



**STRATEGIC PLAN
FACULTY OF FISHERIES AND MARINE
UNIVERSITAS AIRLANGGA
2016 - 2020**

**FACULTY OF FISHERIES AND MARINE
UNIVERSITAS AIRLANGGA
2016**

CHAPTER I

INTRODUCTION

Strategic Plan (RENSTRA) of Faculty of Fisheries and Marine in Universitas Airlangga serves as an outline of the development of the Faculty of Fisheries and Marine during the period of five years (2016-2020) which includes the scenario of the development of Faculty of Fisheries and Marine in the next five years.

According to Government Regulation Number 30 Year 2014 on Fundamental Regulation (Statuta) of University on clause 41, the Faculty is an element of implementing academic education, professional, and/or vocational in Universitas Airlangga which coordinates and conducts the academic, professional, and/or vocational activities in one or several discipline science, technology, and humanities. The essence and mean of the development of Faculty of Fisheries and Marine in Universitas Airlangga is an effort to educate the Indonesian life through the human development in Fisheries and Marine field. The development of Faculty of Fisheries and Marine refers to Universitas Airlangga value which is essence on *Excellence with Morality* in translation as follows:

1. **Based on Morality.** Each academicians in Universitas Airlangga has to has behavior based on the morality and not tolerate the behavior and attitudes which is amoral and unethical.
2. **Excellence.** Each activity of academicians in Universitas Airlangga such as education, research, community service, and academic products which is produced always provide their best and added value for the community, state and nation.
3. **Strong Academic Culture.** Each behavior and attitudes of academicians in Universitas Airlangga is a reflection of an cademic culture which is strong and rooted.
4. **Target – Oriented.** Each activity of academicians in Universitas Airlangga is a resource that has to be managed efficiently, effectively and accountably to achieve performance and quality target that have been assigned.

In the process development of democratic leadership and participation, the Strategic Plan will be used as benchmark to assess the success and performance management in the Faculty of Fisheries and Marine in all levels and lines. Strategic Plan of the Faculty of Fisheries and Marine may anticipate all the changes and the development of internal and external that can answer a wide range of strategic issues that will be faced for the Faculty of Fisheries and Marine within the next five years; all of the academicians and employees in the Faculty of Fisheries and Marine can understand and implement the Strategic Plan.

Strategic Plan of the Faculty of Fisheries and Marine is arranged according to analysis of internal and external situation of the Faculty of Fisheries and Marine. The analysis of internal situation in the Faculty includes strengths and weaknesses and the external situation in the Faculty includes opportunities and threats. Decision of the Guardian of Universitas Airlangga Number 01 / UN3.MWA / K / 2016 on Strategic Plan of Universitas Airlangga in 2016-2020 becomes basic forming of the Strategic Plan for the Dean of the Faculty of Fisheries and Marine in the period 2015-2020.

CHAPTER II

VISION, MISSION AND AIM OF FACULTY

Vision

Become an internationally and nationally innovative independent faculty having competitive advantages in fisheries and marine in line with religious morality

Mission

1. Performs learning-based advance technology through implementing quality assurance
2. Organize basic and applied innovative research to support education and society service developments
3. Advancing fisheries and marine science for the Indonesian community for ensuring the progress of development

Aim

1. Producing quality graduates having capability of developing science and technology in fisheries and marine field as well as having competitive advantages associated with high moral integrity
2. Producing innovative research supporting National's and International's aquaculture and marine science development
3. Performing society services empowering society, who will actively and even independently play role in solving fisheries and marine problems
4. Realizing creatively proactive Faculty's independency in facing the development of fisheries and marine's challenges

CHAPTER III

ANALYSIS OF THE SITUATION

The analysis of the situation is conducted by identifying the strengths and weaknesses in internal factors as well as the threats and opportunities in external factors.

