of public administration.[20] Broader flexibility and cooperation opportunities for BPA students are in line with UNDIP's vision to become a world-class university in education, research, and community service.

All of BPA's academic activities are in line with the Universitas Diponegoro Strategic Plan Document 2020-2024 which emphasizes "Globalization, Collaboration and Acceleration" as the main pillars for internationalisation, accompanied by the FISIP Strategic Plan Document 2020-2024 which explains the strategic objectives of FISIP UNDIP, one of which is "to produce research-based works that can be utilized, patented, published through the media and scientific forums at national and international levels." The operation of BPA is aimed to achieve key indicators as mandated by the Rector's Decree No. 1219/UN7.P/HK/2021 on Operational Definitions of Strategic Plan and Key Performance Indicators of Universitas Diponegoro and Circular Letter No. 33/UN7.P/ SE/2020 on SDGs Implementation in Universitas Diponegoro.

Bachelor of Government Studies (BGS)

Positioning of the study program in the educational market

The main competitors of BGS are the official schools of the Ministry of Home Affairs, namely the Institute Government for Home Affairs (IPDN), Universitas Gadjah Mada (UGM), Universitas Padjadjaran (Unpad), Universitas Brawijaya, and Universitas Hasanuddin.[21] However, Undip explains that compared to these universities, BGS has an advantage because of its position in the second oldest campus after Universitas Gadjah Mada. Being an old institution, it already has a lot of alumni who have spread across various institutions all over Indonesia.

In terms of curriculum, BGS has a concentration on governance included in village governance courses. This course is taught by lecturers who are experts not only in theories but also in practices. Among government practitioners, BGS is often trusted to organise the selection of village officials from village governments in districts/cities of Central Java for at least the last five years. Furthermore, BGS also has a distinction in the research and analysis of social media and digital government, such as: research on cyber troops and public opinion manipulation in Southeast Asia in collaboration with Royal Netherlands Institute of Southeast Asia and Caribbean Studies (KITLV) Leiden, and the University of Amsterdam, the Netherlands.

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[20] see self-evaluation report, p. 22.
[21] see self-evaluation report, p. 23.

Positioning of the study program on the job market for graduates (Employability)

The edge obtained by BGS in strengthening the competitiveness of its graduates in the job market can be seen from the results of the graduate tracer study. Tracer study data in 2021 showed that 79 % of BGS graduates in 2020 were absorbed into the world of work in line with their field of study with a waiting period of less than six months from graduation. For a long time, BGS alumni have been known to have excellent competence so that they are able to occupy various important positions in various high state institutions such as the chairman of the State Administration Agency (LAN), the chairman of the General Election Supervisory Agency (BAWASLU), the chairman of the General Election Commission of Central Java Province and Regent of Tegal. Graduates who take part in the academic world also become the Rector of Universitas Lumajang, senior researchers in Indonesian research institutes, lecturers at various universities, both public and private. In addition, the alumni also work in various non-governmental institutions at the national level such as Institute for Economic and Social Research, Education, and Information (LP3ES), International Republican Institute (IRI) and the Asian Development Bank (ADB).

Positioning of the study program within the HEI's overall strategic concept

The establishment of BGS was initially aimed to meet the needs of qualified civil servants at all levels of government. However, in its development, BGS graduates do not only meet the demands from government apparatus, but they are also expected to become academics, researchers, and agents of civil society organisations at national and international level. The objective of BGS is in line with the educational objective of Universitas Diponegoro, which is to produce graduates who have a complete profile, national and international excellence, and ability to contribute to the development of science, technology, arts, culture, and sports.

All BGS academic activities, both teaching and research, have been conducted in line with the University's long-term programme to support the Sustainable Development Goals (SDGs), for example in the form of summer school that promote justice, peace and strong institutions as represented in SDG number 16. In this regard, the summer school encourages the strengthening of digital resilience and democracy in Indonesia and Southeast Asia. Furthermore, BGS' research on cyber troops and public opinion manipulation aims to promote resilience regarding digital democracy.

Master of Public Administration (MPA)

Positioning of the study program in the educational market

Based on data from the Higher Education Directorate, there are six Masters of Public Administration study programmes which received A Accreditation in Indonesia. These MPA programmes are seen as competitors of Undip`s programme.

According to the University, MPA of Universitas Diponegoro has the following advantages[22]:

- MPA UNDIP organises programmes that refer to the guidelines made by the Indonesian Association of Public Administration (IAPA).
- To attract foreign students, the MPA programme provides DIMAS (Diponegoro Master Scholarship) scholarships for foreign students.
- The MPA of Universitas Diponegoro is in the top position at the Central Java level.
- MPA lecturers are experienced as resource persons and consultants at local, national, and international levels.

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[22] see self-evaluation report, p. 25.

- Students can take advantage of various facilities and infrastructure owned by Universitas Diponegoro, for example, a specially subscribed e-library and a lecture system that utilizes modern information technology (hyperlink SSO, online lecture).
- The MPA programme is located in Semarang, the capital city of Central Java Province, so it has a strategic position and easy access to various facilities.

Positioning of the study programme on the job market for graduates (Employability)
The external factors to open the programme were the needs of various groups (executives and legislatures, state-owned enterprises, educational institutions, private NGOs, military/police institutions, and the public) to increase their capacity and ability in the field of public administration. To respond to the market demand, the MPA study programme was established in 2001.

The University describes that the programme is relevant for public administration markets due to the two concentrations public policy and public management.[23] The programme offered by the MPA shall produce public managers who have an innovative understanding of public sector human resource management, public service management, and bureaucratic sector governance so that they can provide optimal services for the community. MPA graduates could work in public, private, and social institutions as shown in MPA's alumni tracer study. The MPA programme is therefore expected to produce graduates who are in great demand, especially in public institutions.

Positioning of the study programme within the HEI's overall strategic concept
The programme develops its positioning based on Universitas Diponegoro's strategic planning. This effort is carried out by conducting curriculum adjustment and large-scale student admission both nationally and internationally. Undip explains that the reason for establishing an MPA programme is to achieve the goals of Universitas Diponegoro as an excellent research university, hence the need to establish a master's programme in public administration as a centre of excellence for research in public administration.

Master of Political Science (MPS)

Positioning of the study program in the educational market
According to Undip, the Master of Political Science is one of the leading study programmes in Political Science.[24] The main competitors for the Master in political science in Indonesia are the Master in political science and Government of Universitas Gadjah Mada (UGM) and Master in political science of Universitas Indonesia (UI). Among these competitors, MPS has advantages in terms of the offered concentrations, which include Public Policy Politics and Digital Politics. According to Undip, these topics are not well-highlighted in the competing Master programmes as they tend to focus on decentralized politics or political theory and comparative politics.[25]

In this regard, since its establishment in 2004, MPS has made various adjustments to the development of the world of education in political science both at the national and global levels. The most recent adjustment is the division of concentration into three concentrations; (1) Public

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[23] see self-evaluation report, p. 25.
[24] see self-evaluation report, p. 26.
[25] see self-evaluation report, p. 26.

Policy Politics; (2) Digital Politics; (3) Election Governance, which is based on the consideration of the concrete needs of Human Resources in the political field. This concentration division is to respond to the general trend of the MPS programmes in Indonesia, which tend to be oriented towards political theory, as mentioned earlier, but overlook digitalisation of socio-political phenomenon, so that it becomes difficult to bring market needs closer to the implementation of higher education at the Master level.[26] The adoption of the three concentrations is supposed to capture the overlooked opportunity.

<u>Positioning of the study program on the job market for graduates (Employability)</u>
As highlighted earlier, responding to the demand of the job market, the MPS Study divided the concentration of the programme into three concentrations, to enable graduates to compete in the labour market. The result can be seen in various job recruitment and MPS's tracer study. For example, MPS graduates are top of the list when it comes to the recruitment of employees with special functions in the field of planning analysis in the Semarang city government.[27] Likewise, in the recruitment at the General Election Supervisory Agency (BAWASLU) and the General Election Commission of the Republic of Indonesia (KPU-RI), MPS graduates are able to dominate the composition of employees.[28]

In addition, Undip explains that MPS teaches politicians to be more innovative, by applying a more systematic and measurable academic approach. This is supported by those involved in government and electoral management, who agree that the MPS provides students with skills to become managers of electoral and governmental institutions.[29] Besides, there are also consultants and NGO activists, who have strategic positions in companies/institutions. The skills provided by the programme are considered capable of providing skills for students who want to engage in the world of consultancy and advocacy. As a result, various institutions welcome MPS graduates to meet the needs of human resources in politics and policies they need.[30]

<u>Positioning of the study programme within the HEI's overall strategic concept</u>
Universitas Diponegoro has a mission to become a university with international reputation, which is based on three pillars, namely Globalization, Collaboration and Acceleration. Strengthening the internationalisation of the MPS programme is an important part of the University's strategic idea to strengthen its reputation globally. Curriculum adjustments along with the large-scale student admission, which is not only across provinces on a national scale, but also regionally (ASEAN) and globally, as well as strengthening institutional networks with various institutions at national and international levels, through the involvement of students and lecturers in various joint research programmes, are seen as evidence of the study programme's positioning which is important in the University's overall strategic plan.

Appraisal:

The panel finds the reasons for the positioning of each study programme on the educational market to be convincing. For example, the admission rates for the two Bachelor's programmes

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[26] see self-evaluation report, p. 26.
[27] see self-evaluation report, p. 27.
[28] see self-evaluation report, p. 27.
[29] see self-evaluation report, p. 27.
[30] see self-evaluation report, p. 27.

are also very high and show therefore a high demand (see statistical data in chapter 0). However, with regard to the internationalisation goals of the University, the panel would like to point out that from an international perspective it might be more difficult to grasp what exactly a graduate profile such as "social activist" might mean if one is not familiar with the national Indonesian context. If the programmes want to open up to international students, it could be useful to make the profiles and terms used more accessible and easier to understand in an international context.

The panel also noted that the programmes in particular want to strengthen the position for their local governments. In terms of brand marketing, it could also be advisable to work out the unique selling points of the study programmes even more strongly, which would enable Undip to differentiate themselves from other programmes in the country.

The current and future needs of the job market are accurately grasped by each study programme and the trace studies show that there is a high employability rate. This is also supported by the strong teaching of employability skills (see appraisal in chapter 3.6).

With respect to Undip's mission and vision, all four study programmes express their aligned objectives. Their qualification goals also show a clear connection to the University's strategic planning.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.3	**Positioning of the study programme**					
1.3.1	Positioning of the study programme in the educational market			X		
1.3.2	Positioning of the study programme on the job market for graduates ("Employability")			X		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			X		

2. Admission

The Central Government through the Ministry of Education and Culture provides guidelines regarding the pattern of new student admission for Bachelor programmes that must be carried out by State Universities in Indonesia. This is stated in the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 6 of 2020.

Bachelor programmes

Undip is a state university, therefore the selection process follows schemes whereby prospective students participate in national level tests which will determine their placement in one of the many state universities in Indonesia. The SNMPTN and SBMPTN is done by the National Institution for University Admission, which is under supervision of the Ministry for Educational and Cultural Affairs. The Individual selection is managed by Undip itself.

The admission requirements for Bachelor programmes are:
1. Pass the National Examination (SMA/MA/SMK/MAK).
2. Be graduates of Senior High School (*Sekolah Menengah Atas*) in majoring in science and technology, as well as social sciences. Prospective students may also be graduates of Vocational Schools, Religious Based Schools (*Madrasah aliyah kejuruan*/MAK).
3. Applicants must have Computer Based Writing Examination called UTBK.
4. Applicants can choose three Bachelor programmes in three different universities.

For the International Undergraduate Programme (IUP), a track which uses English as the language of instruction, the goal is to produce graduates who are globally competitive. Interested candidates can register via the UNDIP website. The admission requirements for the IPU are:
- Having an Indonesian high school certificate or equivalent, A-level qualification, or an IB qualification[31],
- Taking the Diponegoro English Test (DET) during the entrance exam or a score of around 500 in the TOEFL test,
- Taking the Diponegoro Scholastic Test (DMST).
- Taking a *Written Academic Potential* (TPA)
- Interview in English

Selection Procedure

The relevant New Student Selection Paths of the Bachelor programme of Universitas Diponegoro include:
- National Selection to Enter State Universities (SNMPTN). This selection path is implemented nationally by the Higher Education Entrance Test Institute (HEETI/LTMPT) based on the provisions regulated by the Minister. The Selection is made based on the academic achievements and/or portfolios of prospective students.
- Joint Entrance Selection of State Universities (SBMPTN). The SBMPTN path is carried out by the Higher Education Entrance Test Institute (HEETI) nationally based on the

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[31] The International Baccalaureate Diploma (IB Diploma) is a school-leaving qualification awarded by the Geneva-based private International Baccalaureate Organisation (IB Organisation). The IB Diploma is a general education school-leaving qualification and comprises a two-year Diploma Programme.

provisions stipulated by the Minister and the Computer-Based Examination test scores. (CBE).

- Admission scheme for applicants with outstanding non-academic achievements (Selection for Excellent Students with Achievement/SBUB) is the new student admission or selection based on non-academic portfolios/talent achievements possessed by prospective applicants. Talent selection aims to develop the participants' abilities by providing them assistance in talent training and providing access to join national and international competitions.
- International Undergraduate Programme Selection is designed as a special class with English as a means of communication in all activities on campus. Test materials include written exams (TPA and English) and interviews. IUP selection is intended for prospective international and national students.
- Independent Examination (UM) for Undergraduate Programme is one of the UNDIP selection path for the Bachelor level where the assessment is based on report cards and CBT exams organised by UNDIP.

For Master programmes
The requirements to apply into the Master programme are as follows:

- Graduates with a Bachelor degree (S1)
- Minimum GPA of 2.75 from accredited higher education institutions
- Degree Certificate and transcripts
- Academic recommendation from two people (the undergraduate, a four-year Diploma/direct supervisor with min. Master qualifications) (format provided)
- Statement of ability to complete the study (format provided)[32]
- Certificate of payment guarantee for the tuition fees (stamped 6000) (format provided)
- Permit letter from the agencies (for those who are already working) (format provided)
- Projections/general description of the thesis research that will be taken

The programme admission allows graduates from all fields of study.

At the Master level, UNDIP offers the Independent Selection (UM). The assessment is based on the Academic Potential Tests, English test, and study substance test (interview or written). For the interview session, lecturers take part and evaluate the candidates. The results are discussed by the rector, vice-rectors, the quality assurance team and the Dean.

International Admission:
- The *Diponegoro Master Scholarship* (DISS) is a special admission selection for prospective international students who are awarded scholarships from UNDIP. The selection is based on the academic portfolio and the TOEFL score. The target group are prospective students from various countries, especially those from developing countries in Asia.
- The *Diponegoro Exchange Experience Programme* (DEEP) is designed to accommodate international students from both partner and non-partner Higher Education Institutions/Universities around the globe to study one semester at UNDIP.

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[32] Will also be part of the interview, applicant must show mental, physical, and financial capability to pursue studies at Undip (can be seen as a basic formal requirement that should not be a hinderance)

For all programmes

Counselling for Prospective Students
Universitas Diponegoro provides counselling for prospective students to ask specific questions such as about personal aptitude and career perspectives. Private discussion between applicants and Undip are provided during designated working hours, either by phone or by email.

Applicants can directly contact Student Counselling Services or helpdesks via WhatsApp (WA+628112883688), or online chat (Visit Hallo Undip). The consultation hours are available during business hours (08.00 to 14.00). In addition, the email address lp2mp@live.undip.ac.id can be used by the applicant for consultation.

The process of new student admission can be accessed through the UNDIP website. The available information gives brief information about the type of admission paths, applicant requirements, and registration procedures, which can be accessed by clicking on the menu provided. Information about the time, cost, and type of tests for each admission path is also publicly available.

UNDIP through LP2MP routinely participates in invitations from high schools or organisers of education exhibitions or expositions. UNDIP provides information to prospective students at various educational exhibitions. The frequently asked questions are generally about scholarships, job prospects, administrative and technical requirements of selection tests. Every year, Undip receives at least 30 visits from high schools across Indonesia. During the pandemic, excursions and exhibitions were conducted online. The promotion of Undip in the JCC (before the pandemic) attracted at least ten thousand participants who wanted to consult about study programmes, both undergraduate and postgraduate programmes.

In general, prospective students prefer WhatsApp for consultation. For an effective registration process, the applicants must have complete documents according to the chosen programme, such as diploma or certificate, report card, ID card, or family card (KK).[33]

Ensuring Foreign Language Proficiency
Applicants must be qualified to be admitted as UNDIP students and must be proven by an English proficiency test. For Bachelor students, the written test in English is oriented toward understanding the text. UNDIP requires that Bachelor graduates achieve a TOEFL score of at least 400 after graduation. For IUP students, English language skills can be monitored through specific English tests conducted by UNDIP and an English interview. The students need to prove a TOEFL score of around 500.

For Master programmes, TOEFL scores must be above 450 (for the regular class). English scores can be obtained on English written tests conducted by the Educational Development and Quality Assurance Institute (EDQAI/LP2MP). At the time of the interview, some study programmes use English to assess the level of understanding of English skills. Foreign students are not required to take the test but to attach a TOEFL certificate with a minimum score of 525 (for the international class). For international students, the committee and the

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[33] Family card indicates social/economic status of applicants (e.g., how many persons living in one house/family, gender, occupation)

study programme verify their administrative documents sent online and can communicate with applicants if clarification is needed. English language skills are needed to read and understand references, lectures, and scientific activities in English. The study programme organises English language training to support and improve English skills.

Transparency
Transparency and documentation of admission procedures and decisions for test exams are specifically organised by UNDIP. In accordance with quality assurance, all new student admissions from within and outside the country are carried out centrally at the University. Technically, all test management is carried out by LP2MP which is an institution at the University level with the task of carrying out all promotions and admission procedures at UNDIP.

The Rector through LP2MP establishes internal committees assigned to prepare and implement the test, as well as manage test results. Data of this result is then submitted to the LP2MP leader for discussion with the University leaders (the Rector and the Vice-Rector) and the Dean to make a decision. To facilitate the implementation and to maintain quality, standard operating procedures (SOP) have been made for all new student admission paths. The test results can only be accessed by the applicants. The decision on whether the applicants are accepted for Bachelor (S1), Master (Master/S2) and Doctoral (S3) programmes can only be accessed individually using the same account as for registration.

Appraisal:

The panel finds the admission requirements to be comprehensibly defined. The national requirements are presented and considered. Undip follows the national selection procedure, but also conducts an own test after the national test to ensure that qualified students are admitted to the study programmes. The procedures are transparent to all stakeholders and tailored to ensure qualification of students.

The admission requirements as well as English training courses ensure that students are able to successfully complete the study programme.

Applicants who have a question regarding personal aptitude or career perspectives can rely on multiple channels to get information, like an online helpdesk. Personal interaction is possible as well.

Overall, the admission procedure is described, documented, and accessible for interested parties. The admission decision is based on transparent criteria and is communicated in writing.

In addition, the admission decision contains detailed information on the results of the admission procedure.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
2.1*	Admission requirements (Asterisk Criterion)			X		
2.2	Counselling for prospective students			X		
2.3*	Selection procedure (if relevant)			X		
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)			X		

3.   Contents, structure and didactical concept of the programme

3.1   Contents

For both Bachelor programmes

Each Bachelor student must take courses consisting of University Mandatory Courses (MKWU) of 17 sks credits (25.37 ECTS credits; eight courses) and Faculty Mandatory Courses (MKWF) of 18 sks credits (26.87 ECTS credits; five courses). MKWU in the first and second semesters emphasize national character building and ethical foundations (i.e., Pancasila, Citizenship, Religious Education), build basic skills in language skills (i.e., Bahasa Indonesia and English), and basic skills in understanding digitalisation (i.e., Internet of Things). MKWF emphasizes basic interdisciplinary knowledge and skills for all students in the Faculty of Social and Political Sciences. MKWF also includes knowledge development for the preparation of a Bachelor thesis.

Bachelor of Public Administration (BPA)

Core courses cover 67 % of the total credits. These core courses contain theoretical and practical developments in public administration studies including internship courses. In the context of the BPA, in the first and second semester, students receive introductory courses such as Introduction to Public Administration, Administrative and Organizational Theory, State Administrative Law, Administrative System of the Unitary Republic of Indonesia (SANKRI) courses, and Statistics. Courses in the third to sixth semesters are core courses to build students' academic and practical abilities. In addition to taking courses, students are required to carry out an internship in the sixth semester.

In addition to core courses, starting from the fifth semester, students can choose elective courses. BPA provides eight elective courses in the fifth semester and six elective courses in the sixth semester. Students are allowed to choose a minimum of 10 sks credits (approximately five elective courses) according to their academic interest. Elective courses are made to facilitate students to deepen the course material according to their interests. For example, students who are interested in deepening Regional Autonomy can choose the Regional Autonomy Issues and Policy course. Students who are interested in public policy issues can choose legal drafting courses.

In seventh to eight semester, students focus on the practice of research competencies. Students can use the results of the seminar proposal in the sixth semester as a draft of the first chapter in their Thesis. With the Seminar Proposal sequence in the sixth semester and Thesis in the seventh to eighth semester, students have sufficient time to sharpen their research designs, carry out data collection, and perform data analysis.

