

Decision of the FIBAA Accreditation and Certification Committee



11th Meeting on September 20, 2023

PROGRAMME ACCREDITATION

Project Number:	22/024 Cluster 2
Higher Education Institution:	Universitas Pembangunan Nasional Veteran Jakarta
Location:	Jakarta, Indonesia
Study programme:	Bachelor of Law (S.H.) Bachelor of International Relations (S.Sos) Bachelor of Political Science (S.Sos) Bachelor of Communication Science (S.I.Kom)
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 with one condition.

Condition: The University implements a student workload evaluation system for each course which includes a systematic control loop from the survey to the analysis of the results and the taking of appropriate measures (see chapter 5).

Proof of meeting this condition is to be supplied by June 19, 2024.

**The condition is fulfilled.
The decision was made by the FIBAA Accreditation and Certification
Committee on June 14, 2024**

Period of Accreditation: September 20, 2023 until September 19, 2028.

The FIBAA Quality Seal is awarded.

Assessment Report

Higher Education Institution:

Universitas Pembangunan Nasional Veteran Jakarta,
Indonesia

Bachelor programme:

1. Bachelor of Law
2. Bachelor of International Relations
3. Bachelor of Political Science
4. Bachelor of Communication Science

Qualification awarded on completion:

1. Bachelor of Law
(Sarjana Hukum, S.H.)
2. Bachelor of International Relations
(Sarjana Ilmu Sosial, S.Sos)
3. Bachelor of Political Science
(Sarjana Ilmu Sosial, S.Sos)
4. Bachelor of Communication Science
(Sarjana Ilmu Komunikasi, S.I.Kom)

General information on the study programme

Brief description of the study programmes:

The **Bachelor of Law** (BL) aims to produce professional law graduates in litigation and non-litigation processes as lawyers, prosecutors, judges, mediators and legal corporates.

The **Bachelor of International Relations** (BPIR) aims to educate International Relations analyst assistants who are able to classify, analyse and process the data and information that are related to International Relations in the socio-political, economic and security fields in a global context. Graduates shall understand, explain and master the theoretical and conceptual basis of International Relations studies, especially in national and global development issues, as well being able to research various issues and phenomena of International Relations.

The **Bachelor of Political Science** (BPS) aims to educate political practitioners, civil society practitioners, bureaucrats and analysts, who are able to examine problems of democracy and society and the results can be utilised by the community and policy makers while being able to master the approaches, concepts and theories in political science.

The **Bachelor of Communication Science** (BCS) produces graduates who can master, develop and implement the principles of communication science in their profession in various forms of digital-based media and technology platforms.

Type of study programme:

For all programmes: Bachelor programme

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

Bachelor of Law: 8 semesters (4 years), 148 sks credits/ 236.8 ECTS credits

Bachelor of International Relations: 8 semesters (4 years), 149 sks credits/ 238.4 ECTS credits

Bachelor of Political Science: 8 semesters (4 years), 146 sks credits/ 233.6 ECTS credits

Bachelor of Communication Science: 8 semesters (4 years), 144 sks credits/ 230.4 ECTS credits

Mode of study:

For all study programmes: full-time

Didactic approach:

For all study programmes: study programme with obligatory class attendance

Double/Joint Degree programme:

For all study programmes: no

Scope (planned number of parallel classes) and enrolment capacity:

Bachelor of Law: 350 students

Bachelor of International Relations: 240 students/ 6 parallel classes

Bachelor of Political Science: 200 students/ 5 parallel classes

Bachelor of Communication Science: 300 students/ 8 parallel classes

Programme cycle starts in:

For all study programmes: in August

Initial start of the programme:

Bachelor of Law: 2000

Bachelor of International Relations: 1999

Bachelor of Political Science: 2017

Bachelor of Communication Science: 1997

Type of accreditation:

For all study programmes: initial accreditation

Procedure

A contract for the initial accreditation of the Bachelor of Law (S.H.), Bachelor of International Relations (S.Sos), Bachelor of Political Science (S.Sos) and Bachelor of Communication Science (S.IKom) was made between FIBAA and Universitas Pembangunan Nasional Veteran Jakarta on March 2, 2022. On November 18, 2022, the HEI submitted a self-evaluation report, which included a detailed description of the programmes and further documents in order to prove that the criteria for programme accreditation are met.

At the same time, FIBAA appointed a review panel¹. The HEI has agreed with the chosen experts. The panel consisted of:

Prof. Dr. Ralf Andersson

University of Southern Denmark

Professor of Journalism Head of Centre for Journalism

(Course Coordinator, teaching and research in online video, broadcasting, sound/radio and journalism for BA and Master, Head of the Continuing Education Programme)

Prof. Dr. Rasa Daugėlienė

Kaunas University of Technology, Lithuania

Associate Professor of Social and Political Sciences

(Economic Security Policy; Aspects of European Economic Integration; Specificity of EU Internal Market Functioning; Tendencies of EU Trade policy; Aspects of Modern Public Governance)

Prof. Dr. LL.M. Wolfgang Lücke

University of Leipzig, Germany

Professor em. of Civil law, Civil Procedure Law, Notarial law and Comparative Law

(Civil Law, Civil Procedure Law, Notarial law and Comparative Law)

Ph.D. S. Rouli Manalu

Universitas Diponegoro, Indonesia

Assistant Professor in the field of Communication Science, Head of Undergraduate Program in Communication Science

(Communication Science/Communication and Media Studies)

Marieke Lena Petersen

Vrije Universiteit Amsterdam, Netherlands

Student of Law and Politics of International Security (LL.M.)

completed: International Relations (B.A.) and Law (B.A.), University of Erfurt, Germany

Ikboljon Qoraboyev (PhD, University of Toulouse)

International School of Economics of Maqsut Narikbayev University, Kazakhstan

Associate Professor of International Relations

Associate Research Fellow, United Nations University - Institute for Comparative Regional Integration Studies, Belgium

(International Law; International Relations; Comparative Regionalism Studies; Central Asia and Eurasia)

¹ The panel is presented in alphabetical order.

Christoph Sodemann

Constructify.media e.V., Bremen, Germany

Managing Director und Co-Founder, Corporate Communication Manager

((Digital) Media management, Moderation, Corporate Communication, Public Relations, Journalism)

FIBAA project manager:

Friderike Uphoff

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 June 20 and 21, 2023 at the HEI's premises in Jakarta, 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 August 24, 2023. The statement on the report was given up on September 03, 2023. It has been taken into account in the report at hand.

Summary

For Bachelor programmes

The Bachelor of Law, Bachelor of International Relations, Bachelor of Political Science and Bachelor of Communication Science offered by Universitas Pembangunan Nasional Veteran Jakarta fulfil with one exception the FIBAA quality requirements for Bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on September 20, 2023 and finishing on September 19, 2028 under conditions. 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 panel members identified a need for improvement regarding the following aspect²: quality assurance and quality development with respect to contents, processes and outcomes. They recommend the accreditation on condition of meeting the following requirements:

- **Condition** (see chapter 5.): The University implements a student workload evaluation system for each course which includes a systematic control loop from the survey to the analysis of the results and the taking of appropriate measures.

Proof of meeting this condition is to be submitted by June 19, 2024.

Furthermore, the quality requirements that have not been fulfilled –

- Interdisciplinary thinking (see chapter 3.1),
- Internationality of the student body (see chapter 3.4),
- Foreign language contents (see chapter 3.4),
- Alumni Activities (see chapter 4.5),

For the Bachelor of Communication Science additionally:

- Internationality of faculty (see chapter 3.4),

– are not asterisk criteria and therefore do not lead to a condition. The measures the HEI takes to solve the identified problems are to be considered during the re-accreditation.

The panel members also identified several areas where **all programmes** could be further developed:

- introducing a preparatory language course (see chapter 2.),
- that the level of students' English proficiency should be raised to a level that students are able to complete some of the teaching and exams in English (see chapter 2.),
- making the grading system more transparent with regard to team teaching (see chapter 3.2),
- including more interdisciplinary thinking into the compulsory courses (see chapter 3.1),
- implementing a standard regarding page numbers of the final thesis (see chapter 3.1),

² These aspects are asterisk criteria which means that they are essential for the study programme.

- thinking about removing the Scopus publication as a goal for Bachelor students (see chapter 3.1),
- considering hiring student tutors (see chapter 3.2),
- setting up a system to attract international students and articulate a recruitment strategy for international students (see chapter 3.4),
- that significantly larger parts of the actual teaching, teaching material and exam assignments should be conducted in English (see chapter 3.4),
- increasing the number of professors and PhDs according to the plan until 2030 (see chapter 4.1),
- offering technical training for teaching staff (see chapter 4.1),
- reviewing the team-teaching procedures with regard to timely planning and publication of assignments for the entire semester (see chapter 4.1),
- checking measures to improve the cooperation of faculties and faculty members (see chapter 4.1),
- offering English courses for administrative staff to support further internationalisation of the study programmes (see chapter 4.2),
- extending the cooperations with international partners (see chapter 4.3),
- improving the library working spots with regard to reading spaces for students (see chapter 4.4),
- extending the hard copy collection in the library (see chapter 4.4),
- improving and systematising the contact in the alumni organisations and including alumni more into the study programmes (see chapter 4.5),
- creating a fund for scholarships on University level, since the financial resources are distributed by the University management (see chapter 4.6),
- carrying out a workload evaluation for the lecturers, too, in order to balance teaching and research for faculty staff (see chapter 5.),
- getting qualitative feedback from students (see chapter 5.).

For the Bachelor Law additionally:

- communicating the specialisation better and develop them further into a unique profile that attracts students from all countries (see chapter 3.1),
- diversifying the examination forms by including more papers or oral examinations into the courses (see chapter 3.1),
- increasing international contents and intercultural aspects (see chapter 3.4),
- forming subjects according to international standards (see chapter 3.4),
- extending the rooms for the lecturers (see chapter 4.4).

For the Bachelor of International Relations additionally:

- gradually increasing the English level requirement at entry (see chapter 2.),
- including more individual assignments into the courses (see chapter 3.1).

For the Bachelor of Communication Science additionally:

- offering specialisation tracks in the higher semesters (see chapter 3.1),
- including a clear procedure for internal cooperation in team-teaching to ensure transparency of workload for the students (see chapter 3.2),
- increasing international contents and intercultural aspects (see chapter 3.4),

- promoting internationality in the programme and supporting lecturers in getting international experiences (see chapter 3.4),
- including more practitioners into the programme (see chapter 4.1),
- intensifying the relation and cooperation to media companies (see chapter 4.3).

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 two criteria in which **all programmes** exceed the quality requirements:

- Ethical aspects (see chapter 3.1),
- Student support by the faculty (see chapter 4.1).

For the Bachelor Law additionally:

- Integration of theory and practice (see chapter 3.1),
- Positioning of the study programme on the job market for graduates (see chapter 1.3).

For the Bachelor of International Relations additionally:

- Integration of theory and practice (see chapter 3.1),
- Positioning of the study programme in the education market (see chapter 1.3),
- Positioning of the study programme within the HEI's overall strategic concept (see chapter 1.3).