The Internal Factors

Strengths

1. The vision of the Faculty of Fisheries and Marine reflects the independent, innovation, excellent and morality.
2. The Faculty has three Bachelor Study Program with the excellent on masterin and developing science and technology in Aquaculture and Fisheries Product Industrial Technology.
3. The curriculum of the Faculty of Fisheries and Marine according to KKN I is able to educate the students to think critically and analyze in dealing with problems related to Fisheries and Marine Technology.
4. All of the academic staffs have minimum education level in Master Degree (S2) (100%), above the standard of National Council for Higher Education Accreditation which requires the number of academic staff with master degree upwards of 80%.
5. All of academic staffs both civil servant and contract have to have the certificate of PEKERTI and Applied Approach.
6. The academic staff who has the academic certificate is 75%
7. The Faculty facilitates the human resources development through academic degree and non degree both in domestic and abroad.
8. Each class is equipped by multimedia and air conditioner
9. The Faculty has fiber optic network which is connected with management office Universitas Airlangga so the connectivity is quite large and the Wi-Fi can be accessed free of charge by academicians.
10. There is Local Access Network (LAN) and Wireless Access Network (WAN) which are able to support the learning process.
11. The Faculty has the fish pond education as a supporting unit
12. The Faculty has public area, gazebo, and cafetaria which are able to support the condusive academic atmosphere.
13. The Faculty facilitates the student's soft skills development through the learning process, reasoning and scientific activities, and student's activities.

14. The Faculty has Quality Assurance Unit (SPM) in level Faculty and level Study Program (GPM) as well as the Assessment and Education Development Unit (SP3).
15. The system of academic quality management in the Faculty of Fisheries and Marine standards on Airlangga Integrated Management System (AIMS) is an integrated quality management system according to ISO 9001: 2008; IWA 2: 2007 and Education Criteria for Performance Excellence based on MBNQA refers to the standard of BAN-PT.
16. The University conducts the internal quality audit routinely every year in the Faculty level related to the management arrangements, while the Faculty routinely conducts the internal quality audit of Study Program related to academic quality. The result of internal quality audit in Faculty and Study Program is followed up by Faculty as improvement.
17. Surveillance audit AIMS by British Standards Institution (BSI) is conducted routinely started from 2014 since the Faculty of Fisheries and Marine joined the AIMS in 2013.
18. The internal audit in finance of the Faculty of Fisheries and Marine is conducted by Intern Inspector Board (BPI) as a form of monitoring and evaluating finance and is followed up by Faculty.
19. There are two research of academic staff which is in the process for getting the Rights to Intellectual Property.
20. The results of the research which generate the products or models, are able to apply directly through community services activities.
21. There are the Fisheries and Marine Journal, Journal of Aquaculture and Fish Health, Journal of Marine and Coastal Science which have ISSN to publish the result of research for lectures and students.
22. The academic staffs have experience research in national scale through Grant Competence; Competitive Grant Research for International Publications; National Strategy Research Grant; Grant Competence, Applied Research Ministry of Research and Technology; Research Mandate of University; Leading Research University (PUPT).
23. The academic staffs have the experience on community services in national scale by obtaining financial support from Iptek (IbM), Vucer.
24. The international cooperation with Graduate School of Biosphere Science Hiroshima University; Nagasaki University; Pukyong National University, South Korea; Institute of Ocean Technology and Marine, National Cheng Kung University; Taiwan, Chulalongkorn University; Miami Dade College in the field of education and reserach.
25. The Faculty has cooperation with ASEAN-FEN (Fisheries Education Network) which has member such as Universitas Airlangga, Indonesia; University of Malaysia,

Trengganu; University of Sains Malaysia; Prince of Songkla University, Thailand; Kasetsart University, Thailand; Rajamangla University of Technology Srivijaya Thailand; Can Tho University Vietnam; Nong Lam University Vietnam; University of Brawijaya, Indonesia. Associate member such as Nha Trang University, Vietnam; Hue University Vietnam; University of Philippines Visayas, Philippines; Royal University of Agriculture, Cambodia; Prek Leap National College of Agriculture, Cambodia; University of Yangon, Myanmar; Savanakhet University, Laos; Burapha University, Thailand; University of Putra Malaysia.