Table 5: Curriculum Structure of Bachelor of Public Administration

First Semester					
No	**Code**	**Courses**	**Credit**	**ECTS**	**Notes**
1	UUW00011-61	Religious education (Islam, Christian, Catholic, Hindu, Buddha, Kong Hu Cu)	2	2.98	Mandatory University
2	UUW00003	Pancasila and Citizenship	3	4.48	Mandatory University
3	UUW00004	Indonesian Language	2	2.98	Mandatory University
4	UUW00006	Internet of Things (IoT)	2	2.98	Mandatory University
5	UUW00005	Sports	1	1.49	Mandatory University
6	UUW00007	English	2	2.98	Mandatory University
7	PSAP6002	Introduction to Social Sciences	3	4.48	Mandatory Faculty
8	PSAP6003	Introduction to Economics	3	4.48	Mandatory Faculty
9	PSAP6301	Introduction to Public Administration	3	4.48	Core Course
	Number of credits for 1st semester		**21**	**31.34**	

Second Semester					
No.	**Code**	**Courses**	**Credit**	**ECTS**	**Notes**
1	PSAP6001	Introduction to Politics	3	4.48	Mandatory Faculty
2	PSAP6004	Principles of Management	3	4.48	Mandatory Faculty
3	PSAP6302	Administrative and Organizational Theory	3	4.48	Core Course
4	PSAP6303	State Administrative Law	3	4.48	Core Course
5	PSAP6304	Administrative System of the Unitary Republic of Indonesia (SANKRI)	3	4.48	Core Course
6	PSAP6305	Statistics	3	4.48	Core Course
7	PSAP6306	Organizational behavior	3	4.48	Core Course
8	UUW00008	Entrepreneurship	2	2.98	Mandatory University
	Number credits for 2nd semester		**23**	**34.33**	

Third Semester					
No.	**Code**	**Courses**	**Credit**	**ECTS**	**Notes**
1	PSAP6307	Leadership	3	4.48	Core Course
2	PSAP6308	Public policy	3	4.48	Core Course
3	PSAP6309	Public Management	3	4.48	Core Course
4	PSAP6310	Social Research Methodology	3	4.48	Core Course
5	PSAP6311	Political Economy of Public Policy	3	4.48	Core Course

No.	Code	Courses	Credit	ECTS	Notes
6	PSAP6312	Comparative Public Administration	3	4.48	Core Course
7	PSAP6313	Policy Process	3	4.48	Core Course
8	PSAP6314	Public Service Management	3	4.48	Core Course
		Number of credits for 3rd semester	**24**	**35.82**	

Fourth Semester

No.	Code	Courses	Credit	ECTS	Notes
1	PSAP6315	Digital Governance	3	4.48	Core Course
2	PSAP6316	Analysis of Public Organizations	3	4.48	Core Course
3	PSAP6317	Public Organization Communication	3	4.48	Core Course
4	PSAP6318	Development Planning	3	4.48	Core Course
5	PSAP6319	Policy Analysis	3	4.48	Core Course
6	PSAP6320	Administrative Reform	3	4.48	Core Course
7	PSAP6321	Environmental Management	3	4.48	Core Course
8	PSAP6322	Networked Governance	3	4.48	Core Course
		Number of credits for 4th semester	**24**	**35.82**	**Core Course**

Fifth Semester

No.	Code	Courses	Credit	ECTS	Notes
1	LSAP6323	Policy Communication and Advocacy	3	4.48	Core Course
2	LSAP6324	Bureaucracy & Public Governance	3	4.48	Core Course
3	LSAP6325	Public Sector Human Resource Management	3	4.48	Core Course
4	LSAP6326	Administrative Research Methodology (MPA)	3	4.48	Core Course
5	LSAP6327	Public Finance	3	4.48	Core Course
		Number of credits for compulsory courses	**15**	**22.39**	**Core Course**
	Elective courses				
1	LSAP6501	Anti-Corruption Education	2	2.98	Elective Course
2	LSAP6502	Legal Drafting	2	2.98	Elective Course
3	LSAP6503	Management information System	2	2.98	Elective Course
4	LSAP6504	Coastal Management	2	2.98	Elective Course
5	LSAP6505	Indonesian Socio-Cultural System (SSBI)	2	2.98	Elective Course
6	LSAP6506	Regional Autonomy Issues and Policies	2	2.98	Elective Course
7	LSAP6507	Urban Management	2	2.98	Elective Course

8	LSAP6508	Conflict Management	2	2.98	Elective Course
	Number credit for elective courses		**8**	**11.94**	**Elective Course**
	Number of credits for 5th semester		**23**	**34.33**	**Core+Elective**

Sixth Semester

No.	Code	Courses	Credit	ECTS	Notes
1	LSAP6328	Public Administration Ethics	3	4.48	Core Course
2	LSAP6329	Decision-making	3	4.48	Core Course
3	LSAP6330	Risk management	3	4.48	Core Course
4	LSAP6331	Internship	3	4.48	Core Course
5	PSAP6332	Research proposal seminar	3	4.48	Core Course
	Number of credits for compulsory courses		**15**	**22.39**	**Core Course**
	Elective courses				
1	LSAP6509	Population Policy	2	2.98	Elective Course
2	LSAP6510	Disaster Management	2	2.98	Elective Course
3	LSAP6511	International Organization	2	2.98	Elective Course
4	LSAP6512	Decentralization and Regional Autonomy	2	2.98	Elective Course
5	LSAP6513	Policy Network	2	2.98	Elective Course
6	LSAP6514	Public Sector Monitoring	2	2.98	Elective Course
	Number of credits for elective courses		**6**	**8.96**	
	Number of credits for 6th semester		**21**	**31.34**	**Core Course + Elective**

Seventh Semester

No.	Code	Courses	Credit	ECTS	Notes
1	UUW00009	Community Service	3	4.48	Mandatory University
	Number of credits for 7th semester		**3**	**4.48**	

Eight Semester

No.	Code	Courses	Credit	ECTS	Notes
1	PSAP6099	Undergraduate Thesis	6	8.96	Mandatory Faculty
	Number of credits for 8th semester		**6**	**8.96**	

Bachelor of Government Studies (BGS)

The three concentrations in the BGS curriculum provide specific knowledge and skills in the field of government. The concentration on Governance provides knowledge about how public affairs are managed by the government, so this concentration focuses on bureaucratic skills in the public sector. The Public Policy concentration provides knowledge about how the policy process is carried out, so this concentration focuses on understanding policy flows and their interactions with various sectors (public, private and civil society). The concentration of Political Economy focuses on knowledge of government practices and public policy as the interaction of power and the economy, so this concentration focuses on critical analysis skills in explaining social and political phenomena.

Table 6: Curriculum Structure of Bachelor of Government Studies

First Semester					
No	Code	Course	Credit	ECTS	Noted
1	UUW00003	Pancasila and Citizenship	3	4.48	Mandatory University
2	UUW00005	Sport	1	1.49	Mandatory University
3	UUW00007	English	2	2.99	Mandatory University
4	UUW00011	Religion Education	2	2.99	Mandatory University
5	PSIP6001	Introduction to Political Science	3	4.48	Mandatory Faculty
6	PSIP6002	Introduction to social science	3	4.48	Mandatory Faculty
7	PSIP6003	Introduction to economic science	3	4.48	Mandatory Faculty
8	PSIP6004	Principles of management	3	4.48	Mandatory Faculty
9	PSIP6005	Introduction to government science	3	4.48	Core Course
		TOTAL Credit	**23**	**34.33**	

Second Semester					
No	Code	Course	Credit	ECTS	Noted
1	PSIP6006	National government	3	4.48	Core Course
3	PSIP6007	Public Sector Policy	3	4.48	Core Course
2	PSIP6008	Law on Governance	3	4.48	Core Course
4	UUW00008	Entrepreneurship	2	2.99	Mandatory University
5	UUW00006	Internet of Things	2	2.99	Mandatory University

No	Code	Course	Credit	ECTS	Noted
6	UUW00004	Indonesian language	2	2.99	Mandatory University
7	PSIP6009	Method on government science	3	4.48	Core Course
8	PSIP6010	Scientific Writing Technique	3	4.48	Core Course
		Selection Course:			
9	PSIP6011	East Asian Studies	3	4.48	Elective Course
		TOTAL	**24**	**35.82**	

Third Semester

No	Code	Course	Credit	ECTS	Noted
1	PSIP6012	Theories on politics and governance	3	4.48	Core Course
2	LSIP6013	Public Sector Service	3	4.48	Core Course
3	LSIP6014	Government communication	3	4.48	Core Course
4	LSIP6015	Governance	3	4.48	Core Course
5	LSIP6016	Local government	3	4.48	Core Course
6	LSIP6017	Bureaucracy	3	4.48	Core Course
7	PSIP6018	Parliamentary Studies	3	4.48	Core Course
		Selection Course:			
8	PSIP6019	European Studies	3	4.48	Elective Course
9	PSIP6020	Religion and politics	3	4.48	Elective Course
		TOTAL	**24**	**35.82**	

Fourth Semester

No	Code	Course	Credit	ECTS	Noted
1	PSIP6021	Planning and Implementing Research	3	4.48	Core Course
2	PSIP6022	Method of quantitative research	3	4.48	Core Course
3	PSIP6023	Village Government	3	4.48	Core Course
4	PSIP6024	Human Resource Management in Public Sector	3	4.48	Core Course
5	PSIP6025	Anti-Corruption Policy	3	4.48	Core Course
6	PSIP6026	Government Leadership	3	4.48	Core Course
7	PSIP6027	Election and Political Party	3	4.48	Core Course
		Selection Course:			
1	PSIP6028	Interpersonal Management	3	4.48	Elective Course

2	PSIP6029	Public Opinion and Polls	3	4.48	Elective Course
		TOTAL	**24**	**35.82**	

Fifth Semester

No	Code	Course	Credit	ECTS	Noted
1	PSIP6030	Government Ethics	3	4.48	Core Course
2	PSIP6031	Governance on public sector finance	3	4.48	Core Course
3	PSIP6032	Political Negotiation	3	4.48	Core Course
4	PSIP6033	Seminar and thesis proposal	3	4.48	Core Course

Specializing in Governance

No	Code	Course	Credit	ECTS	Noted
5	PSIP6034	Government Behavior	3	4.48	Core Course
6	PSIP6035	Management of public policy innovation	3	4.48	Core Course
7	PSIP6036	Urban Politics	3	4.48	Core Course
		TOTAL	21	31.34	

Specializing in Public Policy

No	Code	Course	Credit	ECTS	Noted
5	PSIP6037	Technique of public policy analysis	3	4.48	Core Course
6	PSIP6038	Environmental Politics	3	4.48	Core Course
7	PSIP6039	Participation Studies	3	4.48	Core Course
		TOTAL SMT 5:	21	31.34	

Specializing in Political Economy

No	Code	Course	Credit	ECTS	Noted
5	PSIP6040	Business and Politics	3	4.48	Core Course
6	PSIP6041	Social Movement and Politic	3	4.48	Core Course
7	PSIP6042	Law, Business and Communities	3	4.48	Core Course
		TOTAL SMT 5:	21	31.34	

Sixth Semester

No	Code	Course	Credit	ECTS	Noted
1	PSIP6043	Government Comparative	3	4.48	Core Course
2	LSIP6044	Networking Management	3	4.48	Core Course
3	LSIP6045	Conflict Management	3	4.48	Core Course

No	Code	Course	Credit	ECTS	Noted
4	LSIP6046	Indonesian Political Analysis	3	4.48	Core Course
5	LSIP6047	Internship**	3	4.48	Core Course
6	PSIP6033	Seminar and Thesis Proposal	3	4.48	Core Course

Specializing in Governance

No	Code	Course	Credit	ECTS	Noted
1	LSIP6048	Political Demography	3	4.48	Core Course
2	LSIP6049	Civil Society and Democracy	3	4.48	Core Course
		TOTAL	21	31.34	

Specializing in Public Policy

No	Code	Course	Credit	ECTS	Noted
1	LSIP6050	Community Empowerment	3	4.48	Core Course
2	LSIP6051	Gender in Government	3	4.48	Core Course
		TOTAL	21	31.34	

Specializing in Political Economy

No	Code	Course	Credit	ECTS	Noted
1	LSIP6052	Contemporary Political Issues	3	4.48	Core Course
2	LSIP6053	Media and Democracy	3	4.48	Core Course
		TOTAL	21	31.34	

Seventh Semester

No	Code	Course	credit	Etc	Noted		
1	UUW00009	Community Service	3	4.48	Mandatory University		
		TOTAL	3	4.48		21	31.34

Eight Semester

No	Code	Course	credit	Etc	Noted
1	PSIP6099	Undergraduate Thesis	6	8.96	Mandatory Faculty
		TOTAL	**6**	**8.96**	

For both Master programmes

University and faculty mandatory courses are no longer taught in the Master programmes because in accordance with the competency qualifications of postgraduate students, the existing courses are focused on learning specific competencies.

Master of Public Administration (MPA)

The MPA curriculum offers two concentrations, namely Public Policy and Public Management. The concentration division follows general conceptual streams in public administration in which policy processes must be supported by management. Therefore, these two concentrations need to be facilitated for students to support them in gaining competence in accordance with the KKNI (Indonesian Qualifications Framework). MPA also provides additional skills to achieve graduate qualifications for the students, both in government, private, non-profit institutions, and policy consulting institutions.

In the first semester, MPA offers five compulsory courses, namely three basic courses (Administration and Organization Theory, Political Economy and Development, Administrative Research Methodology) as a basis of knowledge related to basic theories of administration and organisation. Then these courses are continued with Public Policy and Applications as the basis for the concentration of public policy, and Public Sector Management as the basis for the concentration of public management. In the second semester, students deepen their concentration. While in the third and fourth semester, students focus on scientific publications and thesis completion.

The structure of the MPA curriculum is as follows.

Table 7: Curriculum Structure of Master of Public Administration

SEMESTER 1					
NO	**CODE**	**SUBJECT**	**Credit**	**ECTS**	**DESCRIPTION**
1	LSAP8001	Administration and Organization Theory	3	4.48	Core Course
2	LSAP8002	Public Policy and Applications	3	4.48	Core Course
3	LSAP8003	Public Sector Management	3	4.48	Core Course
4	LSAP8004	Political Economy and Development	3	4.48	Core Course
5	PSAP8007	Administrative Research Methodology	3	4.48	Core Course
TOTAL			**15**	**22,4**	

SEMESTER 2					
NO	**CODE**	**SUBJECT**	**Credit**	**ECTS**	**DESCRIPTION**
1	LSAP8005	Public Policy Analysis	3	4.48	Core Course
2	LSAP8006	Article Writing Techniques	3	4.48	Core Course
3	LSAP8008	Proposal Seminar	3	4.48	Core Course
4	PSAP8010	Result Seminar	3	4.48	Core Course

5		Subject of interest (choose 1 course)	3	4.48	Elective Course
Public Management Interest:					
1	LSMP8006	Public Service Management and Innovation	3	4.48	Elective course
2	LSMP8007	Decentralization and Regional Autonomy	3	4.48	Elective course
3	LSMP8008	Public Financial Management	3	4.48	Elective course
4	LSMP8009	Risk Management	3	4.48	Elective course
5	LSMP8010	Strategic Management	3	4.48	Elective course
Public Policy Interest:					
1	LSMP8011	Public Policy Formulation Process	3	4.48	Elective course
2	LSMP8012	Public Policy Implementation and Evaluation	3	4.48	Elective course
3	LSMP8013	Administration and Policy Comparison	3	4.48	Elective course
4	LSMP8014	Legal Drafting	3	4.48	Elective course
TOTAL			**15**	**22.4**	

SEMESTER 3					
NO		**SUBJECT**	**Credit**	**ECTS**	**DESCRIPTION**
1	PSAP8009	Publication	3	4.48	Mandatory Faculty
TOTAL			**9**	**13.43**	

SEMESTER 4					
NO		**SUBJECT**	**Credit**	**ECTS**	**DESCRIPTION**
2	PSAP8020	Thesis	6	8.95	Mandatory Faculty
TOTAL			**6**	**8.95**	

Master of Political Science (MPS)

The MPS curriculum offers three concentrations (specialties), namely Public Policy Politics, Digital Politics, and Election Governance. This concentrations shall prepare to meet the demand for MPS graduates in the labour market, both in government institutions, non-profit, private, research institutions, and policy consulting institutions.

Foundational courses are intended to provide basic knowledge of social science and political science. The concentration course is aimed to deepen specific knowledge and expertise in Public Policy Analysis, Digital Politics, and Election Governance.

Table 8: Curriculum Structure of Master of Political Science

SEMESTER I					
NO	**CODE**	**SUBJECT**	**Credit**	**ECTS**	**DESCRIPTION**
1.	PSPL8001	Introduction to Political Research	3	4.48	Foundation - Mandatory
2.	PSPL8011	Theories of Social and Political Science	3	4.48	Foundation - Mandatory
3.	PSPL8012	Policy Politics and Analysis	3	4.48	Foundation - Mandatory
4.	PSPL8013	Introduction to Digital Politics	3	4.48	Foundation - Mandatory
5.		Elective Course (choose one):	3	4.48	Elective Course
	List of Elective Courses				
1	LSPL8024	Politics of Crises and Disaster Policy			
2	LSPL8025	Politics of Social Policy			
3	LSPL8026	Global Activism and Populism			
4	LSPL8027	Politics of Violence and Peace Building			
5	LSPL8028	Theories of Islam Politics			
6	LSPL8029	International Development and Humanitarianism			
7	LSPL8030	Digital Politics in Southeast Asia			
8	LSPL8031	Politics of Planning and Budgeting in Developing Countries			
		Electoral System and Regulations			
		Total	**15**	**22.4**	

SEMESTER II					
NO	**CODE**	**NAME OF COURSES**	**Credit**	**ECTS**	**DESCRIPTION**
Politics of Public Policy Concentration					
1	PSPL8002	Proposal Writing Seminar	3	4.48	Thesis Related Course
3	PSPL8014	Gender Politics and Policy	3	4.48	Concentration - Mandatory
2	PSPL8015	Politics of Land Use, Environment and Natural Resources	3	4.48	Concentration - Mandatory
4	PSPL8016	Political Parties and Interest Group	3	4.48	Concentration - Mandatory
		TOTAL	**12**	**17.92**	
Digital Politics Concentration					
1	PSPL8002	Proposal Writing Seminar	3	4.48	Thesis Related Course
3	PSPL8017	Digital Democracy	3	4.48	Concentration - Mandatory

2	PSPL8018	Digital Politics Discontents	3	4.48	Concentration - Mandatory
4	PSPL8019	Digital Governance	3	4.48	
		TOTAL	**12**	**17.92**	

Electoral Governance Concentration

1	PSPL8002	Proposal Writing Seminar	3	4.48	Thesis Related Course
3	PSPL8021	Electoral Institutions	3	4.48	Concentration - Mandatory
2	PSPL8022	Electoral Budgeting and Logistics Governance	3	4.48	Concentration - Mandatory
4	PSPL8023	Electoral Malpractices, Ethics and Justice	3	4.48	Concentration - Mandatory
		TOTAL	**12**	**17,92**	

SEMESTER III

NO	CODE	NAME OF COURSES	Credit	ECTS	DESCRIPTION
1	PSPL8003	Fieldwork	2	2.99	Thesis Related Course
2	PSPL8004	Research Findings Seminar	1	1.49	Thesis Related Course
3	PSPL8006	Publication	3	4.48	Thesis Related Course
		TOTAL	**6**	**8.96**	

SEMESTER IV

NO	CODE	NAME OF COURSES	Credit	ECTS	DESCRIPTION
1	PSPL8005	Thesis	6	8.96	Thesis Related Course
		TOTAL	**6**	**8.96**	

For all programmes

Rationale for degree and program name

The study programme titles and degree titles are determined by the Minister of Research, Technology and Higher Education.[34]

In accordance with the Decree of the Director General of Higher Education Number 163/E/KPT/2022 the following degrees are awarded for the study programmes:

- Bachelor of Public Administration graduates are awarded with the S. AP degree (Sarjana Administrasi Publik / Bachelor of Public Administration),

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[34] According to Minister of Research, Technology and Higher Education Number 33 of 2018 on the Naming of Study Programs in Higher Education. Degrees and Procedures for Writing Degrees are in accordance with the Decree of the Director General of Learning and Student Affairs Number 232/B/HK/2019 on the Name of Study Programs at Higher Education which has been amended in the Decree of the Director General of Higher Education, Research, and Technology Number 163/ E/KPT/2022 on the name of the Study Program in the Type of Academic Education and Professional Education.

- Bachelor of Government Studies graduates are awarded with the S. IP degree (Sarjana Ilmu Politik / Bachelor of Political Science),
- Master of Public Administration graduates are awarded with the M. AP degree (Magister Administrasi Publik / Master of Public Administration),
- Master of Political Sciences graduates are awarded with the M.Sos degree (Magister Sosial / Master of Social Studies).

Integration of theory and practice

Integration of theory and practice is implemented and mainstreamed in all study programmes, which is reflected in the learning model that emphasize case-based learning and project-based learning. In the case-based learning and project-based learning models, students are encouraged to take an active role in doing course assignments based on problems that exist in the community.