For the Bachelor of Communication Science additionally:

- 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.

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Information

Information on the Institution

The history of the Universitas Pembangunan Nasional Veteran Jakarta (UPN Veteran Jakarta, or UPNVJ) began with the establishment of three academies: Banking Academy, Commercial Shipping Management Academy and the Textile Academy on January 7th, 1963³. These three academies were integrated into PTPN “Veteran” Jakarta on February 21st, 1967 with two branches based in Yogyakarta and Perguruan Tinggi Pembangunan Nasional (PTPN) Veteran East Java branch under the guidance of the Ministry of Defense and Security. In 1993, UPN Veteran Jakarta became independent, and it was given its current name. It also changed its status to a “Private” college on November 29th, 1994, with five faculties’ programmes. In 2008, UPN Veteran Jakarta was awarded national accreditation by the Indonesian accreditation agency BAN-PT. Eventually, in 2014, UPN Veteran Jakarta became a state university under the guidance of the Ministry of Education in Indonesia.

Today, it consists of seven faculties, namely the Faculty of Economics and Business, Faculty of Engineering, Faculty of Computer Science, Faculty of Medicine, Faculty of Social and Political Sciences, Faculty of Law, and Faculty of Health Sciences. Currently, more than 12,600 students are enrolled in 29 study programmes. Among the more than 70,000 applicants in 2022, only 6.5 percent were accepted to study at UPNVJ.

The goal of the University is to spread a patriotic education, which refers to the value of “state defense” with the graduates’ loyalty to their society and country. According to the 2020-2024 Strategic Plan, UPNVJ has the vision to become a *“superior university of international quality, which is innovative, competitive and has the identity of safeguard the autonomy for the development of Indonesian people”*.

This vision is translated into the mission with the following statements, such as:

1. Organising quality education to prepare internationally competitive graduates who have the identity of safeguards to protect the country.
2. Arranging innovative research and community service for the development of Indonesian society
3. Developing an academic climate based on traditional university values.
4. Introducing good university governance through the implementation of risk management.
5. Developing domestic and foreign networks and partnerships.

The University also follows the principles of good and transparent university governance and strives to develop an adequate academic environment for carrying out the so-called Tridharma of Higher Education for its lecturers that are supposed to engage in teaching, research and community service. In 2019, UPN Veteran Jakarta achieved the 77th rank in the national ranking out of 4,621 universities in Indonesia. In 2023, it achieved the 84th rank out of 4,000 HEIs in Indonesia in terms of the number of national publications, and according to Webometrics, in 2023 (June/July), UPNVJ is located at the 272 national rank. To realise its mission to become an internationally excellent university, the University strives to reach the 800+ QS World University ranking by 2038.

³ Brief History of UPN “Veteran” Jakarta. Retrieved from: <https://www.upnvj.ac.id/en/tentang-upn/history.html>

Statistical data

Bachelor of Law

In the Academic Years of 2019-2021, the study programme had 15,129 prospective students with a capacity of 970, which shows that the acceptance rate for new students is only 6.41 %. Apart from interest, the study programme has eleven part-time foreign students from Kazakh Ablai Khan University.

Table 1: Statistical data Bachelor of Law

		2021	2020	2019	2018
# Study Places offered by HEI		350	300	320	385
# Applicants	Σ	5829	4112	5188	5664
	f	3487	2360	2973	3227
	m	2342	1752	2215	2437
Application rate		1665.43%	1370.67%	1621.25%	1471.17%
# First-Year Students (accepted applicants)	Σ	343	294	309	366
	f	210	186	165	222
	m	133	108	144	144
Rate of female students		0,612244898	0,632653061	0,533980583	0,606557377
# Foreign Students	Σ	0	0	0	0
	f				
	m				
Rate of foreign students		0	0	0	0
Percentage of occupied study places		98,00%	98,00%	96,56%	95,06%
# Graduates	Σ			142	91
	f			64	38
	m			78	53
Success rate (students who finished their studies)				45,95%	24,86%
Dropout rate (students who dropped their studies)		1,46%	1,02%	2,26%	0,54%
Still studying		98,54%	98,98%	51,79%	74,60%
Average duration of study		N/A	N/A	4	4
Average grade of final degree		N/A	N/A	3.62	3.41

Bachelor of International Relations

BPIR's latest national accreditation was obtained in 2018 as stated in BAN-PT Decree Number 2024/SK/BAN-PT/Akred/S/VII/2018 with a B rating. From the accreditation process, BPIR has carried out the recommended aspects, such as conducting recruitment for lecturers' Doctoral degrees and encouraging lecturers to continue Doctoral studies.

Table 2: Statistical data Bachelor of International Relations

		2021	2020	2019	2018
# Study Places		240	200	160	219
# Applicants	Σ	4434	3534	3301	5995
	f	2885	2277	2049	4071
	m	1549	1257	1252	1924
Application rate		1847,50%	1767,00%	2063,13%	2737,44%
# First-Year Student	Σ	235	192	153	209
	f	147	121	87	123
	m	88	71	66	86
Rate of female students		0,625531915	0,630208333	0,568627451	0,588516746
# Foreign Students	Σ	0	0	0	0
	f				
	m				
Rate of foreign students		0	0	0	0
Percentage of occupied study places		97,92%	96,00%	95,63%	95,43%
# Graduates	Σ			100	65
	f			71	38
	m			29	27
Success rate				86,81%	96,08%
Dropout rate				13,19%	3,92%
Average duration of study				4	4
Average grade of final degree				3,69	3,64

Furthermore, BPIR also implemented recommendations to revise the curriculum. This process began in 2019, BPIR reviewed the vision and mission as the basis for the preparation of the new BPIR curriculum. Through a review of the vision and mission, it is hoped that the new curriculum can increase the competitiveness of BPIR among other International Relations study programmes. In addition, by reviewing the vision and mission, it is also hoped that the development of BPIR in the future will be more in line with the needs of stakeholders such as alumni, students and graduate users. The vision and mission review consists of two initial stages, namely: workshops and focus group discussions. This process then resulted in a new curriculum in 2020, which has also been integrated with the MBKM (Independent Learning-Independent Campus Programmes) held by the Ministry of Education, Culture, Research and Technology. Merdeka Campus is a form of learning in higher education that is autonomous and flexible to create a learning culture that is innovative, unfettered and in accordance with the needs of students.

Bachelor of Political Science

The Bachelor of Political Science was opened within the Faculty of Social and Political Sciences in 2017. The number of applicants that registered for the political sciences study programme are increasing from 2018 to 2021 from 2,514 applicants to 3,031 applicants.

The Bachelor of Political Science also integrated the government programme Merdeka Belajar Kampus Merdeka (MBKM) programme activities through Learning Outside Higher Education (PLPT) in the form of voluntary activities that are freely chosen by students such as internships, student exchanges, research, entrepreneurship, independent projects, humanitarian projects and teaching at school.

Table 3: Statistical data Bachelor of Political Science

		2021	2020	2019	2018
# Study Places		200	160	120	131
# Applicants	Σ	3031	2168	1948	2514
	f	1780	1301	1169	1508
	m	1251	867	779	1006
Application rate		1515,50%	1355,00%	1623,33%	1919,08%
# First-Year Student	Σ	195	158	112	128
	f	147	93	62	71
	m	88	65	50	57
Rate of female students		0,753846154	0,588607595	0,553571429	0,5546875
# Foreign Students	Σ	0	0	0	0
	f				
	m				
Rate of foreign students		0	0	0	0
Percentage of occupied study places		97,50%	98,75%	93,33%	97,71%
# Graduates	Σ				125
	f				69
	m				56
Success rate					97,66%
Dropout rate*					2,34%
Average duration of study					4
Average grade of final degree					3,6

The programme has attempted to develop institutions in order to realise the mandate of higher education to carry out education, research and community service both at national and international levels. In its second year, in 2019, the study programme achieved a national B accreditation. The previous accreditation recommended the political science study programme to recruit more lecturers, update the educational curriculum and add practicum courses. To realise these recommendations, the study programme has recruited seven lecturers, including four lecturers with Doctoral qualifications and three lecturers with Master's degrees. In addition, there were changes to the curriculum by focusing on three areas of study, namely civic politics, government politics and digital politics.

Bachelor of Communication Science

Since its establishment, the Bachelor of Communication Science (BCS) has consistently received many applicants. BCS has "B" status from BAN-PT (National Accreditation Board). Previous recommendations from national accreditation suggested increasing the number of lecturers with Doctoral degrees. Therefore, nine lecturers are completing Doctoral-level studies at well-known universities in the country and abroad. BCS periodically and continuously evaluates the curriculum by involving alumni, stakeholders and education consultants. Previously, BCS offered lectures with three concentration competencies: Advertising, Public Relations and Journalism. Along with the enactment of the Merdeka Learning Campus Independent (MBKM) curriculum launched by the Ministry of Education, Culture, Research and Technology in 2020, students are expected to have skills which not only related to competence in the field of communication but also other competencies which suitable in line with the demands of the job market.

Table 4: Statistical data Bachelor of Communication Science

		2021	2020	2019	2018
# Study Places offered by HEI		320	280	300	300
# Applicants	Σ	10009	8569	7981	9823
	f	6360	5380	5033	6298
	m	3649	3189	2948	3525
Application rate		3127,81%	3060,36%	2660,33%	3274,33%
# First-Year Students (accepted applicants)	Σ	314	278	305	299
	f	204	180	198	180
	m	110	98	107	119
Rate of female students		0,649681529	0,647482014	0,649180328	0,602006689
# Foreign Students	Σ	0	0	0	0
	f	0	0	0	0
	m	0	0	0	0
Rate of foreign students		0	0	0	0
Percentage of occupied study places		98,13%	99,29%	101,67%	99,67%
# Graduates	Σ			146	167
	f			101	108
	m			45	59
Success rate (students who finished their studies)				47,87%	55,85%
Dropout rate (students who dropped their studies)*				7,39%	7,93%
Still studying				44,74%	36,22%
Average duration of study				3,92	4,5
Average grade of final degree				3,7	3,64

Appraisal:

All four Bachelor programmes show high application rates, which exceed by far the number of study places offered. Almost all study places are occupied in every year in all programmes, also showing the high requirements and entry restrictions to ensure successful graduation of the students. There is a relatively low drop-out rate in all study programmes between 1 % and 3 % in the **Bachelor of Law** and **Bachelor of Political Science**. In the **Bachelor of Communication Science**, the drop-out rate is around 8 %. In the **Bachelor of International Relations**, the drop-out rate is up to 13 %. The average final grade of final degree is stable in **all four programmes**, being around 3.6. The same applies to the average duration of study, which is around 4 years. There are no foreign students in either of the study programmes. The rate of female students is in all study programmes higher than 50 %. All variations in the number of applicants, the number of foreign students, drop-outs and changes in duration of study and average grade are thoroughly evaluated by the University. Appropriate measures based on the results of these evaluations are being taken.