26. The national cooperation (MoA) with Fisheries and Marine Services in East Java; PT Central Proteina Prima; Tbk, Politeknik Perikanan dan Kelautan, Sidoarjo; House of Fiah Quarantine; PT Matahari Sakti; and Ministry of Marine and Fisheries (MoU with UNAIR).

Weaknesses

1. The Faculty has PhD and Professor is 34.37% and 9.38%, respectively, less than ideal condition 20%.
2. The current ratio of academic staffs and students is 1 : 36, while the ideal ratio according to BAN-PT is 1 : 30.
3. The Ratio of supporting staffs and students is 1 : 49.
4. The ratio of academic staffs and supporting staffs is 58.18% and 41.82%, respectively. The ideal ratio of academic staffs and supporting staffs is 60% and 40%, respectively.
5. The source of financing through cooperation and academic business unit has not approached optimal yet.
6. The Education Efficiency Score (AEE) has not approached yet with the ideal score is 25%.
7. The graduate's ability in English is quite good when is assessed by stakeholder.
8. The graduates of the Faculty of Fisheries and Marine lack the ability to create their own opportunities in accordance with the field of knowledge.
9. Laboratory Facility still not sufficient for practical activities, research activities of students and lecturers.
10. International research is still low.
11. Awareness of the researchers on the patent right is still low.
12. The results of the research of academic staff has not been used optimally by the industry.

13. Scientific publications in national journals accredited and reputable international journals or indexed Scopus still low.
14. Empowerment of the role of alumni for the development of Study Program and Faculty is not optimal, because the number of alumni who occupy strategic positions still a little bit.

External Factors

Opportunities

1. The large of marine resources, especially in the field of fisheries and marine, so be hope to achieve vision of the Faculty through the empowerment of human resources and the optimization of the marine resources exploitation.
2. The opportunities for Study Program managed by the Faculty to apply for international certification or accreditation.
3. The opportunities to network collaboration with government and private institutions in terms of resource sharing of human resources and infrastructure that have for improving the quality of students and graduates.
4. The potential results of research and scientific studies in the field of fisheries is needed to support the development of fisheries.
5. The existence of cooperation with various institution both domestic and abroad, open an opportunity to obtain financial support from Corporate Social Responsibility (CSR) to support research and community service.
6. There is an opportunity to develop a program of development in the field of fisheries and marine synergistic with regional autonomy.
7. In the era of the ASEAN Free Trade Area (AFTA) in 2015 and the ASEAN Economic Community (MEA) which has been inaugurated since December 31st, 2015, open the opportunities for graduates of the Faculty of Fisheries and Marine to work in the ASEAN countries in accordance with scientific competence.
8. Terbuka peluang untuk menambah jumlah anggota IFS dengan Universitas di negara Brunei Darussalam, Filipina, dan Singapura. There is an opportunity to increase the number of IFS member with University in Brunei Darussalam, Philippines, and Singapore.

Threats

1. The development of science and technology in the field of fisheries are increasing rapidly.
2. The stakeholders demand the competence of graduates with high qualification, so the academic and supporting staffs have to have the competence is required.
3. The information system is developing rapidly, so it must be accompanied by completing the supporting facilities and infrastructure.
4. The competition for increasingly-high quality prospective students with other Study Program from same or others University.
5. There are a lot of graduates from similiar Study Program which is has high competence.
6. The competence improvement of lecturers from other Universities will increase the competition for research grants and community service.
7. In the era of AFTA in 2015 and MEA, the graduates of the Faculty of Fisheries and Marine must have public speaking skills so be able to present a plan, idea, creativity to stakeholders.

CHAPTER IV STRATEGIC TARGET, PERFORMANCE TARGET AND STRATEGIC INITIATIVES

Universitas Airlangga is targeted to reach ≤ 500 world rankings by Directorate General of Higher Education, Ministry of Education and Culture, in 2019. Currently, the position of Universitas Airlangga is 701+ in QS World University Ranking (QS-WUR). To achieve the University's target of ≤ 500 world ranking, the Faculty of Fisheries and Marine has maps strategy, namely academic excellence, research excellence, community service development, and entrepreneurship which are supported by financial management, improvement of facilities and infrastructure, as well as improvement of resources and cooperation.