The integration of theory and practice is also carried out through a routine programme holding guest lectures from public policy practitioners at both national and international levels, such as regional government officials, executives of State-Owned Enterprises, think tanks, and NGOs. Guest lectures from practitioners are designed to bring students closer to practical experience in the public sector.

Bachelor of Public Administration (BPA) and Bachelor of Government Studies (BGS)

At the Bachelor level, an internship is also a compulsory course taken by students for at least one month in public institutions (government and non-government). Students take internship programmes with guidance from supervisors at the internship location and are guided through intensive consultation with supervisors on campus. At the end of the internship, students write an internship report and present the results. The internship report must show the relationship between internship activities and the courses taken at their study programme. The study programmes provide internship guidelines for all students.

Bachelor of Public Administration (BPA)

Each course, including basic courses, are equipped with case studies relevant to the learning topic. For example, for the Introduction to Public Administration course, students are introduced to theoretical debate and real-world cases that illustrate the context of VUCA in public administration and how VUCA underlies a paradigm shift in the study of public administration.

Students are directed to make observations and discuss public and organisational problems. This assignment model improves students' skills to understand the complexity of public administration issues in a practical way. Courses such as public policy processes, public policy analysis, regional development planning, and decision making are some of the courses that emphasize problem solving models.

BPA also facilitates students to take part in competency certification activities. To get a competency certificate, students must attend training led by practitioners and pass a practical test. Certificates of competence owned by BPA students are certifications of human resource management, public service management, and entrepreneurship.

Bachelor of Government Studies (BGS)

Starting from the second semester the composition of courses consists of 50 % theory and 50 % assignments. The assignment provides students the opportunity to work on projects

independently. In the Government Communications course, for example, in the first half of the semester, students receive a theoretical briefing on the principles of effective communication in the era of the digital revolution. After that, students are asked to make a research project and analyse the communication style of politicians in their respective social media accounts. Based on that research, they are asked to analyse whether the political communication style carried out by politicians on social media is in accordance with the principles of effective communication in the era of digital disruption to encourage the realization of quality democracy.

In addition to classroom learning, all students are also provided with practical skills through a series of training such as: training on big data analysis, social media analysis, digital ethnography, quantitative survey, and so on. At the end of the training, students who passed the final test will get a certificate of competence.

Master of Public Administration (MPA)
The study programme aims to produce graduates with strong theoretical and methodological qualifications, and the ability to produce practical applications of theory with an interdisciplinary approach. MPA does not only focus on theoretical aspects, which is indicated by the provision of concentrations that can be chosen by students, namely public management, and public policy. The concentration provides opportunity for students to focus on skills and competencies they need. For example, in the Public Management concentration, the Public Sector Management course provides practical skills in the form of competence to conduct personnel analysis. In the Public Policy concentration, policy analysis courses provide practical skills in the form of policy paper preparation, which is strongly needed in their workplace.

Master of Political Science (MPS)
The programme aims to produce graduates who have theoretical and methodological qualifications, practical application of theory, with an interdisciplinary approach, and political innovation. This is reflected in the composition of the concentrations offered, which include Public Policy Politics, Digital Politics, and Election Governance. The courses that are arranged, especially in the concentration offered, are intended to accommodate the integration of theory with practice, where graduates are expected to have analytical skills in politics and public policy that will bridge practical needs with the formulation of institutional strategies.

By regulation, the Director General of Higher Education has also directed to strengthen project-based learning and case-based learning, which support the integration of theory and practice in the curriculum structure. To strengthen the understanding of the world of policy and political practitioners,

Interdisciplinary thinking

Bachelor of Public Administration (BPA)
The interdisciplinary thinking at the BPA is carried out in several strategies, as follows:
In the first year of study, students must take the Introduction to Social Sciences and Introduction to Political Science courses. These courses help students to understand public administration and policy with the lens of political science, sociology, and anthropology. In addition, students also get an Introduction to Economics which will help them to understand concepts and practices in public administration courses such as courses in public management, state finance, and public policy.

All courses in the BPA programme basically have strong interdisciplinary thinking characteristics. BPA utilizes a variety of approaches in social sciences to explain the practice and theory of public administration. The political economy course in public policy, for example, explicitly combines economic and political approaches to understand the public policy process. Courses with topics of public organisation such as organisational behaviour, public organisational communication, leadership, and analysis of public organisations use sociological, statistical, and psychological approaches to understand the dynamics of public organizations.

Lecturers who teach BPA courses can come from other study programmes that enrich the quality of learning. For example, the political economy course is taught by a team of teachers consisting of one lecturer from the public administration programme and one lecturer from the political science study programme. Public finance courses are taught by one lecturer from public administration and one lecturer from the economic development study programme (faculty of economics).

Bachelor of Government Studies (BGS)
Most of the BGS courses require other disciplines as a theoretical framework to explain the various problems that exist. In the Environmental and Disaster Politics course, for example, students discuss issues such as the increasing cases of floods in various Indonesian cities. It examines, among others: roots of causes of the problem which lies in the poor government policy in city development. The analysis is built through a combination of policy science, economic science, and environmental science.

As another example, the Civil Society and Democracy course discusses the ongoing decline of democracy in Indonesia by combining anthropological approaches and political economy approaches to analyse problems.

Master of Public Administration (MPA)
The interdisciplinary can be seen from the content of compulsory courses that discuss social problems with various disciplinary approaches (economics, politics, law, and sociology). The various elective courses are provided according to the needs of students and the community. Examples of elective courses provided by MPA are Public Financial Management, Risk Management, Administration and Policy Comparison, and Legal drafting. Some courses contain general knowledge, for example Administrative Research Methodology in which students will discuss not only the philosophical foundation of research but also the technical implementation of research design. The Comparative Administration and Policy course also includes topics on the history of government in several countries.

Master of Political Science (MPS)
The division of concentration into Public Policy Politics, Digital Politics and Election Governance reflects the interdisciplinary approach in the study programme. The concentration of Public Policy Politics is a cross-cutting discipline of Political Science, Sociology, Economics, Public Policy, Environmental Studies, Planning and Spatial Studies, Gender Studies, Anthropology and Development. Meanwhile, Digital Politics is a cross-cutting discipline of Political Science, Sociology, Media, Technology, Communication, Management, and Anthropology. Finally, the concentration on Election Governance is cross-cutting for the discipline of Political Science with Election Studies, Law, Management, Administration, and Finance. The interdisciplinary approach enables the qualification of MPS graduates to have

Political Science skills that are applicable in various employment sectors, both in the public, private and non-profit sectors.

<u>Ethical aspects</u>

Bachelor of Public Administration (BPA)
BPA specifically discusses ethical components in Public Administration Ethics, State Administrative Law, and the Unitary State Administration system of the Republic of Indonesia course (known in Bahasa Indonesia as Sistem Administrasi Negara Republik Indonesia). The public administration ethics course provides a basis for students to understand their professional ethics as public administrators within the framework of good governance principles. In the public administration ethics course, students are also introduced to various streams of ethics that regulate personnel behaviour (for example equal opportunity, professionalism, impartiality, and public accountability) and decision-making ethics (for example the principles of democratic participation, equity and justice).
Furthermore, the ethical aspect as a public administrator is also strengthened by the state administration law course which discusses actions, activities, and decisions made and taken by government institutions in Indonesia. In this course, students will discuss the concepts and practices of state administrative law in Indonesia.
Ethical elements are also emphasized in the subject of the Unitary State Administration of the Republic of Indonesia where students will get an explanation and discuss the ethics of public administrators within the framework of Indonesia public administration system and state financial system. Students can also take the anti-corruption education course as elective courses. In this course, students specifically discuss the ethical and legal aspects of corruption.

Bachelor of Government Studies (BGS)
BGS specifically discusses ethics during Government Ethics, Gender and Politics, Government Communication and Environmental Politics. The Government Ethics course introduces the concept of justice which is the goal of governance. Gender equality is another important concept that is not only emphasized in the Government Ethics course, but also in Politics and Gender courses. In the Government Communication course, the concepts of transparency, honesty and engagement are introduced as important elements to create trust in the government.

Master of Public Administration (MPA)
Courses in the Master of Public Administration include ethical content as an effort to build students' character that is in line with scientific disciplines. In detail, every course at MPA contains ethical teaching in relation to public administration study. For example, in the Public Policy Analysis course students discuss topics on ethics as professional policy analysts. MPA believes ethical aspects are important to equip students with public ethics needed in public policy formulation and design.
MPA is also aware of the importance of high ethical standards to improve public service delivery and as the basis for public officials in determining policies. In the concentration of Public Management, the Public Sector Management course emphasizes code of ethics for public servants. These aim to produce MPA graduates that have integrity and enforce high ethical standards, especially in their professional career.

Master of Political Science (MPS)

In each concentration, there are courses that emphasize the importance of ethics, to produce integrated graduates. Within the Public Policy Politics concentration, there is a Gender Politics and Policy course which emphasizes gender equality in politics and policy and Politics of Land Use, Environment and Natural Resources course which emphasizes environmental justice as the spirit of the lecture. In the Digital Politics concentration, the Digital Politics Discontents course discusses ethical aspects and ethics violations in digital politics that students need to pay attention to. Meanwhile, the concentration on Electoral Governance emphasizes ethics, especially on Electoral Malpractices Ethics and Justice.

Methods and scientific practice

Bachelor of Public Administration (BPA)

BPA has four courses (12 sks credits) and one Bachelor thesis (6 sks credits) which specifically aim to improve student research competencies. These four courses include statistics courses (3 sks credits) in the second semester, followed by social research methods (3 sks credits) in the third semester. More specifically, students also take compulsory research methods in public administration (3 sks credits) courses in the fifth semester and research proposal seminars (3 sks credits) in the sixth semester. The culmination of student research competence is demonstrated through the undergraduate thesis courses in seventh and eighth semester. In the statistics course, students will gain knowledge of the basics of statistics (such as data types and their uses) and practice several descriptive statistical techniques (such as techniques for measuring correlation).

After completing the statistics course, students are required to take a social research method course. In the social research methods course, students will gain knowledge about various paradigms and approaches in social science research. This course helps students to know the flow of research logic in two major approaches, quantitative and qualitative. This course also guides students to translate the chosen approach into research designs and research instruments such as questionnaires or simple interview guides. Students are also introduced to simple digital research methods such as a simple systematic literature review or using applications for simple social media research.

Following the completion of the social research method course, students are required to take the research method in the public administration course. This course is a continuation of social research methods that assist students in formulating research problems and phenomena in accordance with the framework of public administration studies. In this course, students will discuss their research interests and relate them to existing public administration studies and research.

Before conducting research for their Bachelor thesis and after completing the public administration research method, students must pass the proposal seminar course. In this course, students construct research designs as the basis for their undergraduate thesis. This course helps students to simplify their final thesis because after passing the seminar course, students already have a relatively clear research design that is ready to be adopted on the thesis.

Bachelor of Government Studies (BGS)

In its curriculum, the study programme requires students to take courses related to research methodologies, such as: Scientific Writing Techniques (PSIP6010) and Government Science Methodology (PSIP6009) which are taken in the second semester, Quantitative Research Methods (PSIP6022) and Planning and Research Practice (PSIP6021) taken in the fourth semester. Through the several compulsory courses above, students are expected to have the ability to plan research projects, conduct field research, acquire research analysis skills, and write down research results. In the fifth semester, students receive guidance to develop research projects independently during undergraduate thesis proposals and research seminars. In the sixth semester, they must defend their thesis proposal. If they pass the defence, students could conduct field research for at least one semester in a thesis course with a study load of 6 sks credits (8.9 ECTS credits.).

Master of Public Administration (MPA)

The MPA's curriculum structure supports the improvement of academic research abilities through the Administrative Research Methods course which is given as a basis for students to conduct independent research and particularly to prepare for writing thesis, which is a mandatory final project. During the thesis, students can implement research design based on the thesis writing guidelines. The results of their research must be published in a national journal (at least rank Sinta 4 nationally) or in international seminar proceedings.[35]

Master of Political Science (MPS)

The structure of the MPS curriculum hones methodological and scientific skills through various methodological courses that include: (i) Introduction to Political Research, as a foundation of knowledge and method skills, (ii) Proposal Writing Seminar, as a continuation to hone proposal writing skills, which include the practice of preparing proposals and draft publications, followed by a proposal seminar examination (iii) Fieldwork, is when students practice data collection, (iv) Research Finding Seminar, is when student present their temporary research results seminars in front of the audience to obtain feedbacks and questions, including provisional findings which are presented in writing or orally through conferences, (v) Theses, is when students practice to write thesis, and finally (vi) Publication, is the culmination of the practice of methods and scientific skills, where students must respond to feedback from external reviewers, in external journals (published outside UNDIP) where they publish.

Examination and final thesis

Bachelor of Public Administration (BPA)

BPA conducts examinations to measure learning achievement in each subject according to University regulation. Exams in each course are carried out in the form of a mid-test and a final test. Some courses also implement short quizzes in face-to-face meetings. The most common examination model for mid-term and final-term tests is the written test model usually carried out for basic courses such as introduction to public administration, statistics, administration theory and public organisations.

For some courses at an advanced level and have analytical learning outcomes, such as a public policy analysis course, the exam is by assigning students to design policy documents.

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[35] These requirements are based on the Rector Regulation Number 5/2020 on Academic Regulations in Education for Postgraduate Program as a condition for taking the thesis exam.

For example: for the midterm exam for the public policy analysis course is assigning students to make a stakeholder mapping based on student observations. The final exam for the policy analysis course is assigning students to produce a policy brief and make a policy brief presentation. Another example is the exam for the development planning course. This course combines theory and practice of development planning. Therefore, the test is conducted by assigning students to prepare documents of regional development plans in accordance with the regional planning regulatory framework in Indonesia. The university mandatory course such as entrepreneurship requires students to produce entrepreneurial activity proposals.

Bachelor of Government Studies (BGS)

BGS conducts an evaluation of students' abilities which are divided into Mid-Semester Examinations and Final Semester Examinations to determine the understanding and competence of students in each subject. The form of the exam is adjusted to the objectives of each course. For example, in the Introduction to Political Science course, the main emphasis is on mastering the theoretical foundations for analysing political and government issues. For this reason, the exam is provided in writing, in the form of an essay in which students are asked to explain the basic concepts of political science to determine their level of understanding. However, in practice-oriented courses such as planning and research practice, students are asked to submit a research proposal as a final assessment.

The proposal for the results of the Research Planning and Practice Course above is then followed by a proposal seminar where students will get further feedback regarding their research plan. After being approved, the proposal will be continued as a final thesis proposal and research practice, the result of which is in the form of a thesis.

For both Bachelor programmes

Students are required to pass the Bachelor thesis exam to be awarded a degree. The thesis examination is carried out in one meeting session where students present their research results in front of three examiners. The examiners will provide questions and feedback for students' undergraduate thesis revision materials. This exam model is chosen because it gives students the opportunity to demonstrate their research capacity. After that, students revise their thesis based on the examination results and then publish it in national journals.

Master of Public Administration (MPA)

The programme's assessment is carried out by emphasizing criteria on case-based assignments and project-based assignments. The assessment proportion is 50 % for assignment, 25 % for Mid Semester Examination, and 25 % for Final Semester Examination. The Mid-Semester Exam has a variety of assessments with the aim to encourage students' critical thinking through written exams, group presentations, policy papers and policy briefs.

Student Final Exams are conducted after students complete Research Findings Seminars, publications, and theses according to the MPA Study Programme SOP guidelines. The results of the MPA programmes report must be published at least in the National Journal Accredited Sinta 4 or international seminar proceedings.

Thesis is used as a final project to explain scientific phenomena comprehensively, formulate hypotheses based on clear theoretical framework, and produce answers to these hypotheses. MPA students are required to write a scientific paper in the form of a thesis. Students are expected to contribute to scientific literature when they write a thesis. As such, MPA students can produce scientific works and present the results before a team of examiners who are

experts in their fields. Process of writing the thesis begins in the fourth semester based on the Postgraduate Academic Guidebook.

Master of Political Science (MPS)
In the first semester, assignments and examinations emphasize the ability to understand political policy analysis tools, digital politics, and the electoral system. Meanwhile, in the second semester, assignments and examinations emphasize the ability to use tools in various areas of policy, digital politics, and election governance. Sample of examination can be seen here. The MPS programme combines project-based and case-based assignments as an assessment component with a proportion of at least 50 %, meanwhile, the Mid-Semester Examination and Final Semester Examination each receive a portion of 25 %. While in first and second semesters, the examination encourages students to show more critical analysis skills, through project and case-based assignments, in the next semester, the examination emphasizes the ability of students to design their own research projects through the preparation of theses and publications.

The work on this thesis begins with a proposal seminar exam, data collection in the field, Research Findings Seminar and Publications. When all these components are met, the student can submit a thesis exam. Research Findings seminar examinations students' ability to expose their research results to audiences outside of campus, either through writing short articles in online/offline media or presentations at national/international seminars. Assessment criteria for Research Finding Seminars, Publications and theses are explained in the SOP of Study Program.

For both Master programmes
The stage of making a thesis follows several steps namely a) Proposal Seminar, as a practice of preparing proposals and draft publications; b) Result seminar, as an examination based on data collection; c) Publication, where students must carry out publication before the thesis examination at least one article in a national journal accredited by Sinta 4 or international seminar proceedings; d) Thesis exam.

Meanwhile, publications examine students' ability to defend their written arguments before the wider scientific community (through interactions with journal editors, reviewers, and journal readers). Finally, the thesis exam is conducted to examine students' abilities in the (i) mastery of the substance, as reflected in the theoretical discussion and depth of analysis presented in the thesis report (ii) mastery of methodology, as reflected in the accuracy of using the methodology to explore data that supports the analysis in thesis writing. The results of the thesis report are also published in the Institutional Repository UNDIP.

Appraisal:

The panel considers that the curricula of the four study programmes in general reflect the qualification objectives of the study programmes and offer balanced contents of the courses. With regard to the programme and degree title, the panel also assesses that these basically correspond to the contents of the curriculum and the programme objectives. Regarding the **Bachelor of Government Science**, however, the panel would like to suggest that the programme title "Political Science" could promote the programme better, and also considers that the programme would also be well integrated into political science through its three

concentrations Governance, Public Policy and Political Economy. However, the panel is aware that the programme titles are determined by the Indonesian Ministry of Education and only wanted to provide this as a suggestion.

The integration of theory and practice is also positively recognised by the panel by the fact that the courses in the study programmes are run jointly with practical and theoretical teachers. This really ensures that theoretical questions are, where possible, explained by means of practical examples.

The nature of the programmes themselves is perceived by the panel as interdisciplinary, with different perspectives on economics or communication being taught and, particularly in the two Master programmes, students also come from different study fields, which reinforces interdisciplinary learning.

Ethical aspects are often discussed in the courses. There are specific courses in each programme dealing with ethical implications in the field. Furthermore, students and lecturers are required to do community work.

Students acquire methodological competences and are enabled to do scientific work on the required level.

All exams are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The exams include a variety of test formats. The final theses are evaluated based on previously published and coherently applied criteria, rules, and procedures. Furthermore, the students prove, especially in their thesis, their ability to do scientific work and the achievement of the study programme's qualification objectives.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.1 Contents					
3.1.1* Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2* Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3* Integration of theory and practice (Asterisk Criterion)			X		
3.1.4 Interdisciplinary thinking			X		
3.1.5 Ethical aspects			X		
3.1.6* Methods and scientific practice (Asterisk Criterion)			X		
3.1.7* Examination and final thesis (Asterisk Criterion)			X		

3.2 Structure

<u>Bachelor of Public Administration (BPA)</u>

Projected study time	8 semesters
Number of Credit Points (CP)	145 sks credits equivalent to 216 ECTS credits
Workload per CP	170 minutes (2.83 hours)
Number of modules/courses	55 course
Time required for processing the final the- sis and awarded CP	6 sks credits = 9 ECTS credits
Number of contact hours	50 minutes per CP or 11.67 hours per semester

<u>Bachelor of Government Studies (BGS)</u>

Projected study time	8 semesters
Number of Credit Points (CP)	146 sks credits equivalent to 217 ECTS credits
Workload per CP	170 minutes (2.83 hours)
Number of modules/courses	60 courses
Time required for processing the final the- sis and awarded CP	6 sks credits = 9 ECTS
Number of contact hours	50 minutes per CP or 11.67 hours per semester

<u>Master of Public Administration (MPA)</u>

Projected study time	4 semesters
Number of Credit Points (CP)	39 sks credits equivalent to 58 ECTS credits
Workload per CP	170 minutes (2.83 hours)
Number of modules/courses	21 courses
Time required for processing the final thesis and awarded CP	6 sks credits = 9 ECTS credits
Number of contact hours	50 minutes per CP or 11.67 hours per semester

Master of Political Science (MPS)

Projected study time	4 semesters
Number of Credit Points (CP)	39 sks credits equivalent to 58 ECTS credits
Workload per CP	170 minutes (2.83 hours)
Number of modules	27 courses
Time required for processing the final thesis and awarded CP	6 sks credits = 9 ECTS credits
Number of contact hours	50 minutes per CP or 11.67 hours per semester

Modular structure of the study programme

Credit (sks) conversion to ECTS credits at Undip is stipulated in Rector Regulation No.3/2022, where one ECTS credit is considered equivalent to 0.67 SKS credits, or one SKS credit = 1.49 ECTS credits. This conversion value is based on Undip's Academic Regulation that one credit consists of three elements, which are: 50 minutes of face-to-face learning, 60 minutes of structured learning, and 60 minutes of independent learning. Therefore, the total study load in one week is 170 minutes for one credit. In one semester, there are 14 weeks of lecture sessions, so the study load of one semester is 170 minutes x 14 weeks = 2380 minutes = 39.66 hours. Credit (sks) conversion to ECTS credits uses the calculation that one ECTS credit equals 26.5 hours.