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programmes (Asterisk Criterion)

The Bachelor programme curricula refer to the Presidential Regulation of the Republic of Indonesia Number 8 of 2012 concerning the Indonesian National Qualifications Framework (KKNI) level 6. It has been developed according to the needs of graduate users (Outcome-Based Education-OBE). The learning outcomes include four aspects, namely attitudes, knowledge, general skills and specialised skills. Attitude aspects have been determined by the National Qualifications Framework (KKNI), while general skills have been formulated by the Ministry of Education, Culture, Research and Technology. Specific knowledge and skills are determined by the study programmes and informed by stakeholders, professional associations and education consultants.

Bachelor of Law

The Bachelor of Law aims to produce professional law graduates in litigation and non-litigation processes as lawyers, prosecutors, judges, mediators and legal corporates.

Attitudes

1. Believe in God the Almighty and able to show religious attitude.
2. Upholding human values in carrying out duties based on religion, morals and ethics.
3. Contributing to improving the quality of life in society, nation, state and the advancement of civilisation based on Pancasila.
4. Acting as citizens who are proud and love their homeland, have nationalism and a sense of responsibility to the state and nation.
5. Appreciating the diversity of cultures, views, religions and beliefs, as well as the opinions or original findings of others.
6. Cooperating and having social sensitivity and concern for society and the environment.
7. Obey the law and discipline in the life of society and the state.
8. Internalising academic values, norms and ethics.
9. Demonstrating a responsible attitude towards work in their area of expertise independently.
10. Internalising the spirit of independence, struggle and entrepreneurship.

Knowledge

1. Able to internalise morals, ethics and values of defending the state in carrying out their profession and daily life for the development of Indonesian society.
2. Able to analyse legal theory in the field of constitutional law, civil, criminal, business and international law in an integrative way with Indonesia and humanity with a multidisciplinary approach.
3. Able to apply methods and logic of thinking and legal reasoning to prepare legislative drafting, legal opinions, legal audits, legal contracts, legal drafting, decisions and examinations as well as other legal documents as solutions to legal cases that exist in society in accordance with the scope of work or profession.
4. Able to practice formal law within the judiciary and the constitutional court in a professional manner by upholding professional ethics.

5. Able to apply the case administration management process in the trial process, either directly, e-court or e-litigation within the judiciary and the Constitutional Court in a professional manner and uphold professional ethics.
6. Able to design legal documents and practice advocacy, mediation, arbitration and consultation in the fields of civil, criminal, state administration in accordance with professional ethics.
7. Able to design legislative drafting, legal opinion, legal contract, legal audit and legal drafting in a professional manner.
8. Able to practice communication skills, critical and innovative thinking, information technology literacy, collaboration and teamwork, networking, financial literacy, respect for others and life-long learning.

General skills

1. Able to apply logical, critical, systematic and innovative thinking in the context of the development or implementation of science and/or technology in accordance with their field of expertise.
2. Able to demonstrate independent, quality and measurable performance.
3. Able to study the implications of developing or implementing science, technology or art in accordance with their expertise based on scientific principles, procedures and ethics in order to produce solutions, ideas, designs or art criticisms.
4. Compile a scientific description of the results of the study in the form of a final project.
5. Able to make appropriate decisions in the context of solving problems in their area of expertise, based on the results of analysis of information and data.
6. Able to maintain and develop working networks with supervisors, colleagues, peers both inside and outside the institution.
7. Able to be responsible for achieving group work results and supervising and evaluating the completion of work assigned to workers under their responsibility.
8. Able to carry out a self-evaluation process for the work group under their responsibility, and able to manage learning independently.
9. Able to document, store, secure and retrieve data to ensure validity and prevent plagiarism.

Specialised skills

1. Able to perform an intermediary role through involvement in certain organisations and professions independently and proportionally, in the context of strengthening democracy and society.
2. Able to conduct research using legal research methods in accordance with scientific principles and show results through scientific publications that can be used as reference material for policies, community empowerment and/or development of legal science.
3. Able to solve legal and community problems due to dynamics occurring at both local and global levels.
4. Able to do real work on empowering and assisting the rights of community members through participation in participatory and sustainable civil society/non-government organisations, both at local and global levels.
5. Able to implement policies and carry out legal governance within certain legal institutions in an innovative, professional, integrity, democratic, transparent and accountable manner and by utilising science and technology.
6. Able to apply knowledge and legal analysis in organisational and industrial contexts.

Bachelor of International Relations

The Bachelor of International Relations (BPIR) is designed to match the need of the Indonesian Association for International Relations (Indonesian International Relations Association-AIHII), IQF, the National Accreditation Board for Higher Education (BAN-PT) and accommodate inputs for the stakeholders. International Relations graduates are expected to master theoretical basis, knowledge and practical expertise in International Relations. Particularly, the graduates are expected to be competitive, innovative and have a digital perspective to support national and global development.

Graduates shall be enabled to work in the following professional fields:

1. International Relations analyst assistants who are able to classify and process the data and information that are related to International Relations in the socio-political, economic and security fields in a global context.
2. Public Affairs Professionals who disseminate information to stakeholders with the goal of influencing public policy and building support for the organisation's agenda.
3. Local staffs at Foreign Embassy and other international organisations who have the ability to implement the organisation's programmes; both in diplomatic circumstances and international organisation.
4. Entrepreneurs who are able to carry out economic, marketing and trade activities directly and digitally in the 4.0 industrial revolution era.
5. Civil servants who are able to run, solve and build cooperative relationships in various fields related to International Relations issues.
6. Employees of national and multinational companies who are able to run and build cooperative relationships with strategic domestic and abroad partners.
7. Activists of non-governmental organisations who are able to carry out the functions of facilitation, empowerment and advocacy related to global development issues.

BPIR graduates should have the following qualifications:

1. Personality characteristics that reflect integrity, responsibility, tolerance and social sensitivity.
2. Ability to understand, explain and master the theoretical and conceptual basis of International Relations studies, especially in national and global development issues.
3. Analytical ability and expertise in researching various issues and phenomena of International Relations, from the theoretical aspect to the level of policy practice.
4. Practical skills in negotiating, communicating and advocating in various aspects of International Relations at national and global levels.

To attain these qualifications, the study programme is based on the following learning outcomes:

1. Understanding and implementing religious, moral, ethical and patriotic values in the life of the people and the nation.
2. Analysing and explaining global phenomena theoretically using qualitative and quantitative approaches.
3. Understanding, analysing International Relations phenomena in various fields using foreign policy theories and models and conducting practicum/process simulation.
4. Understanding and analysing International Relations phenomena in various fields using diplomacy's theory and concept and conducting diplomacy practicum.
5. Identifying and analysing inter-actor interaction in global security issues such as maritime security, transnational crime and cyber security.

6. Understanding, identifying various issues in the global political economy and analysing the interaction among actors in it such as economic diplomacy, political economy resources, international business politics and other issues that depict the global political-economic development.
7. Analysing the relationship between state actors and non-state actors in multilateral cooperation (south-south and north-south) in order to contribute a big impact towards global development using knowledge and technology transfer from developed countries (north) and multi-national corporations.
8. Identifying actors that are involved in regional development dynamic and analysing issues in it such as politics, economics, society, culture and security.
9. Conducting research and digital-based analyses.
10. Conveying thoughts and arguments in written and spoken modes of language in Bahasa Indonesia, English and another foreign language.

Bachelor of Political Science

The Bachelor of Political Science programme (BPS) sets the following objectives:

1. The implementation of quality education in the field of political science and based on the study of government politics, civic politics and digital politics, with quality graduates who are competent, adaptive and play a role in strengthening democracy and society.
2. The realisation of research and community service in the field of political science that are innovative, relevant and have an impact on strengthening democracy and society.
3. Fulfilment of a conducive, participatory, inclusive academic environment and fully utilise the development of information and digital technology.

The profile of the graduates of BPS is prepared by involving stakeholders from various agencies such as the Ministry of Home Affairs, Bawaslu (Indonesian General Election Supervisory Agency), NGOs and groups of similar study programmes, so that an agreement is reached that can be accepted and used as a national reference.

Graduates of the study programme have a profile with the following descriptors:

1. Political Practitioners, who are capable of implementing governance in multilevel government institutions.
2. Civil Society Practitioners, who are capable of solving problems of citizens' rights, both at domestic and global levels.
3. Bureaucrats, who are able to implement governance in the government institutions at multilevel.
4. Analyst, who is able to examine problems of democracy and society and whose results can be utilised by the community and policy makers.

The study programme includes the following learning outcomes:

1. Demonstrate an attitude of integrity, humanism and nationalism based on religious values, Pancasila and ethics both in the academic, professional and community environments.
2. Applying logical, critical, creative, systematic and innovative thinking in the context of scientific development or implementation.
3. Demonstrate leadership, independence and quality and measurable performance both individually and in groups.
4. Demonstrate political governance and democratic governance in political institutions at various levels.

5. Demonstrate the strengthening of civic politics through empowering and assisting citizens' rights.
6. Demonstrate digital political literacy that can help solve problems of democracy and society by utilising digital technology.
7. Mastering the approaches, concepts and theories in political science in general.
8. Mastering the social and political research methodologies needed for objective and measurable analysis of socio-political phenomena.

Bachelor of Communication Science

The Bachelor of Communication Science (BCS) can be explained as follows:

1. It produces graduates who can master, develop and implement the principles of communication science in their profession.
2. It produces competent graduates in communication science (strategic communication) in various forms of digital-based media and technology platforms.
3. Producing graduates with broad analytical, critical and multidisciplinary perspectives, which allow them to work collaboratively and independently.
4. It produces graduates who think creatively and innovatively with an entrepreneurial spirit.

BCS graduate profiles are as follows:

1. Professional Media: TV and radio broadcasters, journalists, content writers, videographers and photographers.
2. Professional public relations and corporate communications include PR officers, management trainees, marketing and promotion professionals, as well as customer services.
3. Marketing communication specialists include advertising executives, digital campaigners, social media strategists and marketing professionals.
4. As academics and researchers, lecturers, researchers, government employees and NGO activists in the fields of media and humanity.
5. To be entrepreneurs in the media and creative industries.

Appraisal:

The qualification objectives of **all four Bachelor programmes** are clearly explained and convincingly presented in relation to the target group, targeted professional field and societal context of the discipline. They embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality. The subject-specific and extra-curricular qualification objectives and skills to be acquired correspond with the aspired level at graduation. They take into account the requirements of the national qualification framework of Indonesia.

	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)

The vision of UPNVJ is to “become a superior University of international quality that is innovative, competitive and has the identity of safeguarding the autonomy for the development of the Indonesian people”. The strategic goal of UPNVJ is to become a university that has innovation, digitisation and is able to compete at international level in education, research and community service. In the field of education, UPNVJ organises joint-teaching and international exchange programmes with partner universities. UPNVJ also supports joint research and international collaborative research projects as well as international community service.

The internationalisation activities in study programmes are carried out by setting the vision, mission, goals and strategies derived from those of universities and faculties. Furthermore, the study programmes prepare a curriculum and implement an internationally oriented Independent Campus curriculum (MBKM). MBKM programme allows students, who are predominantly of Indonesian origin, to participate in student exchange abroad if they are interested in it (see details in chapter 3.1).