Figure : The map strategy for Strategic Plan of the Faculty of Fisheries and Marine, Universitas Airlangga on 2016-2020

According to the map strategy and analysis of the situation above, the initiative or strategic program directed to strategic target for achieving the performance target which is assigned until 2020 refers to Key Performance Indicator (KPI) of the Faculty.

Table : The Strategic Target, Size and Performance Target, as well as the Initiative/ Strategic Program of the Faculty of Fisheries and Marine, Universitas Airlangga on 2016-2020

Strategic Target	Key Performance Indicator (KPI)	Target 2020	Initiative/ Strategic Program
Optimizing of the Faculty Budget	Percentage of Budget Absorption	100 %	Monitoring the schedule of activity implementation in each sector by PIC
			Monitoring improvement and budget absorption evaluation every month as well as the follow up of the result.
	Fixing of Revenue Proportion	25 %	The Operational Cooperation (KSO) development with fisheries industry (external stakeholder) for building education fishpond outside of the Faculty.
			<p>Revitalization of education fishpond in the Faculty of Fisheries and Marine to support the learning process and as a place to develop entrepreneurial in student community.</p> <p>The entrepreneurial improvement in student community through:</p> <ul style="list-style-type: none"> a) Guest lecture from successful entrepreneur to change the student's perspective on entrepreneurship b) Bussiness training c) Facilitates the students to conduct entrepreneurial activities through financial support d) Assistance and coaching of the prospective entrepreneur by Enterprise Assistance Team <p>Improvement of laboratory services unit for stakeholder requirement.</p>
Improvement of Stakeholder Satisfaction	Stakeholder Satisfaction Index	90 %	<p>Improving the academic facilities for education activities and research which is meet the national and international education standard</p> <p>Improving the academic services</p>

			<p>through development of soft skill and the competence of supporting staffs.</p> <p>Improving the competence and competitiveness of graduates through curriculum development.</p> <p>Improving the soft skill and student insight through students activities and student exchange</p> <p>Developing the entrepreneurial spirit to the students to be an independent entrepreneur and be able to compete</p>
Academic Excellence Improvement	Student Diversity in Surabaya compared to East Java	30 %	The outcomes promotion is a Faculty excellence to senior high school/ vocational high school outside of East Java and tutoring place.
	Student Diversity in East Java compared to Indonesia	80 %	
	The number of students from 3 T	2	Improving the rule of lecturer as academic supervisor
	The average of study	80 %	Improving the number of graduates through optimum supervision
			Providing the training of scientific paper writing
			Improving the lecturer as academic supervisor
	The percentage of Study Program accredited A (BAN-PT)	75 %	Improving the research group according to specification of scientific, in order to engage the students in undergraduate thesis writing which is integrated.
			Re-accreditation and accompaniment re-accreditation of Bachelor Study Program on Aquaculture in 2017
Accreditation and accompaniment of accreditation of Bachelor Study Program on Aquaculture PDD Banyuwangi in 2017			
	The number of	1	Accreditation and accompaniment of accreditation of Bachelor Study Program on Fisheries Product Industrial Technology in 2019.
			Accompaniment in drafting proposal

	Master Study Program		of Master Study Program on Fisheries Science
			Accompaniment in curriculum study of Master Study Program on Fisheries Science
			Accompaniment of Master Study Program accreditation on Fisheries Science
	The Percentage of Study Program which is accredited by International Institution	50 %	Proposing the AUN certification for Aquaculture Study Program through accompaniment process for drafting documen SAR-AUN.
			Motivates the Fisheries Product Industrial Technology Study Program For AUN certificated.
			Strengthening the quality assurance system of the internal education, research and community services accordinf to the standard of AIMS.
	The Number of Positive Exposure of the Faculty (National and International)	3	Improving the outcomes promotion of the Faculty through research, community services, student's achievement in local, regional and national level, as well as the product of student's entrepreneurship and small-middle business through exhibition.
			Providing the financial support through RKAT of the Faculty for work/creation that is patented and assistance in drafting and proposing.
			Improving the handbook which has ISSBN
			Improving the scientific publication through national and international seminar.
		Improving the number of lecturer as interviewees in scientific forum	
Faculty – Student Ratio	1 : 25	Improving the number of lecturer according to the competence of science which is required for Study Program and qualified minimum in master degree to minimize the ratio of lecturer and students according to the standard of BAN-PT	