Study and exam regulations

Bachelor of Public Administration (BPA) and Bachelor of Government Studies (BGS)
The implementation of the exam has been regulated in the Rector's Regulation No. 4 of 2020 which has been amended with Academic Regulation Number 28 of 2020. The regulation stipulates that the examination assessment is done on the aspect of hard skill and soft skill acquired by students, for example with a practical exam model in the form of papers, writing and presentation of policy briefs. Academic regulations are distributed in the form of a Faculty Academic Guidebook published on the faculty website and given to every new student.

In accordance with the Rector's Regulation no. 3 of 2022, graduates receive diploma supplement as an additional recognition document and/or achievement as students according to the field of expertise in their respective disciplines and/or achievement outside the study programmes. Students get a diploma supplement based on their degree (in Indonesian Credit System as well as ECTS) and qualification. The supplement may also include achievements,

awards, certificates of competency, professional certificates produced by students and from institutions and/or organisations who have collaborated with UNDIP.

Students can attend lectures abroad in the form of an exchange programme. For the exchange programme, Universitas Diponegoro has determined the conversion of credit numbers in accordance with the Rector's Regulation number 3 of 2022 and students can get a diploma supplement.

Master of Public Administration (MPA) and Master of Political Science (MPS)
Both Master programmes conduct learning activities and exams based on the Rector's Regulation Number 5 of 2020 and the Rector's Regulation Number 29 of 2020 on Postgraduate Academic Regulations. This regulation was used as the basis for the establishment of the Study Programme Standard Operational Procedures (SOPs) and Faculty SOPs. The same rules in Chapter XIV Article 37 regarding Academic Leave allow students to interrupt their studies to study abroad or for other reasons.

Students get a Supplement Diploma for Graduates based on the Rector Regulation of Universitas Diponegoro Number 3 of 2022.

All study programmes
At the end of each semester, students can see the results of their studies through the Academic Information System. Final grades are given in the form of letters A (80-100), B (70-79), C (60-69). Students with a D grade are considered to fail. To take the exam, students are required to have a minimal attendance of 75 %. There are exceptions for example in the event of illness, childbirth, marriage, and other urgencies.

Interruption of the student's education period can also be done in the form of giving study leave for students. This leave can be given to students who have participated in academic activities for at least two semesters, given for a maximum of two semesters, either sequentially or not.

The University recognizes the study abroad period as a study period. Credit transfers from other HEIs are only recognized if the learning outcomes from the courses at the other HEIs are substantially the same as the learning outcomes from the courses at the HEIs itself.

<u>Feasibility of study workload</u>

For all programmes
To ensure students graduate on time, FISIP's quality assurance team conducts students' workload survey across all study programmes to assess students' workload. The results are discussed with the programme management at study programme as well as at faculty level. The recommendations of the workload survey aim to improve the quality of teaching and learning experience.

Bachelor of Public Administration (BPA) and Bachelor of Government Studies (BGS)
Furthermore, the programmes provide academic advisors to help students to formulate study plans and assist them. The academic advisor monitors the study progress of the students by conducting an Evaluation of Learning Outcomes which is carried out in several stages. The academic advisor coordinates with the learning outcomes evaluation team to evaluate student learning outcomes in each evaluation stage. Stage I is carried out at the end of semester three

if students can collect at least 35 sks credits with a GPA ≥ 2.50. Stage II is carried out at the end of semester seven with the following conditions: able to collect at least 85 sks credits with GPA ≥ 2.75 (two point seven five). Stage III is carried out at the end of the programme given that students can collect and pass all the assigned credits (145 sks credits) and GPA ≥ 2.00. In each evaluation stage, students consult with academic advisors to overcome the problems they face.

The programmes also provide a thesis advisor who helps students discuss their research plan. The undergraduate thesis advisor is selected based on the suitability of the lecturer's competence and student research interests so that students can develop their research capacity through the preparation of an undergraduate thesis. In addition to academic advisors, the faculty also provides a student consultation unit. The unit is created to assist students in navigating academic and non-academic life. All consultation is free of charge and confidential.

Master of Public Administration (MPA) and Master of Political Science (MPS)
The study programmes monitor the lectures and mentoring at all times together with the Quality Assurance Working Group (GPM). To support the student learning process especially at the thesis writing stage, the Faculty of Social and Political Sciences (FISIP) has provided thesis writing guidelines. The programmes also provide one academic advisor and two thesis/publication advisors, so that student workloads can be managed properly. The study programmes and GPM connect students with academic supervisors and thesis supervisors, if there are issues that need to be solved together, such as those related to the responsiveness of supervisors, and vice versa, students.

<u>Equality of opportunity</u>
Undip and the programmes ensure equality of gender, ethnic, racial, and disabled people to gain admission and studying at Undip. Men and women have equal opportunities in the learning process. Undip also provides facilities for the disabled. Under the Rector Regulation No. 24 of 2016 and Number 5/2020 (amended by the Regulation of the Rector of Universitas Diponegoro Number 29 of 2020) on Undip services for students with disabilities a Service Unit for Students with Disabilities has been established. The programme identifies the special educational needs of students including students with disabilities and makes appropriate provisions to meet those needs. Students with disabilities in accordance with the Regulation of the Rector, are guaranteed to be provided with accommodation or special arrangements to ensure all students are able to take the exam with the same requirements. They must also achieve the same academic standards to pass the exam.

Appraisal:

The panel finds the structure of the four study programmes to be suitably implemented. The programme consists of courses and assigns sks credits per course on the basis of the necessary student workload, which is also evaluated.

The course descriptions basically contain all the required information, but the content could be better prepared with regard to the differences between the Bachelor and Master programmes in order to present the didactic concept more accurately (see appraisal and recommendation in chapter 3.3). With regard to the International Undergraduate Programme (IUP) of both Bachelor programmes, however, the panel **recommends** for the **Bachelor of Government**

Science and **Bachelor of Public Administration** that the course descriptions for the International Undergraduate Programmes (IUP) and the regular programmes be listed separately in order to ensure transparency (especially for international students).

There are legally binding study and exam regulations which contain necessary rules and procedures and consider national requirements.

During site visit, students confirmed that their programmes are feasible for them and Undip also tracks the students' workload by recording the actual workload. Students in all programmes are also supported by at least one academic advisor.

The University ensures gender equality (more female than male students and lecturers) and non-discrimination. Students with disabilities are provided with affirmative action concerning time and formal requirements throughout the programme and examinations. There is also a Service Unit for Students with Disabilities. Students in special circumstances are particularly assisted. The University has also formulated a regulation regarding the prevention and handling of sexual violence.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2	Structure					
3.2.1*	Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2*	Study and exam regulations (Asterisk Criterion)			X		
3.2.3*	Feasibility of study workload (Asterisk Criterion)			X		
3.2.4	Equality of opportunity			X		

3.3 Didactical concept

Bachelor of Government Studies (BGS) and Bachelor of Public Administration (BPA)
The didactic method is designed logically based on the curriculum, which is transformed into every course in the classroom, starting from teaching materials, learning methods, and evaluation. In practice, the learning materials provided in each course are obtained from books, journal articles, videos such as films, cases recorded by the media, to the experience of lecturers related to their academic careers. Meanwhile, in terms of methods, there are several methods that are usually used, by prioritizing student centred learning where students are placed as learning centres, while lecturers are as facilitators and stimulators. Some of these learning methods include:
- Lecture, this classical method is used primarily to explain the basic theories related to the course.
- Problem-based Learning, this method relies on student group work to solve problems, find the root of the problem, and to formulate a solution.
- Review and Presentation, this method can be used for individuals or groups, where students are given the task of reviewing books, journal articles, or films, then presenting them in class.

- Guest lecturer sharing, this method is done by bringing in a practitioner who will share their experience based on the profession and exchange ideas with students.
- Debate and Role Play, this method is carried out to improve students' public speaking skills by simulating a role play and debate on a conflicting motion.
- Practice using the analytical toolkit, this method is used to introduce several analytical toolkits such as SPSS, Drone Emprit.
- Mini Research, this method is carried out in groups with mini research assignments on a problem, then presented in class. Mini Research can also be done as an individual task.

As for the assignment, it can be in the form of writing a paper, reviewing a book or film, or producing a short video.

Master of Public Administration (MPA)

The learning method at MPA uses a student-centred learning approach which is manifested in several forms, namely:
- Theory discussion (e.g., related to public policy and public management),
- Discussion on emerging issues of public policy and public management,
- Case study method: using certain situations or cases that can provide students with meaningful and useful learning from a chosen location.
- Group discussion method is a method that allows interaction and exchange of opinions, experiences, and information. This learning method can encourage students to interact, enrich each other's knowledge and experience, and help each other understand different opinions that may arise during the activity.

Master of Political Science (MPS)

The didactic approach allows students to be at the centre of learning (student-centred learning), with lecturers as facilitators and stimulators. Given the peculiarities of political science which requires the elaboration of various perspectives, the breadth of space for discussion, practice, and collaboration is a major part of learning. Therefore, Undip does not separate active, and participatory learning from the learning process. Some of the methods applied are as follows:
- Active learning, where students not only listen to lectures, but also find, process, and discuss information.
- Think-Pair-Share, where students elaborate ideas in pairs, and then share their ideas with the class for discussion.
- Collaborative learning group, where students work on assignments in groups to solve a problem/lecture topic.
- Analysis or reactions to videos, where students do a film review task that discusses a case related to lectures.
- Student debate, where students train to build arguments, present, and defend their position against contestants who have different perspectives.
- Analyse case studies, where students discuss cases given by the lecturer to assess the strengths and weaknesses of the theoretical framework that has been presented, or conversely, find cases to illustrate the working/ not working theory.
- Write and produce newsletter/policy brief/planning brief, where students learn to write their ideas in the media for wider audience consumption.

<u>Course materials</u>

For all programmes
All lecture materials can be accessed by students through the Universitas Diponegoro online lecture system (KULON). References and material designs per semester are explained by the lecturer at the beginning of the lecture to make it easier for students to follow the academic activity.

Bachelor of Public Administration (BPA)
Each course must have a reference book that is used as a reference by students and lecturers. This reference book consists of literature in English and Bahasa Indonesia. For courses that specifically discuss public administration in Indonesia such as the Unitary State Administration System of the Republic of Indonesia, State Administrative Law, and legal drafting, most references are in Bahasa Indonesia-based sources and are supported by English-language reference books. Students have access to reference books through the Universitas Diponegoro Central Library and the Library at FISIP.

In addition to reference books, each course uses journal articles, mass media articles, or videos in the lecture process. Students have access to reputable international journals through online access to the Universitas Diponegoro library. To facilitate student access, all lecture materials can be accessed by students through the Universitas Diponegoro online lecture system (KULON).

Bachelor of Government Studies (BGS)
First, to provide students with conceptual and theoretical foundations, various international journal literatures become one of the main sources. In addition, textbooks containing basic concepts also become supporting literature. Students are asked to critically read the text and discuss it in class. Second, the materials found from social media such as Twitter, Facebook, Instagram and other platforms are useful for giving students the ability to analyse big data, for example in government science methodology courses or government information technology (TIP). Third, the material in the form of case studies can also be another source of learning. For example, the flood case that occurred in Semarang and other big cities became the subject of study and analysis for assignments in environmental politics courses. Fourth, the materials in the form of news in the mainstream media and citizen journalism are also used as other learning materials. This material is useful for example in media and democracy courses, or political analysis to observe political dynamics as represented by the media.

Materials in the form of videos either produced by the lecturers or found on YouTube, Instagram, Twitter, and other social media can also be used as learning materials. These videos are useful, for example, to show examples of government communication practices carried out by politicians or government agencies for later review and analysis. This is very relevant, for example, in government communication courses or public policy.

Master of Public Administration (MPA) and Master of Political Science (MPS)
Lecture materials in the are included in the syllabus and are according to the description of the MPA unit course. Lecturers also provide other materials as supporting material for lectures, such as textbooks, reference books, research reports, journal articles, YouTube documentary videos, seminar activities, government documents, NGO programme reports media coverage,

and other materials that can be obtained by students in class or through the Kulon (Online Lecture) application and Microsoft Teams.

Guest lecturers

Bachelor of Public Administration (BPA)
BPA regularly invites guest lecturers from within and outside the country. Guest lectures can be given in the form of public lectures or in summer courses. The background of guest lectures varies and is tailored to the needs of the course. In general, the visiting lecturer has a background as a practitioner or academic. Practitioners invited by the BPA are usually senior level public officials and come from government or non-governmental institutions. Guest lecturers who come from government institutions include, for example, the Minister of State Apparatus Empowerment and Bureaucratic Reform, members of the central legislature (DPR RI), the Civil Servant Commission of the Republic of Indonesia, the Head of the Indonesian State Administration Institute. Practitioners from the non-government public sector usually come from think tanks such as the Centre for Strategic and International Studies or the Monitoring Committee for the Implementation of Regional Autonomy. Academics who are guest speakers at the BPA programme come from domestic and foreign universities. Guest lectures documentations are here.
Guest lecturers are usually invited according to the needs of the course, such as the need to conduct a systematic literature review in social research methodology courses or needs to have comparative perspective in introduction to public administration courses.

Bachelor of Government Studies (BGS)
The programme regularly invites guest lecturers from various countries. The University takes several things into account when inviting a guest lecturer: the suitability of the curriculum and course syllabus as well as the competence of the guest lecturer. For example, in the Media and Democracy course, Undip invited an influential social expert studying the dynamics of the digital public sphere from Canada. The lecture on the dynamics of digital democracy in Indonesia is then attended by other related class students. Another example, in the research methodology course, an ethnographer from the University of Amsterdam gave an extra lecture on techniques for conducting ethnography.

BGS also participates in "The International Conference on Indonesian Social & Political Inquiries (ICISPE)" which is an annual event organised by the Faculty of Social and Political Sciences, Universitas Diponegoro. This conference was built for the development of multidisciplinary and inclusive science.
During Covid-19 pandemic in 2020 and 2021, BGS also created a series of World Class University webinars that invited international lecturers and professors as keynote speakers. The webinars were broadcasted live on the official YouTube channel of FISIP UNDIP.

Master of Public Administration (MPA)
The programme periodically organises guest lecturer programmes every semester by inviting lecturers from various fields that give special lectures, for example (1) Public Lecture "Transforming Bureaucratic Culture Into Merit System: Comparative Analysis in Indonesia and Malaysia" (2020); (2) "Utilization of System Thinking and Statistical Parabolic in Social Research" (2021); (3) "Village development" (2021); (4) Public Administration Summer Course "Public Governance of The Creative Economy: Post Pandemic Covid Reconstruction" (2021); (5) "Implementing Innovation in Public Organization" in 2021; (6) International Webinar

"Tourism Management in Pandemic Period: International Perspective" (2021); (7) National Webinar "Development of Halal Tourism" (2021); (8) International Webinar & Guest Lecturer Theme "Creating a Government That Works Better and Costs Less" (2021); (9) National Webinar "Big Data and Social Research" (2020); (10) National Webinar "Academic Writing Skill (AWS)" (2020); (11) National Webinar "Policy Brief and Legal Drafting" (2020).

Master of Political Science (MPS)
MSP regularly invites guest lecturers, especially lecturers with well-established methodological expertise, who already have a research reputation at the international level, as well as lecturers who have a very good reputation in the area of practice politics.
MPS invited for example:

- From the Populi Centre: scholar practitioners in political polling and surveys to build knowledge and methodological skills in the practical field.
- From the Indonesian Presidential Studies: scholar as well as practitioner in the field of winning elections to explain the democratic implications of various party systems and elections that are practiced in Indonesia.
- From Universitas Gadjah Mada: a public policy scientist, to provide skills in writing scientific papers in the fields of politics and policy.
- From the University of Wyoming: to discuss the development of populism in the country, in order to deepen knowledge about the common thread of political phenomena in developed and developing countries.

Other guest lecturer priorities are practitioners, both those who work in the bureaucracy, such as ministries, DPR RI, and the non-profit sector, such as: 1) a member of the national parliament, to discuss the intersection of politics, gender, and religion; 2) a member of the Ministry of State-Owned Enterprises, to hone knowledge about the political economy of policy in the practical field.

<u>Lecturing tutors</u>

Bachelor of Public Administration (BPA) and Bachelor of Government Studies (BGS)
BPA and BGS do not have formal lecturing tutors. However, students have an informal study club in the Student Association where senior students help younger semester students to understand the lecture material.

Master of Public Administration (MPA) and Master of Political Science (MPS)
The programmes do not have formal tutoring lectures.

Appraisal:

The variety of teaching methods offered by the programmes are chosen according to the learning outcomes of each course. According to the student-centered learning, they encourage students to take an active role in creating the learning process.

The panel would like to draw the University's attention to the fact that the case-based teaching of the study programmes has a slightly different meaning than what would be understood as cased-based in the international field: The concept in the four study programmes is rather that theory is taught in order to analyse a concrete problem, i.e. to apply the theoretical context and

thus follow the concept of problem solving (i.e. problem-based learning). From the panel's perspective, it is therefore advisable for Undip to be aware of the terminology it uses for its teaching and learning concept, including in an international context.

Fundamentally, the programmes use course materials that suit the intended learning outcomes and correspond to the required qualification level. However, the difference between the Bachelor and Master programmes in particular could be differentiated more clearly on the basis of the course description, for example with regard to the literature used. During the interviews, the panel learned that general literature and handbooks tend to be used in the Bachelor programmes and more specialised literature in the Master programmes. This should also be reflected in the course descriptions and the use of more up-to-date literature should become clear. For example, the course descriptions usually only contain older classics and less new literature from 2020 onwards. In addition, with regard to the internationalisation strategy, consideration can be given directly to using more internationally recognised international journals and reviewing what is currently state of the art internationally, especially in the Master programmes. The panel therefore **recommends** that all study programmes make the difference between Bachelor and Master programmes more transparent in their course descriptions with regard to literature and increasingly integrate more international journals.

Overall, the course materials are also digitally accessible for the students through their LMS system KULON. They are user-friendly and encourage students to engage in further independent studies. For example, the panel also learnt during the interview that lecturers upload their lectures to Spotify so that students can listen to them on the go.

Guest lecturers are regularly invited, their contribution forms an integral part of the study programme's didactical concept. They come from a variety of occupations, which enhances students' chances of employment thanks to the profound insights they gain. For instance, summer courses are actively used every year to welcome guest lecturers.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.3 Didactical concept					
3.3.1* Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2* Course materials (Asterisk Criterion)			X		
3.3.3 Guest lecturers		X			
3.3.4 Lecturing tutors					X

3.4   International outlook

International contents and intercultural aspects

Bachelor of Public Administration (BPA)
The objectives of BPA reflect the study programme's efforts to accommodate the development of public administration concepts and practices at the global level which are increasingly oriented towards coping with volatility, uncertainty, complexity, and ambiguity. The inclusion of agile bureaucracy in the study programme is the result of discussions on the development of

the public administration curriculum with public administration study programmes at partner universities abroad such Shippenburg University, USA, and with scientific public administration associations (Indonesia Association of Public Administration).

International content and intercultural aspects at BPA are also developed through conceptual development, teaching competence, and research to comply with global standards. This is done through the provision of financial schemes for lecturers to conduct research collaborations, further education scholarships, and short course scholarships with reputable educational institutions at the international level. The joint research currently underway is with Thailand's Bhurapa University and the University of Malaya, Sabah. In this activity, students are involved in the data collection process so that they get used to international research collaborations. In addition, lecturers are also required to combine material with national reference books and international reference books. The internationalisation of this material provides case studies and theoretical discussions that are useful for graduate plans to work in the global public sector.

Bachelor of Government Studies (BGS)

Undip explains that the BGS curriculum contains international and intercultural content derived in every existing subject. In this case, there are two groups of courses with international content:

First, compulsory courses, in which the titles do not reflect an international dimension but have an international dimension in their substance and teaching methods. Substantially, each course has a comparative dimension to allow students to learn from other countries, such as in Elections and Political Parties, Government Policy, Governance, Media, and Democracy courses. Case studies in those courses do not only explain the basic concepts, but also use cases from other countries such as Thailand, the Philippines, Malaysia, and Myanmar which generally represent challenges to democracy. In terms of learning methods, BGS invites lecturers from other countries to share experiences and insights in their respective countries using English as the language of instruction. Most of the teaching materials use books and international journals in English.

Second, there are also several courses which naturally have an international dimension, such as European Studies and East Asian Studies. In these two courses, students learn about the dynamics of democracy in various aspects, such as: economic, social, culture and, of course, governance in Europe and East Asia. Thus, students have the soft skills and hard skills needed to work in international institutions.

Both Bachelor programmes

International content and intercultural aspects have been further strengthened through the opening of the international programme (IUP) in both study programmes. In the international programme lectures are held in English as the language of instruction and it is compulsory for students to gain international experience in their studies.