Bachelor of Law

1. The Independent Campus Curriculum provides courses that support internationalisation. This is shown in several courses that provide opportunities for foreign students and domestic students to participate in MBKM in study programmes. In the even semester of 2021/2022, there were three courses that have students from abroad, namely humanitarian law, treaty law and international trade and diplomatic and consular law.
2. The study programme held Memorandum of Understanding with various universities abroad to support the implementation of the Tri Dharma of Higher Education (Education, Research and Community Service), including: Washington University (US), Universiti Malaya (Malaysia), Universiti Sains Islam Malaysia (Malaysia), Universiti Kebangsaan Malaysia (Malaysia), Universiti Teknologi Mara (Malaysia) and Kazakh Ablai Khan University (Kazakhstan).
3. Internationalisation is also carried out in synergy with students through the International Conference Legal Studies (INCOLS). Since 2020, INCOLS has been held four times. The INCOLS committee is a collaboration between students and lecturers. INCOLS was attended by five countries both as resource persons and active participants. The output of this activity is proceedings and articles published in Sinta's national journal from internal sources and journals in collaboration with the study programme.
4. International class collaboration is an activity using English in the teaching and learning process. This class is attended by 4th and 6th semester students composing of both domestic students and foreign students. The international class was attended by thirteen Law students and eleven students from Kazakh Ablai Khan University (Kazakhstan). For study programme students, the requirements to take international class is a minimum TOEFL score of 450.

5. In 2020, Law graduate students took part in a student exchange organised by the Faculty of Law, University of Malaya (Malaysia). This activity was attended by 120 students from three continents, Asia, Europe and Africa. Each continent is represented by seven countries, the goal of undergraduate Law students participating in the student exchange is to study the legal system in Malaysia. Apart from that, Law students also conveyed to Malaysian students about Indonesian cultures.
6. Furthermore, the study programme involves its students in activities of the Indonesian International Student Mobility Award. In 2021, a Law graduate student was successfully accepted and participated in the ISMAA (Indonesian International Student Mobility Award) programme to The Pennsylvania United States of America and in 2022, three students passed at Sapienza University of Rome (Italy), University of Pisa (Italy) and Centro de Lenguas Modernas de la Universidad de Granada (Spain).

Bachelor of International Relations (BPIR)

To build internationalisation of the programmes, BPIR attempts to cooperate with other international institutions, including universities, foreign embassies, international organisations and international non-governmental organisations. This collaboration leads the design of BPIR curriculum to produce graduates with a good ability to understand and analyse global issues.

In the context of international education, BPIR has started to assign several students to participate in Indonesian International Student Mobility Awards. From 2021 to 2022, BPIR sent its students to Korea University (South Korea), Sussex University (UK), University of Warsaw (Poland) and Universiti Kebangsaan (Malaysia). BPIR also builds cooperation with universities abroad such as with Kazakh University of International Relations and World Languages (Kazakhstan) for student exchange, guest lecturing and article publication collaboration.

In addition, BPIR builds collaborations on educational and research activities with international partners, including, diplomatic representatives of various countries in Jakarta, international organisations and international non-governmental organisations. For instance, public lectures were held by ambassadors including the Ethiopian, Moroccan and the South African Ambassador. In those lectures, the ambassadors emphasised the importance of cooperation in education and culture to improve people-to-people relations between their countries and Indonesia. Besides, BPIR collaborated with international organisations and civil society organisations such as Migrant Care, Amnesty International, United Nations Development Programme (UNDP) and Pacific Forum.

In research context, BPIR starts to establish a collaboration in international journal publication. A lecturer of BPIR had collaborated with lecturers from Northern Illinois University (US) and University of Wisconsin-Eau Claire (US) in writing articles for international journals. Furthermore, BPIR encourages lecturers to publish research results in accredited and Scopus-indexed international journals, as well as to participate in joint research, joint publications and joint student organisation activities.

To increase student competence, BPIR also has several foreign language elective courses, such as English, German, Arabic, French and Russian to provide international exposure for graduates. This foreign language learning is expected to help students and lecturers to interact fluently with the global community, fellow lecturers, students and the international community.

BPIR also regularly holds webinars with various international partners such as Germany and the Philippines to broaden the horizons of lecturers and students.

Bachelor of Political Science

The Bachelor of Political Science (BPS) develops studies on government politics, civic politics and digital politics as an effort to contribute to strengthening democracy and citizenship. The internationalisation efforts that have been carried out by the study programme include:

1. Organising international conferences that bring in speakers from various universities in the world, such as Osaka University (Japan), London School of Economics and Politics (UK), Peoples Friendship University of Russia (Russia) and Universidad Internacional (Spain).
2. Conducting student exchange with Kazakh Ablai Khan University (Kazakhstan).
3. Offering bilingual content for several courses that can be taken by students at other faculties and universities (example: state defence education, Indonesian political thought, introduction to public policy, Indonesian political system, political ethics, basics of political analysis).
4. Supporting lecturers in continuing their education abroad, including funding publication fees for international journals.
5. Inviting guest lectures: Several international guest lecturers and collaborations have come from world-class universities, including Osaka University (Japan), University of Sydney (Australia), Murdoch University (Australia), University of Queensland (Australia), Australian National University (Australia), Universiti Sains Malaysia (Malaysia), Kyoto University (Japan), Seoul National University (South Korea), ISEAS Institute Singapore (Singapore), University of Oslo (Norway) and the University of Phnom Penh (Cambodia).
6. Supporting lecturers in research project collaboration with other universities from foreign countries through providing a research budget for international collaborations. For example, the University distributes the research budget for international research projects called Rikin (*Riset Kolaborasi Internasional*/ international research collaboration).
7. Visiting lecture from the BSP to Oxford University (UK) and Harvard University (US).
8. Joint research project with other international universities such as Australia National University (Australia), University of Queensland (Australia), Murdoch University (Australia) and the University of the Philippines (UP) Diliman (Philippines).
9. Registered in the International Political Sciences Associations (IPSA).

Bachelor of Communication Science (BCS)

As communication science is transnational and multi-disciplinary, international orientation has become an important aspect of course design, academic activities, research and community service. There have been cooperation agreements in the field of education in the form of

lecturer and student exchanges, as well as research collaborations with Ablai Khan University (Kazakhstan), Walailak University (Thailand) and Universiti Selangor (Malaysia) in 2021.

Furthermore, BCS has introduced the following internationalisation efforts:

1. Supporting lecturers in continuing their education abroad, including funding international conferences, International Association Membership (ICA) and funding publication fees for international journals.
2. Inviting public lectures from Mara University of Technology (Malaysia) in the field of journalism in 2021 and from People's Friendship University of Russia/RUDN (Russia) in the field of media and communication in 2021.
3. Holding international academic conferences regularly (every two years).
4. Participating in the Indonesia International Student Mobility Award (IISMA) Programme organised by the Ministry of Education, Culture and Technology in 2021 with participants from BCS, who studied at University of Pompeu Fabra in Barcelona (Spain) and Yonsei University (South Korea), as well as at Universiti Sains Malaysia (Malaysia), Hanyang University (South Korea), University of Pecs (Hungary) and Universiti Malaya (Malaysia).

Appraisal:

All four study programmes include classes in English, common English textbooks, student exchanges (of the University and IISMA scholarships) and TOEFL certifications to increase internationalisation. Therefore, the programmes' design appropriately takes into account the required international aspects, with respect, too, to its graduates' employability. However, in some aspects, the study programmes are still at the beginning of their path towards internationality. Therefore, the panel suggests intensifying international outlook in the areas of research and foreign cooperation.

		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 programmes

In the **Bachelor of Law**, there are far more applicants than study places available. In 2020, the total capacity was 300, the total number of applications was 4,112. In 2021, the total capacity was 350, the total number of applications was 5,829. The University explains the high application rates with the fact that UPNVJ is a state campus, the position of the campus is in Jakarta, the national capital, and because there are only two universities that have a Faculty of Law at a state university under the Ministry of Education and Culture, Research and Technology in DKI Jakarta. Moreover, the study programme offers several concentration tracks.

The **Bachelor of International Relations** (BPIR) is one of the study programmes under the Ministry of Education, Culture, Research and Technology which is located in the business centre of Jakarta. In total, there are more than 70 International Relations study programmes in Indonesia. UPNVJ's BPIR is one of approximately 20 public universities which offer International Relations programmes. In Jakarta metropolitan area, there are only two public universities which offer same programmes: the Universitas Indonesia (UI) and Universitas Islam Negeri (UIN). However, there are other private universities with a similar offer. Some of the universities are Bina Nusantara, Universitas Nasional, Paramadina, Universitas Pelita Harapan, Universitas Kristen Indonesia and Universitas Moestopo.

BPIR has gained more than 200 new students in the last three years. It focuses on developing its graduate profiles capable of conducting Data Analysis (DA) in this field of study and being updated with the global development issues. This strategic vision is equipped with the availability of lecturer resources that are competent in data analysis, political economy and global security. Besides, lecturers with expertise in qualitative and quantitative approaches, cultural studies, regional studies, terrorism, transnational crime and the global political economy of global trade are also available. In addition, BPIR is also equipped with some laboratory facilities such as diplomacy and multimedia laboratories to enhance the competence of its lecturers and students.

The **Bachelor of Political Science** (BPS) is a new study programme that has the nationally accredited "B" status. Since its establishment, the study programme has accepted 120 to 200 students. Established in 2017, the interest of prospective students continues to increase. Currently, there are two state universities (Universitas Indonesia and Universitas Nasional Jakarta) and several private universities in Jakarta (Universitas Muhammadiyah Jakarta and Universitas Nasional) which offer similar study programmes. The BPS of UPNVJ has a special focus on the studies of citizenship and digital politics. Moreover, the BPS continues to encourage internationalisation efforts by conducting guest lectures by inviting lecturers/practitioners from foreign universities/institutions. In addition, the study programme has updated the curriculum to adapt the MBKM policy, implemented case-based learning methods and project-based learning by implementing large and small classes and lectures for practicing lecturers.

The **Bachelor of Communication Science** (BCS) is a study programme with a high public interest at UPN Veteran Jakarta. Founded in 1994, BCS has thousands of graduates and strong alumni ties. Every year since its establishment, BCS has received approximately 300 students. With six newly renovated laboratories under the auspices of the Faculty of Political and Social Sciences, BCS is a study programme that offers up-to-date equipment. In addition, BCS offers a digital-based strategic communication concentration that is different from other communication study programmes in Jakarta.

Positioning of the study programmes on the job market for graduates

The profile of the graduates of the **Bachelor of Law** includes being "able to design and analyse legislation", where students are ready to implement all theoretical and academic knowledge while studying at the Faculty of Law. Second, students shall be able to solve legal cases in society, which means that students who already have the values of attitude and theoretical knowledge will be provided with practical knowledge to facilitate their entrance into the industrial world after becoming a law graduate. Moreover, students shall be able to apply the practice of proceedings in court, in order to make it easier for students to pursue a graduate

profession of law. In addition, students shall be capable of conducting research and legal service to the community, so that graduates are able to make a contribution to society after graduating from the study programme. What is more, students shall be able to apply technology and foreign languages as part of their legal competence as a supporter of legal science that has wider benefits for the industrial world.