	The Number of Student Exchange to Abroad	10	Strengthening the cooperation network with international to improve education exchange
	The Number of Student Exchange into Universitas Airlangga	4	
	The Number of Staff Exchange to Abroad	3	
	The Number of Staff Exchange into Universitas Airlangga	2	
Research Excellence Improvement	The Number of Scopus Indexed Publication	13	Training on writing international scientific journal scopus indexed publication
			Accompaniment of lecturers for international journal publication reputed by coaching team.
			Providing the financial support for international journal publication through RKAT of the Faculty
	The Number of Cited Publication	1.0	Providing the financial support for national publication through RKAT of the Faculty
			Facilitating lecturers to join the visiting professor activities with the output is international journal publication.
			Accompaniment of drafting accreditation instrument (borang) of Scientific Journal of Fisheries and Marine
			Strengthening journal online in Department (Journal of Aquaculture and Fish Health and Journal of Marine and Coastal Science).
	The percentage of Research Budget	15 %	Improving the coordination in Department Level to make research group
			Nurturing the research proposal routinely for making cooperation with International UNiversity
Improving the research cooperation			

			through research collaboration with International University
Community Service Excellence Improvement	The Percentage of Program which has High Social Effects	70 %	Improving the quality of community services which has high social effect by conducting the coordination in department level
			Developing the training program scheduled for stakeholder.
			Accompaniment the small-middle business in terms of company management, marketing strategy management and finance management
	The Number of Community Services Activities in Local Level	6 Activities	Improving the community services activities program in local level through financial support from RKAT
	The Number of Community Services Activities in Regional Level	2 Activities	Improving network to conduct the collaboration activities of community services in regional and national level includes lecturer and students
	The Number of Community Services Activities in National Level	2 Activities	
The Development of Human Capital Readiness	The Number of Lecturer qualified PhD	44.12 %	Mapping of lecturer in department level to improve the education degree in PhD and Professor
			Improving the PhD degree program through financial support from SP3
			Improving the competence and lecturer insight through staff exchange
	The Number of Lecturer with Professor Title	20,59 %	Facilitates the international journal publication for PhD
			Improving the competence and lecturer insight through post doctoral program
Improving the Utilization Effectiveness of Information Communication Technology	Utilizing of Information Communication Technology of the Faculty	95 %	Improving bandwidth to support the student learning process
			Increasing the server for application and expand the internet connection
			Increasing the e-learning application
			Improving the performance profile of the Faculty by conducting update content website of the Faculty as well as the fixing of English content

			Improving the resources competence related to information communication technology development.
The Internalization Academic Culture	Academic Culture Index	95 index	Improving the student soft skill through learning process, reasoning and scientific activities through student creativity program (PKM) and the programmed activities (LKM-TD, LKM-M, art, interest and talent).
			Mentoring and coaching the student's character until graduation
			The Faculty supports the creation of academic atmosphere through providing the facilities and funds
Improving the Readiness of the Facilities and Infrastructures	The Level of Readiness of the Facilities and Infrastructures in the Faculty	80 %	Collecting the data/ inventory the facilities and infrastructures in good condition
			Monitoring and evaluating of the availability and using the facilities and infrastructures as well as conducting the follow up of the result.
			Maintaining the facilities and infrastructures which is scheduled
			Improving the facilities and infrastructures to support the creation of academic interaction among academicians
			Scheduling and funding calibration of laboratory equipment regularly
			Conducting the follow up of K3 audit result

Assigned in Surabaya
January 25th, 2016

Dean

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