Master of Public Administration (MPA)

Examples of courses at MPA that include intercultural aspects are Administration and Organization Theory where MPA students (domestic and foreign students) analyse government organisations from their home countries, in terms of work culture and organizational performance; Public Policy Analysis, where students analyse public policy

problems in their respective countries to obtain solutions as outlined in policy papers; Political Economy and Development where students are assigned to write a paper on the development of political economy in their home country; And Public Sector Management course, where students conduct discussions related to issues of public service performance in several countries.

Master of Political Science (MPS)
The MPS curriculum structure contains international content and intercultural aspects, which can be seen in various courses. The scope of the mentioned courses includes: (i) "Global Activism and Populism", which is intended to respond to the global political phenomenon of the rise of populism on the one hand, and global activism, which aims to promote the strengthening of democracy and human rights, sustainable development, and pluralism and pro-minority, (ii) Politics of Violence and Peace Building, which is intended to encourage political understanding of the national and global context of violent practices and promoting peace, including the issue of terrorism, (iii) International Development and Humanitarianism, which is intended to expand student discourse on the practice of humanitarianism and development involving UN institutions, civil society, sectors international profit and non-profit, and (iv) Digital Politics in Southeast Asia, which is intended to understand the dynamics of digital politics in Southeast Asia.

Meanwhile, intercultural aspects are included in the discussion of material in courses that discuss case studies from various social and cultural contexts of society, such as in the "Politics of Spatial Planning, Environment and Natural Resources", as well as the "Digital Politics Discontents" and "Electoral Malpractices, Ethics and Justice". These courses prepare students to understand socio-political developments at the international level, as well as help students identify various job opportunities at the international level that require expertise in politics, especially those related to public policy politics, digital politics and election governance.

Internationality of the student body

Bachelor of Public Administration (BPA)
Currently there is one foreign student from Madagascar in the IUP programme of BPA. According to UNDIP's internationalisation orientation, the IUP programme of BPA is open to international students. Foreign students can apply and get scholarships from Universitas Diponegoro, through Diponegoro International Students Scholarship.

Starting in January 2022, three IUP students from the BPA programme will conduct a semester abroad. Two students will take courses at the Gyeongsang University in South Korea and one student at the Myongji University, South Korea. Before they depart, together with IUP programme coordinator and officer from partner university, students choose courses offered at the partner university so that the credits could be accounted for at Undip.

BPA has also conducted a summer course programme annually since 2021. Summer course is created to showcase research as well as a medium of exchange with researchers from foreign universities. Topic covered in the summer course is mostly related to cross cutting issues such as sustainable development goals. As such, the participants of summer courses are not limited to Indonesian participants, but BPA also receives applicants from other countries in ASEAN (Thailand and Malaysia). Summer course also attracted six participants from African countries such as Nigeria and Madagascar.

Bachelor of Government Studies (BGS)

To create an international atmosphere, BGS holds programmes with international and intercultural dimensions, including: student exchange programmes with scholarships from DIKTI and universities that allow students to study at foreign universities such as in the Netherlands, Malaysia, South Korea, and Turkey. This programme allows students to directly learn and interact in multi-cultural and multi-national settings.

Second is the summer school programme (summer course) which has been held since 2021. In this programme, BGS invites students and professors from abroad to UNDIP to bring in an international atmosphere. The foreign students registered to BGS and were admitted as students, which included 24 students in 2021 and 20 students in 2022 from the Netherlands, Malaysia, Singapore, Philippines, Thailand, Pakistan, Bulgaria, Italy, America.

For both Master programmes

Internationality in the student body is carried out through two channels. First is international student recruitment and second, by sending Indonesian students to study abroad. The recruitment of international students in the programmes is supported by regular recruitment as well as through various scholarship programmes, such as DIMAS (Diponegoro International Master Student Scholarship), DISS (Diponegoro International Study Scholarships) and KNB (Developing Country Partnership) scholarships sponsored by the Government of the Republic of Indonesia.

In total, there are 17 international students in the **Master of Political Science**, both those who have graduated, are still completing their thesis, or are just about to start their studies (as per 2022). These students come from Italy, Egypt, Algeria, Thailand, Papua New Guinea, Liberia, and Timor Leste. The **Master of Public Administration** has foreign students from Myanmar, Timor Leste, Nigeria, Guinea, Madagascar, Tanzania and Afghanistan.

Internationality of faculty

Bachelor of Public Administration (BPA)

Currently there are no foreign lecturers working at BPA. However, some BPA lecturers are graduated from foreign universities such as from Victoria University (Canada), the Australian National University, Universiteit van Amsterdam (Netherlands), and the University of Malaya (Malaysia). Lecturers of the study programme also attended a sandwich programme at the University of Queensland (funded by DIKTI), a summer course on public administration and United States constitution at the University of Massachusetts Amherst (funded by the US Department of State), democracy school at Leiden University (Netherlands).

In addition, lecturers also actively participate in international conferences such as International Convention of Asian Studies in Leiden, Indonesia Council Open Conference (UQ Brisbane Australia), speaker at Orange Talk by NESO-Nuffic and Indonesia Social Science Seminar Series Sydney University. The experience of a BPA lecturer enriches the lecture materials, especially updating literature references, learning methods, and updating case studies in their respective courses, especially in research methodology courses, public policy, and bureaucracy and public governance courses.

BPA lecturers also routinely conduct joint research with regional universities such as Bhurapa University, Thailand and University of Malaya Sabah, Malaysia. The research is related to public administration issues relevant to the regional context. This research collaboration involves students in the data collection process and data processing workshops. By being involved in this research, students can gain experience in international research collaborations.

To improve international content at BPA, the majority of IUP programme instructors are graduates of foreign universities who are familiar with English as the language of instruction or have received training in teaching skills using English as the language of instruction. Lecturers of IUP programmes have received certificates of teaching competence using English as means of communication during a learning process from Content and Language Integrated Learning (CLIL) Indonesia-Australia Language Foundation, English-Medium-Instruction (EMI) courses at Asia University Taiwan, and English as a Medium of Teaching from British Council-Sheffield University-Universitas Indonesia.

The study programme also encourages lecturers to become scientific members at the international level such as the American Political Science Association and the Social Policy Association (UK). Membership in global scientific associations improves the quality of learning content, especially in public policy courses.

Bachelor of Government Studies (BGS)
BGS has one international part time lecturer from Italy. Moreover, some BGS faculty members are overseas graduates from various campuses such as Flinders University (Australia), Curtin University (Australian), Australian National University, Leiden University (Netherlands), Sogang University (South Korea), and University of Hiroshima (Japan). This experience of studying abroad is then very useful for the teaching and learning process. For example, the European Studies course is taught by lecturers who study in Europe and are familiar with European political culture. Not only in terms of content, but the learning experience also provides enrichment in lecture references from the latest English-language journals, update case studies, and lecture methods.

BGS lecturers also have international research collaborations with academics from various countries such as the Netherlands, the Philippines, Costa Rica, Australia, and Singapore. One of the BGS lecturers' research with KITLV Leiden and the University of Amsterdam is on cyber troops and manipulation of public opinion on social media, resulting in publications useful as lecture materials on Media and Democracy, or Government Communications. Furthermore, there was also research collaboration between BGS lecturers and Sydney University lecturers on cyber terror and social movements leading to the same benefit. Thus, students have the advantage of being able to follow the latest issues on digital democracy in Indonesia.

Master of Public Administration (MPA)
MPA does not have permanent lecturers from foreign countries, but MPA does have lecturers with educational backgrounds from foreign universities such as from Australia and Canada. These experiences are useful to enrich references and international case studies for students. The enrichment is reflected in the teaching material in each subject. For example, in a public policy analysis lecture taught by a lecturer who graduated from Canada, the case study provided is from the Anglo-Saxon administration system. In addition, MPA lecturers regularly participate in international conference activities as presenters and resource persons. From the conference activities, lecturers can update knowledge and reference for their courses which

are ultimately delivered in lecture meetings. MPA lecturers also conduct joint research with lecturers from overseas universities. The experience of joint research of MPA lecturers is integrated in comparative administration and policy courses, as well as policy analysis courses. So that the material obtained by students is research-based material. MPA lecturers also take part in the short course methodology and training in teaching English as a Medium of Instruction (EMI). With this training, MPA lecturers can adequately organize lectures with foreign students and improve student experience according to the international context.

Master of Political Science (MPS)
Several universities abroad have sent their lecturers to teach in MPS of UNDIP, for example the University of Chile, University of Wyoming (USA), Leiden University (Netherlands), and Maastricht University (Netherlands). Foreign lecturers enrich students' knowledge in planning and budgeting politics courses in developing countries. In addition, MPS sends its lecturers to have experience as visiting scholars to universities abroad, such as to Leiden University, University of Wyoming, and Maastricht University, as well as collaborating with other international institutions to conduct research, such as with KNV Netherlands, Oxfam Canada, Plan UK, and RTI International. Joint research with foreign universities improves students' abilities in research methodology courses and the selection of critical issues that can be developed in a student's thesis. MPS also conducts benchmarking by sending lecturers to study the curriculum of various universities abroad, as has been done at Arizona State University (ASU), also participates in various trainings, such as didactical learning training with IHE Delft, the Netherlands, and the Science Leadership Collaborative, together with The Conversation Indonesia in collaboration with Fraendi and RQ Genesis, USA, Permaculture Research Institute, Australia, with the support of The David and Lucile Packard Foundation, USA.

<u>Foreign language contents</u>

Bachelor of Public Administration (BPA) and Bachelor of Government Studies (BGS)
The IUP programme is implemented entirely using English for communication. For the regular programme, the language of instruction is Bahasa Indonesia. Some classes in the regular programmes also discuss articles and use English reference books. English language skill is provided in the form of English courses which are university mandatory courses in the first semester.

The Bachelor thesis for IUP students must be written in English.

Master of Public Administration (MPA) and Master of Political Science (MPS)
Bahasa Indonesia is the main language used in the learning process. Some classes with international students use English for the language of instruction. In the preparation of theses and publications, international students are allowed to use both Indonesian and English.

Appraisal:

In principle, international contents are a part of the curricula of all four study programmes. During the discussions with the graduates, the panel also received practical examples from alumni who now work at international organisations and consider themselves prepared for the challenges of an international working environment as a result of completing the programme.

The number of international students is still low. However, Undip pursues a goal-oriented concept, which can be seen, for example, in the IUP of the Bachelor programmes. The Master programmes also aim to train students for the Indonesian government and to train students who are already working in Indonesia, therefore, the strategic goal is less focused on international students and the low international composition of the student body therefore corresponds to the programme concept.

The international composition of the faculty (teachers from different countries, teachers with international academic and professional experience) promotes the acquisition of international competences and skills. The University motivates its teaching staff to take part in international conferences and to do their PhD abroad.

The proportion of foreign language courses and required foreign language materials corresponds with the qualification objectives of the study programmes. Courses in the IUP class are fully conducted in English, in the regular class, courses are conducted in Bahasa Indonesia and sometimes English. In this regard, however, the panel would like to refer to the recommendation in chapter 3.3 to include more international literature into all four study programmes.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.4 Internationality					
3.4.1* International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2 Internationality of the student body			X		
3.4.3 Internationality of faculty			X		
3.4.4 Foreign language contents			X		

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

Bachelor of Public Administration (BPA)
The multidisciplinary approach in BPA is developed in the formulation of soft skills embedded in the student-centred learning approach. Students are encouraged to solve problems and work in collaboration. In addition, several courses such as Public Organizational Communication, Policy Analysis, and Communication and Public Policy Advocacy use a dynamic, multidisciplinary approach where students must communicate in writing and orally within the organisation and when drafting a policy brief. Students' ability to negotiate and communicate shall be improved when students practice policy agenda and policy advocacy techniques. Practical aspects of the techniques of public speaking, negotiation, and managing stakeholders are also emphasized in the conflict management course.

Bachelor of Government Studies (BGS)
BGS students improve their communication and public speaking skills in government communication courses. In this course, students are required to create a government public policy communication scheme. Each student then provides input on the scheme. In addition, in the political negotiation course, students are required to practice negotiation in solving public policy cases (decision making process). Students are also taught techniques for dealing with

problems and cooperation techniques in conflict management courses and civil society and democracy courses.

For both Bachelor programmes

Students are required to conduct an internship. In the Internship course, students get first-hand experience for self-management, leadership, conflict management in the workplace. Compulsory courses such as Community Service (Kuliah Kerja Nyata) also teaches students to be able to integrate their academic abilities with social realities in society. Students do a simple social project in a predetermined community for 40 days. Through KKN activities, students can train leadership skills, cooperation, conflict handling, and communication with the community.

Master of Public Administration (MPA)

The competence and communication skills of MPA students are cultivated through discussions, joint projects, case studies and presentations attached to various courses. Examples of courses include Administration and Organization Theory which provides organisational analysis assignments that must be presented in class to improve students' abilities in communication, cooperation, leadership and conflict handling. The Public Policy course requires students to analyse public problems through case studies and discussions aimed to improve students' skills in dealing with community problems, such as social conflict, social inequality, and poverty. The Public Policy Analysis course provides students with competence and skills in formulating problems, formulating alternatives to public policies, choosing alternatives, and formulating strategic plans for implementing public policies. In the Public Sector Management course, students are taught to compile project papers which contain leadership skills to become agents of change in their workplaces.

Master of Political Science (MPS)

The MPS curriculum structure focuses on analytical skills, public speaking, presentation, negotiation, persuasion, leadership and innovation, as graduate skills built through various learning and lectures. Public speaking skills are built through all courses because all courses focus on discussion in the learning process. In addition, most courses also design presentation assignments as part of the examination, which requires students to be able to convey main ideas, as well as provide responses to questions that arise from fellow students. To encourage cooperation and conflict resolution skills, there are several special courses, including "Politics of Violence and Peace", and "Malpractice, Ethics and Electoral Justice". This collaboration and conflict handling skills are also built through various assignments that are carried out in groups, as well as individual assignments, which involve the participation of other parties, such as assignments in social work projects during "Politics of Spatial Planning, Environment and Natural Resources".

Meanwhile, expertise in leadership and innovation is supported through the courses, such as Politics and Policy Analysis, Gender Politics and Policy, Digital Governance, and Election Institutions, where these courses emphasize policy analysis and design skills, gender equality, leadership in the digital era, and elections organisation.

These abilities are supported by a multidisciplinary approach, where students are facilitated by various trainings to be open to various disciplines and areas of expertise, which enrich their understanding, ideas and skills as policy analysts, political researchers, as well as political and policy practitioners.

Appraisal:

The students of all four study programmes acquire communication and public-speaking skills through methods like presentations and group projects. These activities also train cooperation and conflict handling skills in accordance with the course descriptions. This is supported by means of suitable didactical and methodological measures.

The community service component of the curricula also supports the acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge ensured.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.5* Multidisciplinary competences and skills (Asterisk Criterion)			X		

3.6 Skills for employment / Employability (Asterisk Criterion)

Bachelor of Public Administration (BPA)
In every course, BPA always combines theory and practice in the teaching and learning process. BPA students are also required to do internship programmes at public institutions. This provides opportunities for students to build networks and skills needed in the employment market.
In addition, BPA also systematically provides students with abilities and skills in the form of competence certification. Competency certifications carried out at BPA include:

- Certification on Basic Staffing Analysis by the State Civil Service Body of the Republic of Indonesia (Badan Kepegawaian Negara),
- Service Excellent Training for Students (the course covers skills such as collecting information, work in groups with colleagues and clients, work in dynamic environment, techniques of providing services and information, managing quality services, verbal communication in English at basic operational level),
- Human Resource Supervisor Training for Students,
- Entrepreneurship Scheme Competency Test Certification.

This certification is an effort taken by BPA to strengthen the skills of BPA students and provide a more comparative advantage than public administration students at other universities.

UNDIP also has a graduate tracking system in the form of a tracer study. UNDIP provides official emails for alumni allowing UNDIP to do professional tracking of its alumni. Based on the results of the 2021 tracer study, BPA graduates are proven to get a job with a salary according to national standards, get a job no more than six months after graduation, and get a job according to their competence.[36] BPA also conducted surveys to alumni employers, the survey result suggests that BPA alumni have achieved adequate competence, high integrity, and discipline to perform their duties.[37]

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[36] see self-evaluation report, p. 80.
[37] see self-evaluation report, p. 80.

Bachelor of Government Studies (BGS)

The skills provided by BGS to ensure that BGS alumni can be absorbed in the job market are among others: ability to conduct surveys and polls, public policy consulting skills, social media analysis skills, digital ethnography. Other abilities acquired by students are obtained from training, such as Certified Training, include: "Public Speaking" Training and "Strong Leadership" Training. Certification training strengthens soft skills in the form of leadership, communication skills, public speaking, and conflict management.

Master of Public Administration (MPA)

MPA students consist of fresh graduates and students who have worked in the public administration sector. Generally, students who have worked in the public administration sector are aiming to improve their positions at certain career levels, while MPA students who are fresh graduates have the motivation to increase their competence so that they can easily get jobs in the public sector. The MPA programme therefore sees its responsibility to improve students' skills to be able to compete in job market. The MPA graduates are expected to have the following skills that are useful for the targeted job market:

- Develop models, strategies, innovations in the fields of public policy and governance through legal, political, managerial approaches at every level of government.
- Formulate alternative policies based on good governance principles.
- Plan policy implementation strategy.
- Evaluates information technology-based public policies.
- Develop individual or collective change plans.
- Prepare research plans and independent activities in the field of public administration.
- Lead and manage an activity in the implementation of public policy.

MPA alumni work according to graduate competencies, such as Lecturers, mid-level government employees, Human Resource Development Director.

Master of Political Science (MPS)

The composition of MPS students consists of two types, namely fresh graduates and professionals. These fresh graduates have different educational backgrounds such as graduates from Bachelor's in government science, political science, international relations, economics, law, computer science, and biological sciences. The motivation for these fresh graduates to register in MPS also varies, but generally because they want to become political actors (politicians), commissioners in election institutions, such as KPU (General Election Commission) and BAWASLU (General Election Supervisory Agency), and political educators/researchers. Meanwhile, professionals also have different backgrounds such as NGO workers, entrepreneurs, professional politicians (Members of Parliament, Vice Mayors, and Political Party Management), and bureaucrats (PNS), including employees at the KPU secretariat.

This situation provides an advantage, because these fresh graduates and professionals can build networks, which will benefit the graduates' careers in the future. For example, MPS students who are senior researchers at the National Research and Innovation Agency (BRIN), invite students who are originally fresh graduates to be involved in various research projects, the benefits of which are to hone their methodological skills and research skills. The study programme also prepares various opportunities to support the careers of graduates, one of

which is by honing expertise in research and service, by involving students in various research and services carried out by lecturers, as well as involving students in various surveys and political polls.

Appraisal:

The promotion of employability is an important component of the curricula. The study programmes have job profiles and adapt their courses, for instance through the integration of theory and practice and through the promotion of multidisciplinary competences and skills, to the competencies needed in the respective fields of work.

Furthermore, the programmes enable the students to actively apply the acquired skills in new areas of work and to develop them further. The programme is systematically oriented towards meeting the anticipated requirements of the dynamic job market and makes use of the results of tracer studies. These are used to systematically and intensively discuss the curricula at least every five years and adapt them to the market.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.6* Skills for employment / Employability (Asterisk Criterion)	X				

4.   Academic environment and framework conditions

4.1   Faculty

<u>Structure and quantity of faculty in relation to curricular requirements</u>

Bachelor of Public Administration (BPA)
BPA has 24 full-time (68.57 %) and eleven part-time (31.43 %) lecturers, with a composition of 50 % full-time lecturers with a Master degree and 50 % full-time lecturers with Doctoral degrees. In addition, BPA has two full-time professors and one part-time professor. BPA part-time lecturers come from practitioners as part of team teaching to strengthen case studies and project-based learning according to their professional background. Of the total BPA lecturers, 19 lecturers (54.29 %) are female, and 16 lecturers (45.71 %) are male. In November 2022, BPA recruited five new lecturers (two females, three males). However, since their recruitment was conducted in late 2022, they will start officially conducting lecturer obligations (teaching, researching, and community service) in January 2023 and therefore are not accounted in the current calculation.

Table 9: BPA Lecturer Structure

Lecturers of Bachelor of Public Administration (BPA)	
Full Time Lecturers	
Professor	2
Doctoral qualification	12
Master qualification	12
Total	24
Part Time Lecturer	
Retired Former BPA Lecturers	2
Practitioner	9
Total Full Time and Part Time	35

Bachelor of Government Studies (BGS)
The programme has 21 lecturers with the composition of one professor, 13 lecturers with doctoral degree, and seven lecturers with Master's degree. There are six part-time lecturers in this programme. Of all lecturers, ten lecturers (35.72 %) are female and 18 (64.28 %) are male.

Table 10: BGS Lecturer Structure

Lecturers of Bachelor of Government Studies (BGS)	
Full Time Lecturers	
Professor	1
Doctoral qualification	13
Master qualification	7
Total	21
Part Time Lecturer	
Retired Former Lecturers and Professionals	7
Total Full Time and Part Time	28

Master of Public Administration (MPA)

MPA has a total of 15 lecturers, of whom four are professors and eleven have their Doctoral degree, consisting of ten (66.67 %) female lecturers and five (33.33 %) male lecturers. MPA has two professors and two doctorates who also teach lectures as part-time lectures.