With this graduate profile, alumni of the study programme work as legal staff both in the government and private sector, as well as further qualify as judges, prosecutors and lawyers after national board examination. Since the study programme was opened in 2000, it has had 1,700 graduates. The graduates are equipped with theoretical and practical legal knowledge that adapts to technological and information developments so that graduates will be able to compete in the current technological era. In addition, the characteristics of the value of defending the state is emphasised within the programme so that graduates are not only superior in legal knowledge but also become pioneers in the effort to implement national law development. Graduates who have superior qualifications are absorbed in various professions such as government officials, prosecutors, judges, lawyers and legal practitioners in the industrial/State-Owned Enterprises (SOE) world.

In supporting the graduate profile of the **Bachelor of International Relations (BPIR)**, the study programme has taken several measures. Graduates are equipped to conduct data analysis and understand current global issues. Moreover, the study programme implemented an internationalisation programme by cooperation with foreign campus. In addition, the study programme expanded cooperation with governmental and non-governmental institutions to support graduates' career. Also, the programme involves practitioners as lecturers.

According to the data, BPIR graduates have worked at some public and private sectors, such as national and regional government agencies, SOE (State owned enterprise) and national private companies, NGOs (Non-Governmental Organisations), MNCs (Multinational Corporations), Media, Embassy and International Organisations (as a local staff) or as entrepreneur.

Established in 2017, the **Bachelor of Political Science** is preparing graduates who are competitive and have an unemployment period less than six months. Among the graduates of the study programme, some worked in one of the government institutions as well as a specialist government event organiser consultant in Indonesia. The study programme continues to evaluate the curriculum as a result of changes in employability and labour market conditions, by listening to prospective graduates and other stakeholders. Therefore, the study programme offers more elective and competency-based courses to suit the needs of an increasingly competitive job market.

Established in 1994, **Bachelor of Communication Science (BCS)** graduates consistently occupy strategic positions in their companies. Based on the latest tracer study in 2020, graduates on average find employment after three to four months. Many graduates work as professionals in marketing communications, banking industry, media industry and there is a positive increase in the number of creative entrepreneurs. BCS continues to evaluate the curriculum according to changes in government policies related to curriculum and labour market conditions, by listening to alumni, stakeholders and professional associations. Consequently, BCS offers six elective and competency-based courses to adapt to an increasingly competitive job market. In addition, BCS also asks students to have at least one

type of competency certificate that can be followed at UPNVJ, including Junior Public Relations, Public Speaking and Training of Trainers; where the certificate serves to complement or accompany the BCS diploma.

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

UPNVJ as a provider of higher education services continues to increase its role in realising the Sustainable Development Goals (SDGs), with a focus on four programmes: 1. human development and mastery of science and technology, 2. sustainable economic development, 3. equitable development, 4. strengthening resilience of national governance.

The UPNVJ sets out five main areas that must be in line with the development goals of the Government of Indonesia. The University's Strategic Plan (RENSTRA) has outlined the five main areas for 2020-2024. There are five fields: Food and agriculture, Biotechnology, Energy, Information and Communication Technology and Social Humanities. In addition, UPNVJ has set the strategy to foster internationalisation in all study programmes within the next years. To pursue this goal, the University established the Office of International Affairs (KUI) through the Rector's Regulation Number 35 of 2019 which became a supporting element to carry out tasks in developing the quality of resources to support the internationalisation of the University. One of the functions of KUI is to carry out international relations and cooperation to improve the quality of the University and the academic community in the implementation of education, research and community service.

To support this goal, the **Bachelor of Law** organises international collaborative class programmes conducted with partner universities. The courses opened within this programme are courses in the International Law section, namely International Humanitarian Law, Treaty Law and International Trade, as well as Diplomatic and Consular Law. The holding of student exchanges through the Indonesian International Student Mobility Awards (IISMA) programme of the Ministry of Education, Culture, Research and Technology was attended by one student from the Bachelor of Law at The Pennsylvania State University (US) in 2021. In 2022, three law graduate students at Sapienza University of Rome (Italy), University of Pisa (Italy) and Centro de Lenguas Modernas de la Universidad de Granada (Spain). Moreover, the curriculum emphasises the target strategy for the study programme in relation to the strategy of UPNVJ, focusing on providing skilled and professional personnel in supporting the development of national law, as well as follow the development of science in the field of law and information technology that supports litigation and non-litigation processes. Graduates shall be able to compete in the world of work and/or create jobs in the industrial era 4.0.

In realising human development programmes and mastery of science and technology, especially in the social field, the **Bachelor of International Relations** has designed a curriculum that is more actual and adapted to the needs of the labour market. One of them is the existence of courses that have relevance to the development of information technology such as the Introduction to Big Data in International Relations and Cyberspace in International Relations. In addition, several other courses are expected to support the competence of the graduates, especially in the fields of international trade and business, including economic diplomacy, international trade, international business politics, the political economy of multinational companies and entrepreneurship. In terms of promoting the awareness of nationalism values, the respect for human values, development and diplomacy, the study programme has translated this vision into several strategic courses such as Patriotism, Human Rights and Democracy, as well as International Humanitarian Law. Some of these courses are

expected to increase the awareness of human rights. In addition, in order to increase its development targets in education and culture, including the quality of the human resources, mental revolution and cultural development, lecturers attend doctoral mentoring to study abroad in collaboration with Schoters, which is an institution that mentors the making of doctoral research proposals, motivation letters and assists in creating good communication with the prospective supervisors abroad. What is more, the study programme offers several tracks for international activities (student exchanges, use of foreign languages, international contents) which support the aim of the University to internationalise further.

Referring to the global dynamics undergoing the process of digitising information, the **Bachelor of Political Science** pays attention to civic politics and digital politics, strengthening the quality of education through curriculum internationalisation and recruitment of lecturers with doctoral qualifications as well as making efforts to accelerate the improvement of quality research and community service and collaborative efforts with various local institutions, nationally and internationally.

The area of social humanities that is part of the goals of UPNVJ pays attention to the development and emergence of the creative industry, creative economy and creative workforce. Therefore, the **Bachelor of Communication Science** is an embodiment of the ICT and social humanities field. BCS offers event management, Photography, Radio Broadcasting, and other creative activities that align with the University's main strategic focus, ICT and social humanities.

Appraisal:

The reasons given for the positioning in the educational market of this study programme are plausible. **All four study programmes** show high application rates, the programmes are identified by prospective students within the special focus on patriotism. Moreover, the students choose the programmes since UPNVJ is a state University. For the **Bachelor of International Relations**, the University has thoroughly examined the educational market and used the results in establishing its own unique and competitive profile.

The arguments in support of graduate employability on the basis of the stated qualification objectives are convincingly presented. The future fields of employment for graduates are plausibly set forth in all four study programmes. For the **Bachelor of Law**, the University has thoroughly analysed the job market for graduates and has comprehensively incorporated the results in the study programme. Students are able to pass the bar exam after graduating in order to become a lawyer in Indonesia. Moreover, the Dean of the faculty collaborates with the Law associations to keep the study programme focused on employability.

The study programmes are convincingly integrated into the HEI's overall strategic concept, which is focused on internationality. The study programme's qualification goals are in line with the HEI's mission and strategic planning. The **Bachelor of International Relations** constitute the core of the HEI's or faculty's strategy since it is on the forefront of internationalisation and a driving force for the other study programmes.

		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		BPIR	BL, BCS, BPS		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)		BL	BPIR, BCS, BPS		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept		BPIR	BL, BCS, BPS		

2. Admission

At UPN Veteran Jakarta, the student admission rules refer to the Regulation of the Minister of Education and Culture No. 6 of 2020 concerning New Students Admission for Graduates Programmes at State Universities (PTN), Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia No. 87 of 2017 concerning the UPN Veteran Jakarta Statute, and its Rector's Directive No. 15 of 2020 concerning Academic Regulations.

The UPN Veteran Jakarta's New Student Admission Manual was issued in 2022, which contains the admission process for new students in the Bachelor, Diploma, Professional and Master programmes. UPN Veteran Jakarta considers that this information helps achieving the three pillars of Higher Education (Tri Dharma Perguruan Tinggi/or "three principles of Higher Education").

There are three student admission procedures at UPN Veteran Jakarta that are explained and accessible on the website <https://penmaru.upnvj.ac.id>:

a. Entrance Test for State Universities (SNMPTN or SNM-PTN).

This selection process is carried out based on the academic achievements of prospective students by the UPN Veteran Jakarta Selection Committee under the coordination of the National Committee (University Entrance Test Institute/LTMPT) with the goal to receive qualified students.

b. Joint Entrance Test for State Universities (SBMPTN or SBM-PTN).

This selection process is based on the results of the computer-based written exam (UTBK), which is carried out by the National Committee. The additional assistance is provided by UPN Veteran Jakarta Selection Committee through the location and exam room's provision.

c. UPNVJ Self Selection Track (Sema-UPNVJ).

This selection process is organised independently based on the results of the (1) computer-based written examination (UTBK), (2) academic achievements, and (3) non-academic achievements. The general requirements for the selection of new students are organised through the SNMPTN, SBMPTN and Sema-UPN Veteran Jakarta tracks from 2022.

Counselling for prospective students

In implementing new student admissions, UPNVJ refers to the LTMPT provisions and has an account provided by the institution to manage the process of new student admissions. The LTMPT account given to UPNVJ is used to select new students. In addition, UPNVJ has a website explicitly as a medium of information for prospective new students⁴ and for the new student registration process⁵. The entire student admission process is carried out through an integrated information system at University level, from registration, selection and announcement, to re-registration.

In addition to using these websites, UPNVJ uses social media, including Instagram (@upnveteranjakarta), Twitter (@upnjakarta), YouTube (UPN Veteran Jakarta) and Facebook (UPN Veteran Jakarta) to disseminate information to prospective students and other

⁴ see: <https://penmaru.upnvj.ac.id> (last access July 12, 2023)

⁵ see: <https://regmaba.upnvj.ac.id> (last access July 12, 2023)

academics. UPNVJ social media is fully managed by UPT Humas, responsible for providing information about University developments and other important information. The UPNVJ information and service hotline use the mobile number +62-0859-6050-5999.

In order to capture the interest of new students and at the same time introduce UPNVJ to the public, UPT Humas actively participates in educational exhibitions and expos.

Selection procedure

The procedure for selecting new students refers to the Higher Education Entrance Test Institute (LTMP) provisions for Entrance Test for State Universities (SNM-PTN) and Joint Entrance Test for State Universities (SBM-PTN). SBM-PTN, as well as UPN Veteran Jakarta Rector Regulation Number 15 of 2020 regarding SEMA Academic Regulations. Selection for three student admissions/selection tracks that apply at UPNVJ is carried out as follows:

a. Entrance Test for State Universities (SNM-PTN)

A national selection is the process of selecting new students in collaboration with the school, where the Higher Education Entrance Test Institute (LTMP) coordinates the filling of information to the School and Student Database (PDSS). The high schools (*Sekolah Menengah Atas (SMA) /vocational Sekolah Menengah Kejuruan (SMK)*) conduct a screening of students who have excellent achievements to get an SNM-PTN account and then register to take part in the selection (through uploading report cards, in the School and Student Database (PDSS)). Prospective students who have uploaded their report cards then continue by choosing a major according to their specialization and university. Not all prospective students can register for SNM-PTN because there are quotas according to school accreditation and student academic rankings. Based on data from SNM-PTN applicants, UPN Veteran Jakarta selects students based on the best academic achievement for each major. The number of SNM-PTN quotas is 20 % of the total new students. There is no registration fee during the selection process.

b. Seleksi Bersama Masuk Perguruan Tinggi Negeri (SBM-PTN)

Joint Selection is the process of selecting new students coordinated by LTMP and open to all prospective students or graduating two years before the registration year. The computer-based test system, also known as the Computer-Based Written Examination (UTBK) is conducted in collaboration with state universities. Registration fees are borne by participants according to government regulations. The number of SBM-PTN quotas at UPN Veteran Jakarta is 50 % of the total new students. The materials tested during the UTBK such as:

- (1) Scholastic Potential Test (TPS which measures cognitive abilities
- (2) English Proficiency Test which measures English language skills
- (3) Academic Ability Test (TKA) which measures knowledge and scientific understanding.

The emphasis is made on Higher Order Thinking Skills (HOTS). Students are accepted with the assessment principle with the scores above the lower limit of established quota.

c. Seleksi Mandiri Masuk Perguruan Tinggi Negeri (SEMA-UPNVJ)

This selection process is carried out independently by UPN Veteran Jakarta. The self-selection process is based on the results of the computer-based written exam (UTBK), academic achievements, and/or non-academic achievements. The total quota for SEMA-UPNVJ is 30 %

of the total new students. The achievements recognized by the UPN Veteran Jakarta Selection Committee with the achievements in Olympics, sports, and arts.

Completed new student admission information can be viewed and accessed through the website <https://penmaru.upnvj.ac.id>.

For all the selection mentioned above, new students who have limited economic ability but superior achievements, the Government of the Republic of Indonesia provides scholarships through the Smart Indonesia Card - College (KIP-K).

For the entire student admission process, UPN Veteran Jakarta has prepared various information channels (website, telephone and social media) in detail for prospective applicants. Important information conveyed included selection time, quota for each department, level of strictness, tuition fees, scholarship registration and so on. The university leadership's commitment to all new student admission procedures is carried out based on the good university governance model through information transparency.

Ensuring foreign language proficiency

To increase the competitiveness of graduates, UPNVJ has a policy of mastering English for each graduate. Based on the Chancellor's Regulation Number 33 of 2019 concerning Guidelines for the Implementation of the English Language Proficiency Test (ELPT), every student is required to take the ELPT. The standard value of ELPT results is at least 450 and can be set higher according to each study programme. The implementation of this ELPT is coordinated by UPT Bahasa and the criteria refer to the Test of English as Foreign Language (TOEFL).

The ELPT material and the details of the processing time are as follows:

- a. Listening comprehension time duration 35 minutes as many as 50 questions;
- b. Structure and written expression duration 25 minutes as many as 40 questions;
- c. Reading comprehension takes 55 minutes with 50 questions.

The minimum ELPT score is a mandatory requirement that must be met by students as a prerequisite for submitting final project proposals and theses. For students who have not been able to meet the standard ELPT 450 score, it is recommended to take the TOEFL LIKE English course set by the UPT Bahasa.

Transparency and documentation of admission procedure and decision

Transparency and accountability are manifested through the new student admissions procedures, implementation reports, and other documents' submission digitally organised through the website. The results and decisions of the entrance tests are announced at the national level through the SNM-PTN and SBM-PTN channels, and official websites, while the SEMA-UPNVJ admission procedures are openly announced through the UPN Veteran Jakarta website. Website access is provided on an individual basis to the new student registrants. For students who apply for national scholarships (Bidikmisi), the results can be accessed through a portal that belongs to the Ministry of Education.

Appraisal:

For all four study programmes, the admission requirements are defined and comprehensible. The national requirements are presented and taken into account.

The University offers several communication channels. Applicants can directly turn to a student counselling service or social media (such as WhatsApp or Facebook) for clarification of specific questions, of personal aptitude and of career perspectives. Personal dialogue between applicants and the HEI is provided by defined office hours, by telephone and via e-mail.

The selection procedure for all four study programmes is transparent and ensures that qualified students are admitted.

The admission requirements (required language proficiency level or required result in a concrete language test) ensure that students are able to successfully complete the study programme (courses, additional literature, utilisation of counselling services and extracurricular activities). However, the panel is of the view that students might benefit from further support before starting their studies. Therefore, the panel **recommends** introducing a preparatory language course for **all four study programmes, especially with respect to the A-courses of the study programmes, which are taught in English**. Students might apply for exemption if they can provide proficiency through certificates. Since the **Bachelor in International Relations** is supposed to be very international and develop further in the future according to the plan of the University, the panel **recommends** gradually increasing the English level requirement at entry, so that being able to complete courses in English in the Bachelor in International Relations becomes a requirement in a few years. Moreover, the panel **recommends** for **all four study programmes** that the level of students' English proficiency should be raised to a level that students are able to complete some of the teaching and exams in English.

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

		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

The Bachelor study programmes curricula refer to the Presidential Regulation of the Republic of Indonesia Number 8 of 2012 concerning the Indonesian National Qualifications Framework (KKNI) level 6 and have been developed according to the needs of graduate users (Outcome-Based Education-OBE). In 2020, the curricula have been adjusted to the policy of the Minister of Education and Culture Regulation No. 3 of 2020 concerning National Higher Education Standards.

All four study programmes implement the Merdeka Belajar-Kampus Merdeka programme (MBKM programme, Independent Learning-Independent Campus programme) under which students are granted the right to study beyond their study programme for two semesters (equivalent to 20-21 Semester Credit Units (SCU) per semester, or a maximum total amount of 40 SCUs for two semesters– see semesters 5 and 7 in the curriculum).

In addition, they can participate in one MBKM activity in the sixth semester as well. In 2020, the Ministry of Education and Culture (Mendikbud) introduced this new policy with respective ministerial decrees. It aims to give students the right to learn outside the home university and the study programme for up to three semesters with the following core elements: (1) internship, (2) project in a village, (3) student exchange, (4) research, (5) entrepreneurial activities, (6) independent study or project, (7) humanitarian project, and (8) teaching in school. The list of activities can be taken from the programmes determined by the government.

The objective of the MBKM programme is to increase student competencies, both hard skills and soft skills, according to the field of science being studied.

Bachelor of Law

In the process of preparing the curriculum, institutions from within and outside the country are involved. From abroad, namely Universiti Kebangsaan Malaysia, Universiti Teknologi Mara, Malaysia, Washington University, USA, Universiteit Leiden, The Netherlands. From within the country involved are the Indonesian National Arbitration Board, the Legislative Body of the Indonesian House of Representatives, the Indonesian Notary Association, Academics & Lawyers, the University of Indonesia and the National Law Development Agency.

The study programme has six concentrations, namely Concentration of Criminal Law, Civil Law, Constitutional Law, International Law, Business Law and Information Technology Law. Students study 12 sks credits in their respective concentration, as well as 20 credits in MBKM courses (outside the study programme or outside the University).

Table 5: Curriculum Bachelor of Law

Semester	COURSE CODE	COURSES	Credit Point Per Semester (ects)								Workload	
			1	2	3	4	5	6	7	8	Hours In Class	Hours Self - Study
I	MKU120101	Religious Education	2								52	28
	MKU120102	Pancasila and Citizenship	3								78	42
	MKU120103	Indonesian Language	2								52	28
	MKU120104	National Defense	2								52	28
	HKM120101	English	3								78	42
	HKM120102	Introduction of Law	3								78	42
	HKM120103	Introduction to Indonesian Law	3								78	42
II	HKM120104	General Theory of The State	3								78	42
	MKU120206	Philosophy of Science and Logic		2							52	28
	MKU120205	Leadership		2							52	28
	HKM120205	English for Law		2							52	28
	HKM120206	Constitutional Law		3							78	42
	HKM120207	Administrative Law		3							78	42
	HKM120208	Civil Law		3							78	42
III	HKM120209	Criminal Law		3							78	42
	HKM120210	Islamic Law		2							52	28
	HKM120211	Customary Law		2							52	28
	HKM120312	Agrarian Law			3						78	42
	HKM120313	Engagement Law			2						52	28
	HKM120314	International Law			3						78	42
	HKM120315	Commercial Law			2						52	28
IV	HKM120316	Cyber Law			3						78	42
	HKM120317	Procedure of Civil Law			3						78	42
	HKM120318	Procedure of Criminal Law			3						78	42
	HKM120319	Procedure of Administrative Court			2						52	28
	HKM120320	Procedure of Religious Court			2						52	28
	HKM120322	Society and Law				2					52	28
	HKM120423	Labour Law				2					52	28
V	HKM120423	Research Methods and Legal Writing				3					78	42
	HKM120424	Legislative Drafting				2					52	28
	HKM120425	Law and Human Rights				2					52	28
	HKM120426	Practice of Court				6					156	84
	HKM120427	Institutional State Law*				4					103	56
	HKM120428	Local Government Law*										
	HKM120429	Justice System and Criminal Reform*										
	HKM120430	Criminology*										
	HKM120431	Family Law*										
	HKM120432	Civil Inheritance Law*										
	HKM120433	Corporation Law*										
	HKM120434	Investment & Capital Market Law*										
	HKM120435	Diplomatic and Consular Law*										
	HKM120436	International Agreement and Trade Law*										
	HKM120437	Law and Information Technology*										
V	HKM120438	Legal Retrieval Information and Law*									103	56
	HKM120539	Environmental Law					2					
	HKM120540	Intellectual Property Rights					2					
	HKM120542	Emergency Constitutional Law*										
	HKM120543	Government Supervision Law*										
	HKM120544	Criminal Acts of Corruption and Money Laundering*										
	HKM120545	Law of Child Protection and Women*										
	HKM120546	Material Law*										
	HKM120547	Family Law (Islamic marriage law and inheritance)*					4					
	HKM120548	Economic Law and International Business Transactions*										
	HKM120549	Bankruptcy Law*										
	HKM120550	Air and Space Law*										
	HKM120551	Sea Law*									286	154
	HKM120552	Expert System and Law*										
	HKM120553	Artificial Intelligent and Law*										
		MBKM elective courses (courses offered by study programmes in or outside the University)					11					
		Visual Communication										
		CSR and Community Development										
		Internet of Things										
		Big Data										

VI	HKM120654	Philosophy Law							2			52	28
	HKM120541	Legal Professional Ethics							3			78	42
	HKM120656	Elections Law*							4			103	56
	HKM120657	Tax Law*											
	HKM120658	International Criminal Law*											
	HKM120659	Comparison of Constitutional Law*											
	HKM120660	International Civil Law*											
	HKM120661	Comparison of Civil Law*											
	HKM120662	Consumer Protection Law*											
	HKM120663	Antitrust Law and Unfair Business Competition*											
	HKM120664	Humanitarian and Refugees Law*											
	HKM120665	International Dispute Resolution Law*											
	HKM120666	Digital Forensic and Law*											
HKM120667	E-litigation*												
		MBKM elective courses (courses offered by study programmes in or outside the University)							9			234	126
VII	HKM120674	Student Exchange							20				794
	HKM120675	Internship											
	HKM120676	Teaching Assistant											
	HKM120677	Research											
	HKM120678	Humanitarian Project											
	HKM120679	Entrepreneur Activity											
	HKM120680	Independent Project											
	HKM120681	Thematic Real Work Lecturer											
VIII		Thesis									4		159
		Total	21	22	23	21	19	18	20	4		3221	2689
			148										
		*Concentration courses											

These courses are updated once a year through meetings with lecturers and alumni to evaluate and synchronise with the needs of social and technological developments. The study programme composes and makes changes to the curriculum following changes in regulations and meets the community's need for graduates of Bachelor of Law who have multidisciplinary and practical skills.