Table 11: MPA Lecturer Structure

Lecturers of Master of Public Administration (MPA)	
Full Time Lecturers	
Professor	4
Doctoral qualification	9
Total	13
Part Time Lecturer	
Retired Former Lecturers and Professionals	2
Total Full Time and Part Time	15

Master of Political Science (MPS)

MPS has 15 lecturers with overall qualifications as doctorates, consisting of professors, associate professors, and assistant professors. There are two professors in the programme who are also in charge of lectures. There are two part-time lecturers. Of all MPS lecturers, eight (53 %) are female lecturers and seven (47 %) are male lecturers.

Table 12: MPS Lecturer Structure

Lecturers of Master of Political Science (MPS)	
Full Time Lecturers	
Doctoral qualification	13
Master qualification	0
Total	13
Part Time Lecturer	
Retired Former Lecturers and Professionals	2
Total Full Time and Part Time	15

Academic qualification of faculty

For all programmes
The procedure for recruiting lecturers is in accordance with the rules set and carried out by the University. The steps for recruiting lecturers are (i) the Department proposes the number of lecturers needed according to the ideal composition of the number of students to the number of lecturers; (ii) The proposal from the Department is then submitted to the faculty level which is then followed up by the faculty to the university; (iii) the University will determine the number of lecturer formations after it is calculated carefully according to the needs of each study programme; (iv) The University conducts an open recruitment announcement process for all faculties; (v) Recruitment is carried out by the University, then at the final stage, which is interviews with selected prospective lecturers, Faculties/Departments/Study Programmes will be involved; (vi) The final decision will be submitted to the University to determine prospective lecturers who have passed the selection.

The recruitment process for full-time lecturers is carried out by the University with a registration mechanism delivered in the UNDIP staffing website, followed by verification of administrative requirements, and then a written test to test logic skills, English language skills, and scientific abilities/mastery. The next stage is an interview to explore further the suitability of the applicant with the needs of the study programme, and the last is conducting micro-teaching to ensure the ability to master basic teaching methods (given that the deepening of teaching methods is supported by capacity building by the university, after becoming a lecturer). The University has the responsibility to verify the authenticity of the files submitted by candidates who have passed all stages, and then report the files to the Indonesian Ministry of Education and Culture.

To become a professor, a lecturer must pass various levels of qualification as a lecturer, starting from assistant professor, lectors, associate professor, and professors. The level of lecturer qualifications is based on a portfolio of teaching, supervising, researching (writing publications), doing service, and various other supporting activities. The requirement to become a professor must collect a minimum cumulative score of 800 with the composition of education, research, service, and support that has been determined by the ministry, accompanied by special requirements in the form of publication of articles in reputable international journals, as author and corresponding author.

Lecturers with teaching qualifications (assistant professors), can teach and examine theses. Meanwhile, lecturers with at least the qualifications of assistant professors, associate professors and professors, can become academic advisors, lecturers, thesis examiners, thesis proposal examiners, and thesis supervisor. Undip and faculties encourage lecturers to obtain doctoral degrees, increase academic capacity, and have scientific publications in the form of books and journals with national and international reputations to facilitate the promotion to professorship through accelerated programs. The university also encourages faculty to be actively involved in various international programs such as workshops, meetings.

Universitas Diponegoro provides opportunities for all lecturers to participate in international conferences organised by various universities abroad and those organised by Associations (IAPA and AsIAN), research projects in the form of joint research with other universities abroad.

For all programmes
All teaching staff are recruited based on established academic capacities and qualifications: Holding a Master's degree to be able to teach at Bachelor programmes and holding a Doctoral degree to be able to teach at Master and Doctoral programmes.

Bachelor of Public Administration (BPA)
BPA lecturers (full-time and part-time) have a minimum qualification of a Master's degree with the provisions of having a minimum GPA of 3.00 when graduated from Bachelor's degree in public administration, a minimum GPA of 3.25 when graduated from Master's degree of Public Administration/Public Policy/Public Management. Besides, they must also graduate from the study programme with at least B institutional accreditation and have a TOEFL ITP of 500 or IELTS of at least 5.5.

In addition, BPA lecturers are members of scientific associations nationally, such as the Indonesian Association for Public Administration (IAPA), Association of State Administration Scientists (AsIAN), Indonesian Policy Analyst Association (AAKI), Indonesia Research Methodology Lecturer Association (IRMLA), Indonesian Qualitative Research Association (IQRA), and Indonesian Political Science Association (AIPI). Internationally, some lecturers are members of scientific associations such as the Social Policy Association, American Political Science Association.

Bachelor of Government Studies (BGS)
Academic requirements for applicants are to hold at least a Master's degree, with a Bachelor's background in government science or other related fields (such as political science and public policy) and a linear master's degree, and for doctoral graduates, they must be graduated from a field of science that has a common thread with government science (such as Political Science and Public Policy). It would also be advisable to have experience of scientific publications that contribute to the development of knowledge, both in the form of books and scientific journals that are reputable at both national and international levels.

Based on Law no. 20 of 2003 on the National Education System, full-time lecturers in the BGS programme are recruited through the Ministry of Research, Technology, and Higher Education. The recruitment process is carried out based on the suitability of academic qualifications, competencies, abilities in the subject to be taught, and professional experience.

Master of Public Policy (MPA)
In addition, lecturers of the MPA programme must have certain qualifications obtained from work experience and other activities such as research and community service to be able to teach, conduct supervision and examine thesis proposals and theses.

MPA has four professors as permanent lecturers and one professor as non-permanent lecturers, seven associate professors as permanent lecturers and one associate professor as non-permanent lecturer, and one assistant professor.

Master of Political Science (MPS)
In the programme are two professors, nine associate professors, and four assistant professors. To become a professor, a lecturer has the obligation to collect accumulative credit points of at least 800, which consists of teaching and supervising activities (education), scientific publications (research), and social activities (service), and must attach special requirements in the form of publications in reputable international journals as the main author and corresponding authors. Another important requirement is the specialisation of studies in the profession related to certain fields of science.

Pedagogical / didactical qualification of faculty

For all programmes
Every lecturer must have a lecturer professional certificate issued by the Director General of Higher Education. In addition, every lecturer must attend training on learning methods managed by the Education Quality Assurance and Development Institute of Universitas Diponegoro. This training includes training as an academic advisor where lecturers are trained to know the characteristics of the students. The academic advisor training is then followed up with the practice of advisory where the lecturer becomes the advisor of the students during a study period. All lecturers must attend pre-service training and various training sessions that support learning, such as Applied Approach (AA) training, and Training to Improve Basic Skills in Instructional Techniques (PEKERTI), Guardian Lecturer Training, Student Centred Learning (SCL), E-learning Management Training.

Bachelor of Public Administration (BPA)
Lecturers can develop learning materials by attending lecture material workshops held by the Indonesian Association of Public Administration (IAPA) every two years.

Practical business experience of faculty

Bachelor of Public Administration (BPA)
Majority of BPA lecturers have practical competence in the field of policy analysis, human resource management (public sector) and policy innovation. There are seven public policy lecturers at BPA who are certified as policy analyst level 6 and level 7 recognized by Indonesia National Institute of Public Administration (LAN RI). BPA lecturers who work as consultants integrate their experience into the courses they teach. For example, lecturers with experience in policy analyst consultancy use their experience to enrich courses in policy processes, policy analysis, and communication and policy advocacy courses.

In addition, BPA lecturers actively engage with local and national governments by providing consultations and trainings. For example, since 2019, BPA lecturers have assisted government

of Semarang District in designing public service innovation. Since 2020, BPA lecturers have assisted Coordinating Ministry in Economic Affairs in trainings to prepare public policy documents. BPA lecturers also work closely with national Non-Governmental Organisation such as Stop TB Partnership Indonesia by providing policy recommendation on aligning village funds with Tuberculosis eradication effort. Internationally, for example, BPA lecturers have provided consultations to World Health Organisation in digital health financing research, UNICEF in Covid19 pandemic preparedness, and Investing in Women on a research project on Influencing Gender Norms and Women Economic Participation. In addition, part time lecturers at BPA also have experience as development planner and expert staff of Regional House of People's Representative of Central Java Province and member of audit committee at Bank of Central Java.

In addition to public policy and management interests, there are BPA lecturers who have an interest in environmental policy. They are practitioners at the minister of environment and forestry (KLHK) and provide consultancy for private sectors as well. These lecturers integrate their experience into Environmental Management courses and Coastal Management courses.

Bachelor of Government Studies (BGS)
At the local level, lecturers hold various research and consulting activities, including becoming a local government consultant in the preparation of the Strategic Plan (RENSTRA) document, the preparation of the government agency performance accountability report (LAKIP) as well as the accountability report (LPJ). Lecturers are also elected to the Regional Research Council at the local level to assist the District Body of Development Planning in preparing planning documents. At the national level, lecturers collaborate in research and consultation with state institutions such as KPU (General Election Commission), BAWASLU (General Election Supervisory Agency), DPD (Regional Representative Council), and DPR/MPR (House of Representative/People's Consultative Assembly).

At the international level, lecturers organise training on the transformation of academic research into advocacy for social movements with activists and journalists across Southeast Asia. Lecturers are consultants for non-profit institutions to conduct policy reviews and project/programme evaluations at these institutions.

Master of Public Administration (MPA)
MPA lecturers are experienced as policy consultants such as programme evaluators. Their role is assisting public organisations to evaluate various development, empowerment, and mentoring programmes. The consultant's experience has been recognised nationally such as in the National Medium-Term Development Plan (RPJMN) evaluation programme. The experience is useful for public sector management courses as well as political economy and development.

In addition, MPA Lecturers are also involved in other activities such as being Journal Reviewers. Their activities include assisting public organisations in reviewing research results.

Further, the experience of MPA lecturers as public policy analysts is shown by their experience as consultants for legal drafting of Regional Regulations, assessors of environmental documents, examiners of environment assessment certificate, members in assessment teams of talent scouting, and members of selection committees for regional officials.

Master of Political Science (MPS)
The practical experiences of the lecturers include:

- Political consultants, who assist political parties and politicians in conducting political studies and mapping and using various research methods. This experience is helpful in courses in Political parties and Interest groups and Introduction to Political Research.
- Local and central government consultants, who assist local and central government in preparing planning documents (Technocratic RPJMD, Agropolitan Masterplan, Regional Innovation). These business experiences are useful in the Politics of Policy Analysis and Politics of Planning and Budgeting.
- Programme Evaluators, who assist non-profit organisations in carrying out final evaluations of various development, empowerment, and mentoring programmes for the community, both supported by international institutions, charities, and the private sector. This business experience is useful for courses in Spatial Politics, Environment and Natural Resources, Politics of Social Policy, and Politics of Humanitarianism and International Development.
- Policy Experts, who assist the national and international non-profit sectors in mapping out regulations that support the preparation of development programme plans, empowerment, and community assistance. This experience is very useful for the course in Political Social Policy and Digital Governance.
- Trainers, who assist national and international institutions in improving their expertise in the areas of Project Cycle Management, Project/Programme Evaluation Methodology, Gender Analysis in Project/Program, and Logical Framework/Theory of Change. This experience is very useful for courses in Politics and Policy Analysis and Politics and Gender Policy (here).
- Electoral body commissioner, where lecturers are directly involved as members of KPU (National Election Commission), BAWASLU (Electoral Monitoring Body), DKPP (Election Organizer Ethics Council). This experience is very useful for all courses in the Concentration of Election Governance.
- Selection team from the election process for KPU (National Election Commission) and BAWASLU (Electoral Monitoring Body) members. This experience is useful for the subject of Electoral Systems and Institutions.
- Panel team from the promotion process for local government officials. This experience is useful for the course Politics and Policy Analysis and Digital Governance.

For all programmes

Internal cooperation
Formally, internal cooperation is coordinated by the Department, where discussions of various academic and non-academic aspects are accommodated through regular internal meetings, to reach mutual agreement. These meetings discuss course distribution, curriculum renewal needs, research and service plans, departmental social activities, and various other academic and non-academic aspects. Meanwhile, internal cooperation between lecturers is carried out in managing lectures, where each subject is taught by at least two lecturers. Internal cooperation in lectures includes updating the Course Syllabi (RPS), refreshing lecture materials (references), exchanging various reference materials, distributing lecture sessions, coordinating mid-term and final term examinations, coordinating final grades, and joint resolution of lecture problems that sometimes arise, i.e., student attendance, assignment plagiarism, and late submission of assignments.

Internal cooperation is also carried out in thesis supervision, where one student is supervised by two supervisors. Internal cooperation is also built institutionally, especially between the Head of Study Programme and the Quality Assurance Team (GPM) in resolving issues of academic ethics and conducts, for example those related to plagiarism, as well as determining the system and SOP (Standard Operational Procedures) for lectures and mentoring. The study programme with Quality Assurance (GPM) also discusses the lecture curriculum, as well as checks the semester learning plans (RPS) to ensure there is no overlap between courses.

<u>Student support by the faculty</u>
Student support includes a briefing before the lecture begins. In total, there are three briefings that are provided by the University, the faculty, and the study programmes. Briefings by the University and the faculty are aimed to give introduction to the campus environment and various relevant regulations, as well as information and technology systems and various facilities and bureaucratic flows provided for students to take care of their academic and administrative needs. Meanwhile, the briefing by the study programme is given to introduce the curriculum structure, lecturers, lecture flow, publication flow, and thesis writing flow. The briefing is also intended to help students understand manual procedures, academic ethics and procedures for writing publications and theses.

Each student has an academic adviser during his/her study until graduation. This academic adviser provides consultation on all academic and non-academic problems for the completion of their studies. Furthermore, students are also supported by the provision of consultation related to study plan, academic grade, internships, and graduation assignments. All academic support provided by lecturers is intended to help students complete their studies in a timely manner.

Each lecturer will have a WhatsApp Group for quick communication with students in a certain course. Lecturers are also open for course consultation and provide supervision (internship supervision, proposal/thesis supervision) to students. Lecturers can be found during working hours, or through a special meeting that has been agreed. Meetings with lecturers can also be done online via zoom, MS Teams, or other visual media.

Appraisal:

For the panel, the number and positions of the teaching staff are suitable to satisfy the demand of each study programme to reach the intended qualification objectives. Each study programme has full-time and part-time (visiting) lecturers. They bring academic and practical perspective into the teachings.

The academic qualification of the faculty corresponds to the requirements and objectives of the study programmes. In order to promote the international outlook and implement researched-based teaching more strongly, the panel suggests that Undip could appoint more professors in their study programmes. This would also support Undip's vision to become an world-class research university.

In terms of didactic skills, Undip provides teachers with basic training courses and further training opportunities. Moreover, through pedagogical training in terms of instructional

techniques training (PEKERTI) and the applied approach (AA), it is ensured that all teaching staff acquire the necessary pedagogical and didactical qualification.

The practical business experience of the faculty corresponds to the requirement of the programme to integrate theory and practice, which is also done in particular by teaching staff who come from the fields of consulting or have NGO experience.

Regular interaction between the faculty members is instituted as well. They have team teaching and coordination meetings for tuning the courses towards the overall qualification objectives.

Student support is crucial for Undip. The lecturers are there for the students during and outside their office hours. In the conversation with the students, the panel got the impression that they are fully satisfied with Undip's support from the lecturers. The use of academic supervisors facilitates the whole supporting process.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.1 Faculty					
4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2* Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4 Practical business experience of faculty			X		
4.1.5* Internal cooperation (Asterisk Criterion)			X		
4.1.6* Student support by the faculty (Asterisk Criterion)	X				
4.1.7(*) Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X

4.2 Programme management

<u>Program Director</u>

Bachelor of Public Administration (BPA) and Bachelor of Government Studies (BGS)
The study programmes are led by the Head of the Study Programme and assisted by the Secretary of the Study Programme. The Head of the study programme is obliged to compile an annual Academic Activity Programme, propose regulations and provisions for the implementation of the undergraduate programme education to the Dean, delegate tasks, coordinate and supervise academic implementation that is under his/her responsibility with the Secretary of Study Programmes and academic officials. In addition, the Head of Study Programme also performs administrative tasks, such as tracer study for the alumni, as well as identifying the active status of students to be reported to faculties and universities. This student status is used for consideration in determining Drop Out and AWOL (absent without official leave) status. As an additional activity, the Head of Study Programme coordinates the

management of the Student Journal, which helps students to meet the graduation requirements. The Head of Study Programme also coordinates the management of the JIIP Journal which is currently indexed by Sinta 3.

Meanwhile, the Secretary of the Study Programme assists the Head of the Study Programme in carrying out academic activities to achieve the University's Key Performance Indicators (IKU UNDIP). Indicators of academic activities contained in the IKU UNDIP include, for example, the number of domestic guest lecturers, the number of foreign guest lecturers, the waiting period for graduates, the number of students who have competency certificates.

To assist the performance of study programme managers, administrative support is available for academics. Their duties are to assist the study programme in the technical implementation of academic activities, such as designing lectures through the Academic Information System (SIAP), student attendance, updating lesson plans on the system, managing classes allocation, and tracer studies. In addition, BPA managers coordinate with the Quality Assurance Task Force (GPM) and course coordinators to ensure that all learning processes run well.

Master of Public Administration (MPA) and Master of Political Science (MPS)
The Head of the Study Programme is elected for a period of five years and can be re-elected for the next five years. The selection of the Head of Study Programme is carried out at the departmental level by following university regulations, which outline the various requirements and qualifications that must be met by a lecturer to be able to nominate and be elected as the Head of Study Programme, for example related to academic qualifications and portfolios.

The Head of Study Programme is assisted by the GPM (Quality Assurance Task Force), journal management team, and education staff. The Head of Study Programme conducts routine coordination with various groups/organs in the study programmes, departments, faculties, and the University to carry out various management tasks. These tasks include distribution of lectures, distribution of academic supervisors, distribution of thesis supervisors, and other administrative work related to academic services, student admission, including international students, and application of financial allocations, which are coordinated internally in the study programme with the study programme education personnel, as well as with departments, faculties, and the University. The Head of Study Programme is also in charge of giving consideration and approval of applications for leave, AWOL, DO, or study exchange submitted by students, as well as providing input to the postgraduate student association.

For all programmes

Process organisation and administrative support for students and faculty
In carrying out its duties, the study programme is supported by the Secretariat of Study Programmes, Quality Standard Team (GPM), as well as education personnel. The Secretariat of Study Programmes supports the Head of Study Programmes in various administrative and coordinating activities. Meanwhile, GPM helps carry out quality assurance of the lecture, supervision, and curriculum processes.

Administrative support in the academic aspect is responsible for assisting the allocation of lectures through the Academic Information System (SIAP). Academic administrative support assists and manages teaching schedules, design of thesis exam schedules, graduate tracking,

and other academic activities delegated by the Head of the study programme. If students find problems in their academic implementation, for example registration for thesis exams, students can easily contact administrative support for academics via chat or email.

Administrative support for lecturers is carried out in the form of distributing information from faculties and the university that lecturers need to know, for example in relation to the obligation to fill out SISTER, SKP and BKD, the provision of support for lecturers in studying various applications to support academic activities, such as MS Teams, KULON, ZOOM, Turnitin, and Mendeley, as well as filling out various forms requested by the university and faculties, such as family information, zakat. The administrative staff also helps arrange schedules by coordinating with the faculty staff.

In addition to administrative support for academic affairs, there is also administrative support for financial matters. Their role is preparing a budget plan for academic activities for one fiscal year. Administrative support in financial assists in the preparation of activity proposals, submission of the Dean Decree on activities, and other financial processes.

Administrative support has an opportunity to participate in training and other efforts to increase competence such as taking advanced studies. For example, English conversation training, HR manager competency certification, IT Training. To support the advanced study, the University provides UNDIP Scholarship for Administrative Support which is managed by BPSDM of Universitas Diponegoro so that they are able to continue to the Master's degree.

Appraisal:

The panel gained a good impression of the Heads of the study programmes and appreciates that they are well involved in the coordination of activities. They ensure that the programmes operate efficiently.

Services for many academic and administrative issues are available. Sufficient administrative staff is available. Administrative employees can also attend trainings to develop their professional skills.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)			X		
4.2.2	Process organisation and administrative support for students and faculty			X		

4.3   Cooperation and partnerships

Cooperation with HEIs and other academic institutions or networks
UNDIP's cooperation is regulated in the Rector's Regulation Number 13 of 2015 Chapter two Article 5. Cooperation with academic institutions is then stated in the University Memorandum of Understanding (MoU), Faculty Cooperation Agreements (Perjanjian Kerja Sama), as well as Rector's Decree and Dean's Decree.

Undip and the study programmes cooperate with other universities with Legal Entity State University (PTNBH) status such as Universitas Gadjah Mada, Universitas Indonesia, Universitas Padjadjaran, Universitas Airlangga, Universitas Sumatera Utara, Universitas Sebelas Maret, Universitas Hasanuddin, Universitas Pendidikan Indonesia, Universitas Andalas, Universitas Brawijaya, and Universitas Negeri Malang. Collaborative activities carried out are the Indonesian National Student Exchange Programme, Credit Transfer System, guest lecturer, and joint publications. This cooperation provides intercultural opportunities and enrichment of educational networks.