Bachelor of International Relations

Table 6: Curriculum Bachelor of International Relations

1 st Semester											
Course Unit	Title of Course Unit	Credit Points per Semester								Workload	
		1.	2.	3.	4.	5.	6.	7.	8.	Hours in Class	Hours Self-Study
MKU120101	Religion (Compulsory)	2								23	56
MKU120102	Pancasila and Civics Learning (Compulsory)	3								35	84
MKU120103	Bahasa Indonesia (Compulsory)	2								23	56
HIN120101	Basic of Social Sciences (Compulsory)	3								35	84
HIN120102	Basic of Political Sciences (Compulsory)	3								35	84
HIN120103	Academic Writing (Compulsory)	3								35	84
HIN120104	Introduction to International Relations (Compulsory)	3								35	84
2 nd Semester											
MKU120204	Patriotism Learning (Compulsory)		2							23	56
MKU120205	Leadership (Compulsory)		2							23	56
MKU120206	Philosophy & Logics (Compulsory)		2							23	56
HIN120201	English for Professional Purposes I (Compulsory)		3							35	84
HIN120202	Qualitative Social Research Methods (Compulsory)		3							35	84
HIN120203	Quantitative Social Research Methods (Compulsory)		3							35	84
HIN120204	Global Political Economy (Compulsory)		3							35	84
HIN120205	Global Security (Compulsory)		3							35	84
3 rd Semester											
HIN120301	Media and Global Communication (Compulsory)			2						23	56
HIN120302	Theory of Diplomacy (Compulsory)			2						79	
HIN120303	Diplomacy Practice (Compulsory)			2							79
HIN120304	Environmentalism in International Relations (Compulsory)			3						35	84
HIN120305	Global Governance (Compulsory)			3						35	84
HIN120306	Cyberspace in International Relations (Compulsory)			3						35	84

HIN120307	International Relations and Regionalism in Asia Pacific (Compulsory)			2						23	56
HIN120308	International Relations and Regionalism in Middle East and Africa (Compulsory)			2						23	56
HIN120309	Entrepreneurship (Compulsory)			3						35	84
4th Semester											
HIN120407	International Institution (Compulsory)				3					35	84
HIN120408	International Law (Compulsory)				3					35	84
HIN120409	Big Data in International Relations (Compulsory)				3					35	84
HIN1204010	International Relations & Regionalism in Europe (Compulsory)				3					35	84
HIN120401	Dynamic of East Asian Development (Elective)				3					35	84
HIN120402	Gender in International Relations (Elective)										
HIN120403	Global Development (Compulsory)				3					35	84
HIN120404	English for Professional Purposes II (Elective)										
HIN120405	Politics of International Business (Elective)				3					35	84
HIN120406	Public Diplomacy (Elective)										
5th Semester											
HIN120501	Arabic (Elective)										
HIN120502	Russian (Elective)										
HIN120503	German (Elective)										
HIN120504	French (Elective)										
HIN120505	Law of Humanity (Elective)										
HIN120506	Political Economy of Multinational Corporation (Elective)										
HIN120507	Economic Diplomacy (Elective)										
HIN120508	Geopolitics and Geostrategy (Elective)										
HIN120509	Maritime Security (Elective)										
HIN120510	Political Economy of Natural Resources (Elective)										
HIN120511	Indonesia in International Political Economy (Elective)										
HIN120512	International Migration (Elective)										
HIN120513	Terrorism and Transnational Crime (Elective)										
HIN120515	Student Exchanges/Mobility with Domestic and International Partner Universities (Elective)										
HIN120515	Internship (Elective)										
HIN120515	Independent Study (Elective)										
6th Semester											
HIN1206011	Democracy and Human Rights (Compulsory)						3			35	84
HIN1206012	International Relations and Regionalism in America (Compulsory)						2			23	56
HIN1206013	Theory and Analysis of Foreign Policy (Compulsory)						4			46	112
HIN1206014	Paradiplomacy and Multilevel Governance (Compulsory)						3			35	84
HIN120601	Arabic (Elective)										
HIN120603	Russian (Elective)										
HIN120604	German (Elective)										
HIN120605	French (Elective)										
HIN120606	Islam in International Relations										
HIN120607	Intelligence in International Relations										
HIN120608	Conflict and Conflict Resolution										
HIN120609	Cultural and Identity Politics in International Relations										
HIN1206010	Ethnic Conflict in International Relations										
7th Semester											
HIN120703	Philosophy and Methodology of International Relations (Compulsory)						3			35	84
HIN120704	Globalization (Compulsory)						3			35	84
HIN120705	Indonesian Foreign Policy (Compulsory)						3			35	84
HIN120706	Global Politics (Compulsory)						3			35	84
HIN120707	Theories of International Relations (Compulsory)						3			35	84
HIN120708	Seminar of Research Proposal						2			23	56
HIN120701	Cyber Security (Elective)						3			35	84
HIN120702	Transnationalism in Politics (Elective)										
8th Semester											
	Bachelor's Thesis Research Seminar								4	46	112
Total		19	21	22	21	24	18	20	4	1521	4384
149											

The curriculum of the Bachelor of International Relations combines theory and practice. Theoretical courses include Diplomacy Theory, TKLN, Political Economy and Global Development, Global Security, Theories of International Relations, Philosophy and Methodology of International Relations. At the same time, the curriculum also provides practical courses such as Academic Writing, Diplomacy Practice, Qualitative and Quantitative Social Research Methods, Big Data in International Relations, Entrepreneurship, German Foreign Languages, Arabic Foreign Languages, Russian Foreign Languages and French Foreign Languages.

In order to sharpen students' abilities to meet the target profile of graduates, BPIR also provides opportunities for students through the MBKM curriculum framework to take part in industrial internships, international mobility and independent studies. Industrial internship activities that have been carried out by students include activities in government institutions such as Ministry of Foreign Affairs, Ministry of Trade, foreign embassies in Jakarta or Indonesian representatives abroad. Apart from the government sector, student internship activities are also carried out in private companies, including startup companies and state-owned enterprises. In international mobility activities, BPIR has sent several students in the last two years to campuses in South Korea, the United States, UK and Spain. Meanwhile, several other students took part in independent study programs to deepen their interest in subjects such as attending an export school facilitated by international trade practitioners and a public policy school.

Bachelor of Political Science

Table 7: Curriculum Bachelor of Political Science

Modul No.	Title of Module / Course Unit	Credit Points per Semester								Workload	
		1.	2.	3.	4.	5.	6.	7.	8.	Hours in Class	Hours Self-Study
1st Semester											
MKU120102	Pancasila and Citizenship	3								78	42
MKU120101	Religion	2								52	28
MKU120103	Indonesian Language	2								52	28
MKU120106	Introduction to Logics and Philosophy of Knowledge	2								52	28
MKU120105	Leadership	2								52	28
POL120101	Academic Writing for Political Science	3								78	42
POL120102	Foundations of Social Science	3								78	42
POL120103	Foundations of Political Science	3								78	42
										520	280
2nd Semester											
MKU120202	Learning Patriotism		2							52	28
POL120201	Indonesian Political Thought		3							78	42
POL120202	Introduction to Public Policy		3							78	42
POL120203	Social and Political Research Methods		4							104	56
POL120204	Indonesian Political System		3							78	42
POL120205	Political Ethics		3							78	42
POL120206	Fundamental of Political Analysis		3							78	42
										546	294

3rd Semester												
POL120301	Political Communication			3						78	42	
POL120302	Comparative Politics			3						78	42	
POL120303	Social Statistics			3						78	42	
POL120304	Political Theory			3						78	42	
POL120305	Politics of Citizenship			3						78	42	
POL120306	Public Policy Analysis			3						78	42	
POL120307	Political Economy			3						78	42	
										546	294	
4th Semester												
POL120401	State and Civil Society				3					78	42	
POL120402	Political Philosophy				3					78	42	
POL120403	Urban Politics				3					78	42	
POL120404	Politics and Technology				3					78	42	
POL120405	Political Parties and Election				3					78	42	
	Optional Courses				6					156	84	
										546	294	
4th Semester Optional Courses												
POL120414	Parliament and Political Representation				3					78	42	
POL120415	Political Management				3					78	42	
POL120416	Politics of Budgeting				3					78	42	
POL120417	Political Psychology				3					78	42	
POL120418	Politics of Law				3					78	42	
POL120419	State and Religion				3					78	42	
POL120420	Rational Choice				3					78	42	
POL120421	Politics of Food				3					78	42	
POL120422	Politics of Maritime Power				3					78	42	
POL120423	Political Anthropology				3					78	42	
5th Semester												
POL1205013	Village Building											
POL120501	University External Learnings											
	Internship											
	Student Exchange											
	Research											
	Entrepreneurship											
	Independent Study/ Project											
	Humanitarian Project											
	School Teaching											
	Latsarmil Komcad											
										546	294	
5th Semester Optional Courses												
POL120502	Cyberpolitics and New Media					3				78	42	
POL120503	Social Movement					3				78	42	
POL120504	Democracy and Good Governance					3				78	42	
POL120505	Disaster Policy and Management					3				78	42	
POL120506	Politics of Public Service					3				78	42	

POL120507	Data Science and Political Analysis					3				78	42
POL120508	Critical and Creative Thinking					3				78	42
POL120509	Politics and Governance of Village					3				78	42
POL120510	Contemporary Political Culture					3				78	42
POL120511	Contemporary Political Thought					3				78	42
POL120512	Islamic Political Thought					3				78	42
6th Semester											
POL120601	Democracy and Human Rights					3				78	42
POL120602	Gender and Politics					3				78	42
POL120603	Local Politics and Regional Autonomy					3				78	42
POL120604	Bureaucracy and Politics					3				78	42
	Optional Courses					9				234	126
										546	294
6th Semester Optional Courses											
POL120613	Agrarian Politics					3				78	42
POL120614	Democracy, Survey, and Polling					3				78	42
POL120615	Technics of Lobby and Negotiation					3				78	42
POL120616	Qualitative Analysis in Political Science					3				78	42
POL120617	Political Entrepreneurship					3				78	42
7th Semester											
POL120701	E-Government						3			78	42
POL120702	Politics of Environment and Natural Resources						3			78	42
POL120703	Nationalism, Identity Politics, dan Multiculturalism						3			78	42
POL120704	Research Proposal Seminar						2			52	28
	Optional Courses						6			156	84
										442	238
7th Semester Optional Courses											
POL120712	Politics of Defense and Security						3			78	42
POL120713	Politics of Labour and Industrial Relations						3			78	42
POL120714	Business and Politics						3			78	42
POL120715	Politics of Peace Building and Conflict Resolution						3			78	42
POL120716	Politics and Development						3			78	42
POL120717	Strategy and Political Marketing						3			78	42
8th Semester											
POL120801	Thesis							4		56	104
Total		20	21	21	21	21	21	17	4	3748	2092
		146									

According to the outcome-based education, the curriculum of the Bachelor of Political Science emphasises students with multiple learning strategies on and off campus. Students are encouraged to improve their multidisciplinary and practical skills with various activities such as internship programmes, research collaborations and community service. The study programme offers three focus areas: politics of government, politics of citizenship and digital politics.