In addition, the programmes also cooperate with foreign universities in ASEAN countries, such as RSIS Nanyang Technology University (Singapore), Universiti Utara Malaysia (Malaysia), Universiti Sultan Zainal Abidin Universiti Sultan Zainal Abidin, Universiti Sains Malaysia (Malaysia), Universiti Teknologi Malaysia (Malaysia), UBD School of Business and Economics (University of Brunei Darussalam), Universiti Malaysia Sabah (Malaysia), Royal University of Phnom Penh (Cambodia), Burapha University (Thailand), Universiti Kebangsaan Malaysia (Malaysia), as well as other foreign universities such as University of Nottingham, University of Virginia (USA), Monash University (Australia), University of South Australia, Busan University of Foreign Studies (South Korea). These cooperations are carried out in the form of summer courses and guest lectures.

Cooperation for the student exchange programme is carried out with Radboud University (The Netherlands), Wyoming University (USA), Gyeongsang National University (South Korea), Myongji University (South Korea) Youngsan University (South Korea), Chung Ang University (South Korea), Dong – A University (South Korea), Istanbul Aydin University (Turkey), University Malaya, Universiti Kebangsaan Malaysia, National Tsing Hua University (Taiwan), National Central University, (Taiwan), Asia University (Taiwan). This cooperation benefits students to participate in the exchange programme. The exchange programme is managed by the Diponegoro International Office.

Bachelor of Public Administration (BPA)
Cooperation is carried out by BPA in educational activities with national and international academic institutions. At the national level, BPA is a member of the Indonesian Association for Public Administration (IAPA) and the Association of State Administration Scientists (AsIAN) as associations in the field of public administration in Indonesia. BPA cooperates with universities that are members of the association in education activities, research and community service.

Bachelor of Government Studies (BGS)
BGS is incorporated in KAPSIPI (Association of Indonesian Government Science Study Programs) and ADIPSI (Association of Indonesian Government Science Lecturers) with the aim to strengthen the national curriculum and accreditation.

Master of Political Science (MPS)
The study programme is actively involved in the Association of Political Science Study Programmes which has been accommodating all Political Science programmes throughout Indonesia, since 2019. Undip explains that the participation in APSIPOL is important to equalize perceptions and attitudes towards the curriculum structure, final project structure, distribution of concentrations, degrees, and various higher education policies set by the Ministry of Education and Culture, as well as collective sharing and learning related to study

programme governance, recruitment of foreign students, and strengthening of various cross-university collaboration.

<u>Cooperation with business enterprises and other organisations</u>

Bachelor of Public Administration (BPA)
Cooperation made by BPA is in the context of implementing education, research, and community service. The cooperation is made with government sectors, private sectors, and NGOs. Government sectors include the Indonesian Parliament, the Ministry of State Apparatus Empowerment and Bureaucratic Reform, Ministry of Education, Culture, Research, and Higher Education, the Ministry of Trade, the Coordinating Ministry for Economic Affairs, the Ministry of Tourism, the Ministry of Environment and Forestry, the Ministry of Social Affairs, the Ministry of Communication and Information, some provincial governments, and many city/district governments. Private sectors include Shipper, Vidio, PT. Microsoft Indonesia, PT. Paragon Technology and Innovation, PT. Mitra Semeru Abadi, BTPN. NGOs include UNICEF, International Labour Organization, World Health Organization, Plan International Indonesia, and PATTIRO.

Cooperation with government and private institutions opens up opportunities for students to do internships (e.g., student internships at the Indonesian House of Representatives). For lecturers, their consulting experience is integrated into lecture material to allow students obtain practical perspective in the course. For example, consulting with (Regional Public Hospital) RSUD of Margono Soekarjo is integrated as a case study for a public service management course about measuring the community satisfaction index. Meanwhile, the cooperation with the NGO sector opens up opportunities for lecturers and students in mutual projects, for example cooperation with Plan International Indonesia in conducting research and publications where students are involved in the research process. Cooperation with UNICEF is beneficial for students as a form of community service activities that support the success of National Immunization Month.

Bachelor of Government Studies (BGS)
In order to help students and facilitate the learning process for students, BGS cooperates with various institutions/organisations in both profit and non-profit sectors, including public institutions. These institutions are referred to as Partner Agencies. These institutions include the General Election Commission (KPU), the General Election Supervisory Agency (BAWASLU), the Jakarta Institute for Economic and Social Research, Education and Information (LP3ES), the National Research and Innovation Agency (BRIN), and the NGO of (Centre for Regional Information and Studies) PATTIRO as well as an NGO of International Organization of Migration (IOM).

This cooperation initiated by BGS provides benefits for students where students can do several activities to support lectures and facilitate students to get closer to their graduation. The benefits for students include the internship process where internships are part of the curriculum that must be taken by students, so it is important to make cooperation with various profit and non-profit institutions. Another benefit provided by this cooperation is students can have a place to collect data in the field.

Master of Public Administration (MPA)

The MPA programme builds up a network with partners (public and private sector) legalized through cooperation agreement/PKS. The collaboration covers research/study, community service and education activities. The benefits obtained by MPA students from this cooperation includes practicing the knowledge gained during courses, adding experience, adding insight, conducting research and community service.

Examples of cooperation made by MPA are cooperation with Indonesia National Television (TVRI) Central Java Station in which MPA established cooperation with TVRI in research and community service. With the Centre for Strategic and International Studies (CSIS) MPA has established cooperation in research and scientific publications (2019-2022), MPA also cooperates with Institute for the Assessment and Development of Development Resources (LPPSP) to do research from 2019-2022.

MPA lecturers' consulting experience with the government sector allows mutual benefits between the education sector and the government sector. Consulting services assist local governments in providing policy alternatives. At the same time, MPA students and lecturers can implement and apply public administration concepts.

Master of Political Science (MPS)

MPS also cooperates with various business entities, government institutions and non-profit organisations, which include Cooperation with Perkumpulan PATTIRO Semarang, a national NGO that focuses on public service advocacy and budgeting; Cooperation with KPU RI in organizing lectures for KPU secretariat employees at the central and regional levels; Cooperation with the RI BAWASLU in conducting joint research; Cooperation with the central government and local governments, in the preparation of planning documents and measurement of the quality index of planning, democracy, and public information disclosure that is useful for strengthening networks, as well as cooperation with various polling and survey institutions. The cooperation activity comes up with short- and medium-term results, in which students can hone their research, public relations, and public speaking skills. Meanwhile, the long-term result is that students as graduates have opportunities to be recruited in each institution.

Appraisal:

The scope and nature of cooperation with other universities, other academic institutions, and networks, as well as public organisations, business enterprises and other organisations relevant for the programmes are plausibly presented.

By means of providing mobility options for students and faculty, various agreements have an impact on the programmes and therefore on the students' competencies and skills. However, the panel **recommends** more systematic cooperation with various international academic institutions in order to utilise possible synergies. These could also be used to get more international students into the study programmes (see appraisal in chapter 3.4).

With regard to cooperation with enterprises and other organisations, the panel recognises that these cooperations are primarily local. Therefore, the panel **recommends** expanding the cooperation to an international level and/or targeting international institutions, NGOs and multinational companies.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3 Cooperation and partnerships					
4.3.1(*) Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*) Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		

4.4 Facilities and equipment

<u>Quantity, quality, media and IT equipment of teaching and group room</u>

All four study programmes belong to the Faculty of Social and Political Sciences (FISIP). The Master of Political Science and Master of Public Administration facilities are located at Pleburan Campus while the Bachelor of Government Science and Bachelor of Public Administration facilities are located at Tembalang Campus.

The total area of the Faculty of Social and Political Science (FISIP) in Tembalang is 28,627.93 m² and in Pleburan 6,456.08 m². FISIP has 30 classrooms for the Bachelor programmes and 16 classrooms for the Master programmes.

Table 13: Overview of the faculty's facilities

Class Name	Total Area	Facilities	Location
Regular Class (14 rooms)	1.238,48 m2	1,330 chairs by Chairman and Cithose, 14 LCDs by EPSON EB W31, 14 Lecturer Desks, 30 ACs by Panasonic and Daikin 2 PK, 14 All In One Computers by HP Intel i5 Gen 10, 13 - UV Lamp Standing by Krisbow, 14 whiteboards, and 14 units of Sound system.	FISIP UNDIP Tembalang
IUP Class (7 rooms)	525.4 m2	222 tables and chairs by Informa/Jacob, 7 LCDs by EPSON EB W31, 7 lecturer desks and chairs, 13 ACs by Panasonic and Daikin 2 PK, 7 All in One Computers by HP Intel i5 Gen 10, 7 whiteboards, and 7 units of Sound system	FISIP UNDIP Tembalang
Hybrid Class (9 rooms)	1.224m2	900 chairs by Chairman, 9 LCDs by BENQ MX532, 9 Auto Tracking Cameras by Aver, 9 CCTVs by Hikvision DS-2CD2185G0-IMS, 9 Electronic Thermometers, 9 Standing Krisbow UV Lamps, 9 Smart Podiums, 9 Smart TVs 65" & 75" touch, 9 whiteboards, and 9 units of sound system.	FISIP UNDIP Tembalang

Postgraduate Class (16 rooms)	881,27m2	● 16 lecturer chairs and desks, ● 439 student desks/chairs, ● 16 LCD Projectors, ● 16 whiteboards, ● 31 ACs by Toshiba/Panasonic/Daikin, ● 7 computers.	FISIP UNDIP Pleburan

In addition to classrooms, FISIP UNDIP has four Computer Laboratories and seven Learning Laboratories according to the study programme`s scientific interest.

Table 14: Overview of the labratories of the Tembalang Campus

Lab Name	Total Area	Facilities	Location
Computer laboratory	352 m2	● 124 All In One computers by DELL LENOVO and ASUS, ● 4 LCD Projectors, ● 8 ACs byPanasonic and Daikin, ● 56 tables, 124 chairs, ● 4 whiteboards, ● 1 printer, ● 1 glass filing cabinet, ● 1 metal cabinet, and ● 1 projector screen.	FISIP UNDIP Tembalang
Multimedia laboratory	252 m2	● 3 units of PC, ● 1 projector, ● 9 Split ACs, ● 10 Unit Video Cameras, ● 21 Unit DSLR Cameras, ● 10 Camera Tripods, and ● 10 Units of Lighting	FISIP UNDIP Tembalang
Governance Laboratory	63 m2	● 1 Unit of PC, ● 1 Interactive Projector, ● 1 Smart LED, ● 1 Blue ray player, ● 2 Split ACs, ● 1 set of Sound System, ● 17 tables, ● 38 chairs, and ● 1 podium	FISIP UNDIP Tembalang
Newsroom laboratory	110 m2	● 5 units of PC, ● 1 Printer, ● 4 units of meeting table, ● 21 chairs, ● 1 set of frontline table, ● 11 units of Journalist Work Desk, ● 8 Work Chairs, ● 1 pc projector, ● 1 Led TV, ● 1 Keiko whiteboard, ● 1 magazine/newspaper rack, and ● 1 glass cupboard.	FISIP UNDIP Tembalang
Laboratory Business Workshop	55 m2	● 3 units of PC, ● 2 Split ACs, ● 1 Printer, ● 4 Apparel Sewing Machines, ● 1 Cutter Machine, ● 1 Shirt Press Machine, ● 1 packaging machine, ● 4 units of Wood Workshop Tables and Chairs, ● 3 computer desks, ● 3 computer chairs, ● 1 projector, and	FISIP UNDIP Tembalang

		• 1 Screen Projector	
Public Policy and Management Laboratory	27,5 m2	• 3 units of PC, • 1 Printer, • 2 Tables, • 40 chairs, • 1 Smart TV, • 1 whiteboard, • 1 LCD Projector, • 1 LCD Screen, • 2 Split ACs, and • 1 Coffee Table	FISIP UNDIP Tembalang
International Relations Session Laboratory	27,5 m2	• 5 units of PC 5, • 1 Infocus projector, • 1 LED TV by LG, • 1 Projector LCD screen, • 30 Units of Desk Microphone, • 2 Split ACs, • 16 Tables, • 33 chairs, • 4 units of speaker, • 1 unit of Mixer, • 1 unit of Wireless and • 12 flag holders	FISIP UNDIP Tembalang
TOC International Relations Laboratory	36 m2	• 6 units of PC, • 1 Infocus projector, • 1 LED TV by LG, • 1 Projector LCD screen, • 2 Sound Systems, • 2 Split ACs, • 1 table, • 7 chairs, and • 2 Printers	FISIP UNDIP Tembalang

Furthermore, FISIP has the following facilties:

Sport Facilities
In addition, FISIP UNDIP has multi-function sports facilities (volleyball, futsal, and basketball field) which are located in the back area of the campus with a total area of 816 m².

Parking lot area facilities
- Bicycle parking area is in the courtyard of building A with an area of 18m²
- Car parking area for lecturers and employees is in the courtyard of building A with an area of 3,300 m²
- Motorbike parking area for lecturers and employee has an area of 240 m²
- Car and motorbike parking area for students has an area of 6.500 m²

Facilities for people with disability
Classrooms have adequate access for people with disability, with two disabled access lifts, 3-point ramps to and from class, double-door in each class that can be opened to accommodate wheelchairs (one unit) and two points of parking area for people with disability. In the

classroom, there are portable chairs and tables that can be shifted to allow students with disabilities to manoeuvre. In addition, there are various modes of interface so that students with disabilities can interact with teaching materials.

Seminar and Meeting Room Facilities
Seminar and meeting rooms in FISIP UNDIP consist of the following:

Table 15: Overview of Seminar and meeting rooms in FISIP

No	Room Name	Area	Facilities	Location
1	Dean I meeting room	25 m2	1 unit of Interactive panel Maxhub Conference Flat Panel TB75CB - 75 inch, 1 unit of Toshiba AC 2 PK, 1 unit of ASUS All in One Computer, and 1 set of sound system.	FISIP UNDIP Tembalang
2	Dean II meeting room	25 m2	1 unit of LG 65TR3BF Interactive Panel, 1 Split A.C. PK (Toshiba), 1 unit of PANASONIC Panaboard UB-7320 , 2 units of trial table, 10 units of chair	FISIP UNDIP Tembalang
3	Senate Room	179 m2	3 split AC by LG and Panasonic, 1 Viewsonic IFP8650 Interactive Panel, 30 meeting chairs, 16 conference tables, 1 LCD projector, 1 wooden cupboard, 1 wooden table, 5 units of Smart TV 43" Samsung, 2 TV Samsung 98", and 1 set of sound system.	FISIP UNDIP Tembalang
4	Auditorium Room	388 m2	2 units of viewsonic IFP8650 Interactive Panel, 300 chairs by chitose, 1 LCD Projector WXGA-Epson EB-1761W, 4 Split A.C. by DAIKIN 5 pk, 1 Smart TV 55, 1 set sound system, and 1 unit podium.	FISIP oUNDIP Tembalang
5	Theater Room	252 m2	160 chairs, 5 AC by LG/Panasonic/Daikin, 1 podium, 1 whiteboard, 1 set of sound system, and 1 EPSON EB W31 LCD Projector.	FISIP UNDIP Tembalang
6	Postgraduate Seminar Room	196,4 m2	7 units of long table, 50 chairs, 2 units of AC, 1 Smart Podium, and 1 unit of Touch Panel TV 75.	FISIP UNDIP Pleburan

In addition to these rooms, the UNDIP FISIP library building has four group discussion rooms, each with a capacity of ten students

Access to literature
Students of the programmes can choose from six libraries, which consist of the university library, the faculty library, and the library of each study programme that provides student reference sources, both online references and literature books.

Universitas Diponegoro also facilitates access to online journal databases for the entire academic community through an integrated information system, SSO.

Students have access to literature through offline and online facilities. Students can access the library of the Faculty of Social and Political Sciences that has a total of 27,231 copies of books, as well as the library of each study programme for more specialised literature. Students can access 14 international journal/e-journal portals, four international book database portals, and four journal repository portals through Universitas Diponegoro online library.

Table 16: List of international e-journals and book databases

No	E-Journal	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1	ScienceDirect Freedom Collection	2.159	2.057	2.216	2.086	1.880	2.315	1.852	2.844	2.844	2.844	2.844	2.788	2.788
2	Springerlink	1.457			992	1.446	1.538	1.538	1.590	1.590	1.590	1.590	2.117	2.117
3	Oxford University Press		281	301	262	286	312	312	349	349	349			
4	Cambridge University Press		264	264	333	341	341	341	609	609	609	609	403	403
5	IEEE Computer Society		27	27	29									
6	Ebsco				2.904	2.901	2.804	2.804	6.689	6.689	6.689	6.689	18.140	18.140
7	Proquest Research Library				6.150	6.433	6613	6.613	6.613	6.613	6.613	6.613	7.131	7.131
8	Engineering Case Studies Online				603					-	-			
9	Emerald E-Journals				306	300	305	305	305	305	305	305	307	307
10	Advanced Science Letter							2	2	-	-			
11	ProQuest Digital Dissertations & Theses Full (PQDT Full Text)											44.357	44357	44357
12	ClinicalKey Flex											3.673	712	
13	JSTOR Archive Complete Edition											1.369	2436	2436
14	ABI/Inform Global											44.000	5217	5217
	Jumlah	3.616	2.629	2.808	13.665	13.587	14.228	13.767	19.001	18.999	18.999	112.049	83.608	82.896

The Undip library received an A accreditation from the National Accreditation Committee.[38]

Appraisal:

On the basis of the documents provided and the on-site inspection of the facilities, the panel concluded that the smooth operation of the programmes is guaranteed in terms of teaching, research, study and administration capacities. The panel had the chance to visit both Pleburan Campus (location for the Master programmes) and Tembalang Campus (location for the Bachelor programmes) - for this purpose the panel split up and shared their impressions afterwards. The quantity, quality, media and IT facilities of the teaching rooms meet the standards required for the programme, even taking into account the resource needs of other study programmes.

The facilities of the **Bachelor programmes** made a particularly positive impression on the panel: State-of-the-art media rooms or additional rooms and laboratories, such as a United Nations room for simulations, are used to adequately convey special curriculum content (see also Table 10 for a list of all available laboratories).

The library is accessible during most of the day and takes students' needs into account. Access to the literature and journals as well as to digital media through various databases is ensured. Access to relevant digital media is available from the students' home and qualified library staff is there to advise students.
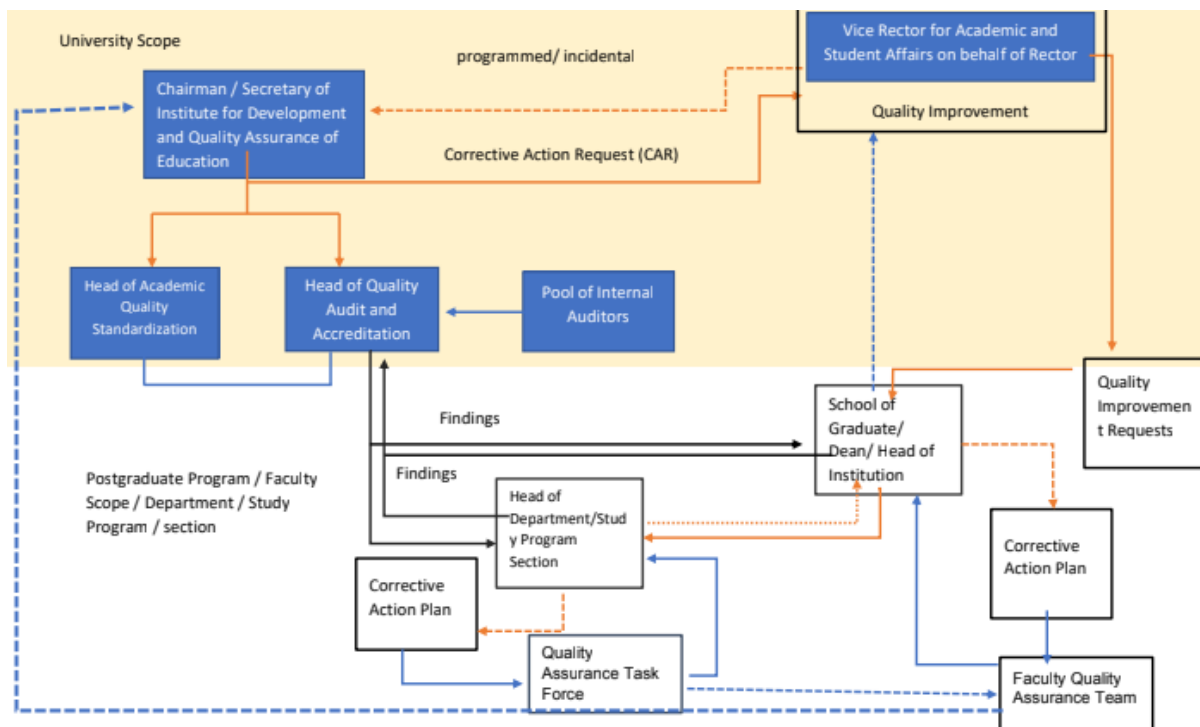
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[38] See p. 34 self-evaluation report

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.4	**Facilities and equipment**				
4.4.1* Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)		BA	MA		
4.4.2* Access to literature (Asterisk Criterion)		X			

4.5 Additional services

<u>Career counselling and placement service</u>
Undip provides career counselling services and job opportunity information. The service is under the coordination of the Undip Career Centre (UCC), which is managed at the University level.

The UNDIP Career Centre (UCC) provides counselling services with psychologists and career professionals in the fields of career development psychology, industrial and organisational psychology, and human resource management psychology. Career counselling can be accessed both offline and online. In addition, the UNDIP Career Centre provides one to three months internship services at the alumni network companies. UCC also provides access to alumni network companies through career expo events and career online applications.

UCC conducts skills training including:

- Job recruitment and selection training: This training helps job seekers to create attractive curriculum vitae that suit their condition. In addition, this training also helps individuals to be able to make good cover letters.
- Job seeking strategy training.
- Job Interview Training: This training helps job seekers understand and be able to apply job interview strategies, understand the importance of personal presentation for job interviews, understand and be able to apply skills to communicate their curriculum vitae eloquently, and understand tips and tricks when facing job tests.
- Work Attitudes Training: This training helps job seekers have good performance in the job market, master good communication skills, and have good leadership skills and practice them during their career.

UNDIP Career Centre regularly conducts socialisation, especially to new students, and through the website https://uccareer.id/.

Alumni Activities

An alumni organisation has been established under the name IKA FISIP (Alumni Association of the Faculty of Social and Political Sciences). IKA FISIP already has an organisational structure and has registered 80,000 alumni. IKA FISIP holds regular alumni activities, including the IKA UNDIP National Conference and the inauguration of IKA FISIP management. IKA FISIP also offers scholarships for active students who are facing financial difficulties, contributes to teaching (teaching alumni program, guest lecturers), supporting campus activities such as prayer rooms, discussion space for students. IKA FISIP staff consists of alumni who function as volunteers.

Appraisal:

Undips Career Development Centre offers counselling and placement services to the students and graduates to promote their employability. Undip provides sufficient resources as well.

An alumni organisation has been set up by graduates. Yearly gatherings for students and graduates are organised. The study programme sends out yearly tracer studies to keep in touch with them. The sustainable alumni network supports assessing and evolving the study programme.[39]

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.5	Additional services					
4.5.1	Career counselling and placement service			X		
4.5.2	Alumni Activities		X			

4.6 Financing of the study programme (Asterisk Criterion)

Based on the Regulation of the Government No.52/2015 on the Statute of Universitas Diponegoro, as a Legal Entity State University, Undip has freedom in implementing and developing good governance of the University. This autonomy includes freedom in organisational management, financial management, manpower and personnel management, student affairs management, and infrastructure management.

There are three types of income sources:

- income from the state budget and BOPTNBH funds;
- income from student tuition fee (UKT) and Institutional Development Contribution (SPI); and
- income from Revenue Generating Activities (RGA).

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[39] See chapter 5

Funding from the state budget is used to finance the payment of salaries of lecturers and staff with civil servant status. The BOPTNBH fund is used to improve campus facilities. Revenue from RGA is used to finance UNDIP commercial projects. Lastly, income from student tuition fee and Institutional Development Contribution (SPI) is used to finance educational operations.

At the university level, UNDIP has assigned key performance indicators (IKU) and budgets utilizing an Annual Output Plan (Rencana Output Tahunan), Annual Work Plan and Budget applications (Rencana Kerja dan Anggaran Tahunan) which are applications based on the Universitas Diponegoro Strategic Planning 2020 – 2024. The determination of the budget ceiling for the Budget User Work Unit (SUKPA) is done by the University Leadership. The verification will be conducted by the University Budget Team. The disbursement of the budget is carried out using the Budget System Realization (RSA) application by the finance team at the faculty. Every budget disbursement pays attention to the achievement of the predetermined output target.

Appraisal:

As a state university, Undip provides sufficient funds related to the programme to ensure that each cohort of students starting within the accreditation period can complete the study programmes.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.6* Financing of the study programme (Asterisk Criterion)			X		

5. Quality assurance and documentation

Quality assurance and quality development with respect to contents, processes and outcomes
At the University level, the implementation of quality assurance is under the direction of the Institute for Development and Quality Assurance of Education (LP2MP), which in its implementation coordinates with all elements of UNDIP Internal Quality Assurance System stakeholders, consisting of: University Senate, University Leadership (Rector and Vice Rectors), Internal Supervisory Unit (SPI), Institute for Research and Community Service (LPPM), Faculty Quality Assurance Team (TPMF), and Quality Assurance Task Force (GPM). The following is a depiction of the Higher Education Quality Assurance Cycle at Universitas Diponegoro.

Figure 1: Higer Education Quality Assurance Cycle at Universitas Diponegoro

At the faculty level, the quality assurance is under the coordination of the Faculty Quality Assurance Team (TPMF) and at the study programme level, the quality assurance is under the coordination of the Quality Assurance Task Force (GPM).

Universitas Diponegoro has a complete document related to Undip Quality Assurance, the preparation of which is based on:

- Regulation of the Minister of Research, Technology, and Higher Education of the Republic of Indonesia No. 62 of 2016 on Quality Assurance System for Higher Education,
- Regulation of the Minister of Education and Culture No. 3 of 2020 on National Standards for Higher Education,
- Regulation of the Rector of Universitas Diponegoro Number 22 of 2016 on Internal Quality Assurance System of Universitas Diponegoro.

In the Regulation of the Minister of Education and Culture No. 3/2020, the national standards for higher education are divided into:

1) education national standards,
2) research national standards, and
3) community service national standards.

In the **education national standards**, the Regulation of the Minister of Education and Culture (SNDikti) No. 3/2020 stipulates eight educational standards:

- Graduate Competency Standard,
- Learning Content Standard,
- Learning Process Standard,
- Learning Assessment Standard,
- Learning Facilities and Infrastructure Standard,
- Learning Management Standard,
- Learning Financing Standard,
- Academic Atmosphere Standard.

Research Standards in accordance with SNDikti are:

- Research Result Standard,
- Research Content Standard,
- Research Process Standard,
- Research Assessment Standard,
- Researcher Standards,
- Research Facility and Infrastructure Standard,
- Research Management Standard,
- Research Financing Standard.

Community Service Standards (PKM) in accordance with SNDikti are:

- PKM Results Standard,
- PKM Content Standard,
- PKM Process Standard,
- PKM Assessment Standard,
- PKM Implementation Standard,
- PKM Facilities and Infrastructure Standard,
- PKM Management Standard,
- PKM Financing Standard.

Documents related to Internal Quality Assurance of Undip are stipulated in the Rector Regulation No. 22/2016 regarding the Quality Assurance System of Universitas Diponegoro. As a Legal Entity State University (PTNBH) since 2016, the performance of Undip is not only related to SNDikti in general, but there are additional obligations in the form of Special Performance of PTNBH (IKU PTNBH).

Therefore, Universitas Diponegoro stipulates eight additional standards going beyond the quality standards of the national system. These are:

- Student Admission Standard,
- Student Affair Standard,
- Cooperation Management Standard,
- Governance and Leadership Standard,
- Quality Assurance System Standard,
- Lecturer and Education Personnel Standard,
- Financial Management Standard,
- HR Planning and Development Standard.

The implementation of the quality assurance system conducted by Universitas Diponegoro is under the responsibility of LP2MP. The data completion carried out in each study programme is contained in the Academic Quality Assurance Information System (SIPMA). The Internal Quality Assurance System (SPMI) score is put in by uploading the data regarding the national educational standards. Furthermore, each standard is monitored by a set of indicators (see table below).

Evaluation of the implementation of higher education standards is conducted by uploading evidence of data by each study programme on the Academic Quality Assurance Information System (SIPMA) (see table below).

To plan and assess quality assurance and development procedures, the faculty and students participate in committees or in a meeting held at the end or beginning of each semester to evaluate and provide improvements in a discussion forum or workshop. In addition, students are given the opportunity to evaluate the learning process conducted by each lecturer in the SIAP system. To complete the audit follow-up process, graduates and business representatives (graduate users) are included in the planning process of quality assurance, quality assessment, and curriculum development.

The consistency of the implementation of Undip Research Standards can be seen from the research output, both in the form of articles in national accredited journals, as well as in international journals indexed by Scopus and/or WOS. In addition, the evidence of the implementation of Research Standards can also be seen from the improvement in accreditation of journals published by Undip, as well as the acquisition of IPR from scientific works produced by the lecturers.

The evidence of the implementation of quality standards in the Community Service (PkM) can be seen from the increasing amount of Undip funds allocated for PkM and the increasing number of PkM titles that qualify for funding in Undip.

The amount of funding indicates the implementation of Facilities and Infrastructure Standards as well as Funding and Financing Standards in PkM. Meanwhile, the number of PkM titles that qualify for funding indicates the implementation of other PkM quality standards (Results Standards, Content Standards, Process Standards, Assessment Standards, and Community

Service Implementation Standards). It is because to qualify for funding, the PkM must be reviewed by referring to the PkM Standards.[40]

Evaluation of the Implementation of Quality Standards

Monitoring and evaluation of the implementation of quality standards is carried out in stages and periodically through the following activities:

- Internal quality audits conducted by LP2MP once a year. Internal quality audits conducted by Internal Auditors who have competence in audit. Internal quality audit using instruments that measure the achievement of quality standards applicable in Undip (36 Quality Standards).
- Routine performance evaluation based on BAN PT and/or LAM criteria. This evaluation is conducted based on the performance data that refers to BAN PT and/or LAM accreditation assessment reported by the Head of Study Programme online every year on the LP2MP page.
- Monitoring the evaluation of PBM activities conducted twice a year through an online learning and teaching process evaluation survey (EPBM) to students.
- Monitoring and evaluation of lecturer performance in the field of *Tridharma*, support, and strategic tasks conducted every six months. This monitoring and evaluation are conducted at the faculty level and the results are associated with remuneration and penalties that will be received by lecturers.
- Internal Audit specifically for Facilities and Infrastructure and Finance conducted by SPI and the Undip Audit Committee.
- External Audit specifically for Facilities and Infrastructure and Finance conducted by Audit Board of the Republic of Indonesia (BPK) and an Independent Public Accountant.
- Monitoring and evaluation of grants received by study programmes, faculties and grants received individually (lecturers). This monitoring and evaluation are carried out on all components of financing both from internal (UNDIP) and external sources (domestic and foreign aid), including:
  - Non-Tax Revenue Grant of Universitas Diponegoro;
  - Decentralisation Grant (Ministry of Research and Technology/BRIN /BRIN);
  - National Competitive Grant (Ministry of Research and Technology /BRIN);
  - Innovation Grant (Ministry of Research and Technology /BRIN);
  - Rispro Grant (Ministry of Finance);
  - Ministry of Agriculture Grant;
  - Ministry of Finance Grant
  - Partnership/collaboration grants with various institutions;
- Monitoring and evaluation of Key Performance Indicators (IKU) of Higher Education Institutions conducted quarterly in the working units.
- Evaluation of Laboratory quality performance done through KAN accreditation external audit activities (SNI ISO/IEC 17025: 2017).
- Evaluation of the performance of external audit bureau/institution/faculty in Universitas Diponegoro by TÜV Rheinland Group.
- Research and PkM Monev by LPPM, especially on research and PkM that receive funding, both from internal and external Undip.

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[40] See p. 33 ff. self-evaluation report

- Monitoring and evaluation of student service standards through online student satisfaction surveys carried out at both University and faculty levels annually.
- Internal monitoring and evaluation of Governance Standards and Cooperation through the signing of absolute responsibility for each rupiah of funds sourced from Universitas Diponegoro used by lecturers and educational personnel for *Tridarma* activities.
- External monitoring and evaluation of Financial Governance by Audit Board of the Republic of Indonesia /BPK, Inspectorate General, Public Accounting Firm/KAP, and Finance and Development Supervisory Agency /BPKP.

Standard Control

Standard Control is carried out by formulating a follow-up plan through a Management Review Meeting (RTM) and monitoring the implementation of the follow-up plan. The RTM carried out at Undip aims to formulate the follow up according to the guidelines of the Management Review Meeting of Universitas Diponegoro. The guidelines regulate the procedures for management review meetings to discuss issues related to the implementation of the quality system or other issues related to quality at Universitas Diponegoro. Undip has two types of Management Review Meeting (RTM):

- RTM at the University level: attended by all university leaders, faculty leaders, institutions and units or other related parties;
- RTM at the faculty level: attended by faculty leaders, study programmes, heads of laboratory, and other related parties.

The follow-up formulated at the faculty level RTM is an agreement between the head of the study programme or audited unit, internal auditors, as well as TPMF and GPM. The results of RTM at the faculty level will be submitted to LP2MP. The Internal Quality Audit process at the Faculty is declared finished and complete after the study programme and the auditor agreed and submitted a Correction Request Report (PTK), RTM report and Internal Quality Audit Closing to LP2MP.

Meanwhile, RTM at the university level begins with the process of studying the standard control report results and then continues with the holding of a meeting to discuss the results of the RTM report. RTM of Quality Assurance at the Faculty level regularly schedules and discusses internal audit results, feedback, process performance and product suitability, status of preventive and corrective actions, follow-up of previous management review meetings, changes that may affect the quality assurance system, and recommendations for improvement.

Improvement of Quality Standards

The results of the Internal Quality Audit of Undip draw conclusions of the achievement of the standards set by Undip. The standards that have been achieved are considered for quality improvement. The standard improvement is shown through the improvement of IKU achievement targets. Achievement targets indicating the standards will be improved if:

- The target/standard has been achieved and internal and external analysis allows for improvement of target/standard.
- The target/standard has not been achieved, but internal and external analysis as well as recent developments allow for the improvement of target/standard.
- There are changes in government policies and/or regulations.

- There are developments that require the target/standard to be improved.

Evaluation by students

At the end of each semester, students evaluate the performance of lecturers in carrying out learning activities for all courses offered in the semester. The Teaching and Learning Process Evaluation Instrument (EPMB) can be accessed by students through SIAP, which is an academic information system application that can be accessed using an SSO (Single Sign on) account owned by the students. Additionally, student academic activities provide another informal opportunity for students to give feedback on the learning activities.

The Quality Assurance Task Force (GPM) as a quality assurance unit at the study programme level collects the results of student evaluation on lecturer performance for analysis. GPM presents the findings and proposes recommendations to the study programme coordinator. The evaluation results are formally submitted to the lecturers. Based on the recommendation of GPM, the study programme coordinator establishes policies and operating procedures to be implemented.

Evaluation by faculty

Lecturers hold forums to evaluate the performance of study programmes in lecturer meetings during the semester. Evaluation materials include learning facilities and infrastructure, the availability of references, and learning materials. In addition, lecturers also provide input in the curriculum evaluation forum, including improvement and updating of learning materials and the interrelation of materials between courses. Input from lecturers is followed up by the study programmes in the form of relevant policies and programmes. The faculty holds faculty working meetings which include meetings on budget changes and academic evaluation meetings conducted to evaluate each study programme. The evaluation includes financial control, infrastructure control, lecturer performance achievement, services to students, and strategic performance achievement evaluation. The evaluation is carried out with the following mechanism:
- The entire process of student learning evaluation is supervised by the faculty team and faculty leaders.
- The review process is conducted by the faculty quality assurance team whose members have competence in the academic field.
- Questions in the evaluation process form can be changed if needed and carried out by the faculty quality assurance team.

Evaluation by alumni, employers and third parties

The role of alumni in quality assessment is to provide an analysis of contributory courses in careers, while the role of alumni in curriculum development is to provide a reference for courses that still need to be added to the competencies needed in a career.

Further, employees assess the ability of alumni from seven aspects, namely; self-development, English, communication, cooperation, ethics, expertise, and the use of information technology. This information can be used to analyse which aspects still need to be developed and optimised in order to produce graduates who can be successfully integrated into the business world. Alumni users fill out questionnaires regularly when alumni are accepted as workers in their agencies/companies.

Tracer study is a graduate tracking activity done to track alumni two years after graduation. The tracer study activity aims to find out the results of the process of educational activities that have been given to students as guidance when entering the world of work. The results of the

tracer study can be seen at https://tracerstudy.UNDIP.ac.id/. The purpose of the tracer study is to determine the educational outcomes produced by a university, to know the contribution of the university to the competence of graduates in the world of work and to create a tool for monitoring the adaptation of graduates entering the working world.

<u>Programme documentation</u>

Programme description
Academic information is documented and informed to new students through the academic guideline book. The academic guideline book contains the student curriculum for each semester, academic rules, ethical guidelines, and standard operating procedures for student academic activities. It is also available digitally on the FISIP Undip website so that students and lecturers can refer to the documents at any time. For the preparation of scientific papers, students also receive a guidebook for writing scientific papers compiled by the Faculty's scientific writing team.

Information about the description of study programmes such as vision and mission, curriculum, academic rules and guidelines, can be accessed through the FISIP website and the study programme website. The FISIP website contains information about vision, mission, and objectives, lecturer profiles, curriculum, guidebooks, student activities, cooperation with partners, lecturer code of ethics, alumni, and facilities. The faculty also provides study programme flyers containing an overview of the study programme, brief curriculum, brief lecturer profile, student exchange opportunity profile, and admission procedures.

Information on activities during the academic year
Information about academic activities of the study programme can be accessed by the public through the Faculty and University websites. The information related to academic activities includes lecture schedules, announcements, regulations, other academic and non-academic activities. There is an annual report in the form of Quality Assurance Report (AIMA), Government Agency Performance Accountability Report (LAKIB). At the University level, the media relation function is carried out by the Public Relations division. One of the strengths of MCS is the number of relationships with journalists based on alumni relations and good relations with the media.

Appraisal:

At Undip, a systematically defined quality assurance and development procedure monitors and develops the quality of all study programmes. It considers the contents, processes, and outcomes through the PDCA cycle. The success rate and graduate employment as well as the real students' workload are evaluated and analysed. Responsibilities are clearly defined.

Evaluations by students, by the faculty, by alumni and employers are carried out regularly according to a predefined procedure and provide input for the quality development process. However, the panel misses more formal measures to close the loop of the student surveys. Thus, while the results and measurements are shared informally with the students, the panel **recommends** that a concrete process be considered to actively inform students about the evaluation results and the quality assurance measures to be derived from them or to inform them specifically where they can view results/reports.

The study programmes publish their content, curriculum and examination scheme on different platforms. Lecturers hand materials out to students, like course plans and assignments.

All relevant information about the study programmes are published on the website and social media.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students				X	
5.2.2	Evaluation by faculty			X		
5.2.3	External evaluation by alumni, employers and third parties			X		
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)			X		
5.3.2	Information on activities during the academic year			X		

Quality profile

HEI: Universitas Diponegoro

Bachelor / Master programme:
1. Bachelor of Government Science
2. Bachelor of Public Administration
3. Master of Public Administration
4. Master of Political Science

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1	**Objectives**					
1.1*	Objectives of the study programme (Asterisk Criterion)			X		
1.2*	International orientation of the study programme design (Asterisk Criterion)			X		
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			X		
1.3.2	Positioning of the study programme on the job market for graduates („Employability")			X		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			X		
2	**Admission**					
2.1*	Admission requirements (Asterisk Criterion)			X		
2.2	Counselling for prospective students			X		
2.3*	Selection procedure (if relevant)			X		
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)			X		
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)			X		
3	**Contents, structure and didactical concept**					
3.1	Contents					
3.1.1*	Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2*	Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3*	Integration of theory and practice (Asterisk Criterion)			X		
3.1.4	Interdisciplinary thinking			X		
3.1.5	Ethical aspects			X		
3.1.6*	Methods and scientific practice (Asterisk Criterion)			X		

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.1.7* Examination and final thesis (Asterisk Criterion)			X		
3.2 Structure					
3.2.1* Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2* Study and exam regulations (Asterisk Criterion)			X		
3.2.3* Feasibility of study workload (Asterisk Criterion)			X		
3.2.4 Equality of opportunity			X		
3.3 Didactical concept					
3.3.1* Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2* Course materials (Asterisk Criterion)			X		
3.3.3 Guest lecturers		X			
3.3.4 Lecturing tutors			X		
3.4 Internationality					
3.4.1* International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2 Internationality of the student body			X		
3.4.3 Internationality of faculty			X		
3.4.4 Foreign language contents			X		
3.5* Multidisciplinary competences and skills (Asterisk Criterion)			X		
3.6* Skills for employment / Employability (Asterisk Criterion)		X			
4. Academic environment and framework conditions					
4.1 Faculty					
4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2* Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4 Practical business experience of faculty			X		
4.1.5* Internal cooperation (Asterisk Criterion)			X		
4.1.6* Student support by the faculty (Asterisk Criterion)		X			
4.1.7(*) Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X
4.2 Programme management					
4.2.1* Programme Director (Asterisk Criterion)			X		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.2.2	Process organisation and administrative support for students and faculty			X		
4.3	**Cooperation and partnerships**					
4.3.1(*)	Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*)	Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		
4.4	**Facilities and equipment**					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)	BA	MA			
4.4.2*	Access to literature (Asterisk Criterion)	X				
4.5	**Additional services**					
4.5.1	Career counselling and placement service			X		
4.5.2	Alumni Activities			X		
4.6*	Financing of the study programme (Asterisk Criterion)			X		
5	**Quality assurance and documentation**					
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2	**Instruments of quality assurance**					
5.2.1	Evaluation by students				X	
5.2.2	Evaluation by faculty			X		
5.2.3	External evaluation by alumni, employers and third parties			X		
5.3	**Programme documentation**					
5.3.1*	Programme description (Asterisk Criterion)			X		
5.3.2	Information on activities during the academic year			X		