In the 5th semester, students get the opportunity to take part in learning activities outside the campus through the MBKM programme. This activity will be converted into several optional courses with a weight of 21 credits (33.81 ECTS). If students still want to study in the study programme, they are also allowed to take optional courses.

Bachelor of Communication Science

Students are expected to master a critical and reflective understanding of communication and media practice in local, national and international context. In the 5th semester, students get the opportunity to take part in learning activities outside the campus through the Kampus Merdeka programme. This activity will be converted into several optional courses with a weight of 21 credits (33.81 ECTS). If students still want to study in the study programme, they are also allowed to take optional courses. In 2019, BCS also offered students a national junior PR certification. Students can take certification in their final year, graduate with a Bachelor of Communication Studies and have national certification as Junior PR.

Table 8: Curriculum Bachelor of Communication Science

Modul No.	Title of Module / Course Unit + Compulsory or elective?	Credit Points per Semester								Workload	
		1.	2.	3.	4.	5.	6.	7.	8.	Hours in Class	Hours Self-Study
1st Semester											
MKU220106	Introduction to Philosophy of Knowledge and Logics	2								52	28
MKU220105	Leadership	2								52	28
MKU220104	Patriotism/Bela Negara Learning	2								52	28
KOM120101	Basics of social Science	3								78	42
KOM120102	FOUNDATIONS OF POLITICAL SCIENCE	3								78	42
KOM120103	Introduction to Communication Science(*)	3								78	42
KOM120104	Information and Communication Technology Literacy	3								78	42
KOM120105	Public Speaking	3								78	42
										546	294
2nd Semester											
MKU120203	Indonesian Language		2							52	28
MKU120202	Pancasila and Citizenship		3							78	42
MKU120201	Religion		2							52	28
KOM120201	Photography		3							78	42
KOM120202	Interpersonal Communication		3							78	42
KOM120203	Organization and Group Communication*		3							78	42
KOM120204	Mass Communication*		3							78	42
KOM120505	Visual Communication		2							52	28
										546	294
3rd Semester											
KOM120301	Intercultural Communication			3						78	42
KOM120302	Psychology Communication			3						78	42
KOM120303	Social Statistics			3						78	42
KOM120304	Development and Social Change Theory			3						78	42
KOM120305	Persuasive Communication			3						78	42

KOM120306	Communication Theory			3						78	42
KOM120307	Strategic Communication			3						78	42
										546	294
4th Semester											
KOM120401	Strategic Public Relations			3						78	42
KOM120402	Quantitative Communication Research Methods			3						78	42
KOM120403	Basic of Television and Film			3						78	42
KOM120404	Entrepreneur			3						78	42
	Strategic Planning for Advertising			3						78	42
	Optional Courses			6						156	84
										546	294
4th Semester Optional Courses											
KOM120406	Digital Strategic Communication			3						78	42
KOM120407	Communication and Creative Industry			3						78	42
KOM120408	Consumer Behaviour			3						78	42
5th Semester											
KOM120501	Village Building										
KOM120502	University External Learnings										
	Internship										
	Student Exchange										
	Research										
	Entrepreneurship										
	Independent Study/ Project										
	Humanitarian Project										
	School Teaching										
	Latsarmil Komcad										
										546	294
5th Semester Optional Courses											
KOM120503	Advertising Account Planning				3					78	42
KOM120504	Global & Multicultural Advertising				3					78	42
KOM120505	Advertisement Planning				3					78	42
KOM120507	CSR & Community Development				3					78	42
KOM120508	Strategic Planning & Stakeholder Relations				3					78	42
KOM120509	Crisis Issue Management				3					78	42
KOM120510	Contemporary Journalism				3					78	42
KOM120511	Indepth & Investigative Reporting				3					78	42
KOM120512	Social Media Content Writing				3					78	42
KOM120513	Film and Television Bussines Management				3					78	42
KOM120514	Media, Culture, and Society				3					78	42
KOM120515	Media Political Economy				3					78	42
KOM120516	The Culture of New Media				3					78	42
KOM120517	Event Management				3					78	42
KOM120518	Integrated Marketing Communication				3					78	42
KOM120519	Nusantara ethnic communication				3					78	42
6th Semester											
KOM120601	English For Communication					3				78	42
KOM120602	Journalism and Broadcasting					3				78	42
KOM120603	Communication Research Method (Qualitative)					3				78	42
KOM120604	Audit of Communication					3				78	42
	Optional Courses					9				234	126
										546	294
6th Semester Optional Courses											
KOM120606	Lobby and Negotiation					3				78	42
KOM120608	Television and Film Production					3				78	42
KOM120609	Advertisement Production					3				78	42
KOM120610	Business Communication					3				78	42

7th Semester											
KOM120701	Communication Critical Thinking							3		78	42
KOM120702	Campaign Management							3		78	42
KOM120703	Research Proposal Seminar							2		52	28
	Optional Courses							6		156	84
										364	196
7th Semester Optional Courses											
KOM120704	Politic Communication							3		78	42
KOM120706	Convergent Media Production							3		78	42
KOM120707	Public Relations Management							3		78	42
KOM120708	Digital Culture							3		78	42
8th Semester											
KOM120802	Thesis								4	56	104
Total		21	21	21	21	21	21	14	4	3696	2064
		144									

Rationale for degree and programme name

The naming of study programmes in Indonesia is under the Regulation of the Minister of Education, Culture, Research and Technology (*Mendikbud-Ristek*).

The name of the programme "**Bachelor of Law**" and the degree awarded Bachelor of Law (Sarjana Hukum/S.H.) in the Faculty of Law, Universitas Pembangunan Nasional Veterans Jakarta was determined based on the decision of the Director General of Higher Education, Ministry of Education and Culture of the Republic of Indonesia Number 144/DIKTI/KEP/2000 dated April 24, 2000.

The BPIR has the official name "**Bachelor of International Relations**" and the awarded degree is Bachelor of Social Science (Sarjana Ilmu Sosial/S.Sos). It was based on the Decree of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 257/M/KPT/2017 concerning Names of Study Programmes in Higher Education.

The BPS has the official name of "**Bachelor of Political Science**" and the degree awarded is Bachelor of Social Sciences (Sarjana Sosial/ S.Sos).

The BCS has the official programme name "**Bachelor of Communication Science**" and the awarded degree is Bachelor of Communication Science (Sarjana Ilmu Komunikasi/S.I.Kom).

Integration theory and practice

Of the 88 offered courses in the curriculum of the **Bachelor of Law**, there are practical courses including: Criminal Procedure Law, Civil Procedure Law, State Administrative Procedure Law, Religious Court Procedural Law, Legal Practice Course, Internship, Teaching Assistance, Research, Humanitarian Projects, Entrepreneurial Activities, Independent Projects, Village Building/Thematic Real Work Lectures with a percentage of 10.28 %. These practical courses are in line with theoretical courses as contained in the MBKM of the Law programme. Lecturers assigned as supervisors of practical courses are lecturers who are experienced in the world of practitioners.

The **Bachelor of International Relations** combines theory and practice in its courses to achieve the graduate profile as International Relations Analysts, Public Affairs, Entrepreneurs, Civil Servant, National and Multinational Companies staff or Foreign Embassy/International Organisation employee. It accommodates MBKM programmes that provide opportunities for students to study outside campus, both in academia and industrial environment. The following

courses are mandatory that are designed to meet the expected competence and practical aspects. In this context, the study programme also uses a diplomacy lab to provide student with practical application, such as simulations. Guest lecturers are frequently invited to discuss with the students, as well as case studies are applied throughout the courses.

Table 9: Integration of theory and practice in BPIR

Competence	Courses examples	Practical aspects
Diplomacy and Negotiation	Diplomacy Theory, Diplomacy Practice, Economic Diplomacy, Conflict and Conflict Resolution	Analyze, plan, negotiate and make policy recommendations
Academics and Researchers	IR and Politics Academic Writing; Methods of Social Research (Quantitative and Qualitative) Qualitative Social Research Methods; Big Data in IR.	Writing scientific articles, conducting research on social issues based on data technology
Analyst	IR and Regionalism in Asia Pacific; IR and Regionalism in the Middle East and Africa; IR and Regionalism in Europe; IR and Regionalism in America	Analyze, plan, negotiate and make regional-based policy recommendations
NGOs	Gender in International Relations; International Migration; Terrorism and Transnational Crime	Analyze, plan, negotiate and make policy recommendations on global issues
MNCs	Political Economy of Natural Resources; Political Economy of Multinational Companies	Analyze, plan, negotiate and make policy recommendations on global economic issues

The curriculum of the **Bachelor of Political Science** prioritises a balance between theory and practice. Learning outcomes are adjusted to the expertise or focus of study.

Table 10: Integration of theory and practice in BPS

Competence	Courses	Practical Aspects
Politics of Government	Bureaucracy and Politics, Democracy and Good Governance, Public Policy Analysis	Writing policy briefs, analyzing policies, making policy recommendations
Politics of Citizenship	Civic Politics, State and Civil Society, Political Representation and Parliament, Politics of Peace Building and Conflict Resolution, Nationalism, Identity Politics, and Multiculturalism	Lobbying and negotiating, developing policy advocacy, making advocacy plan
Digital Politics	Politics and Technology, E-Government, Cyberpolitics and New Media, cyberpolitics and new media, Data Science and Political Analysis	Doing fact-checking, digital literacy, analysis and policy making, making research designs, collecting data and analyzing data, collection data and information

The curriculum of the **Bachelor of Communication Science** balances between theory and practice, e.g., via the MBKM programme. Moreover, the study programme includes Lobbying and Negotiation Techniques, TV and Film Production, Consumer Behaviour, Photography and Strategic social media. The study programme's laboratories are frequently applied through the course of the programme (podcast, radio and television projects).

Interdisciplinary thinking

All four study programmes include an interdisciplinary application by requiring students to take courses in Religious Education, Pancasila and Citizenship Education, Indonesian Language, State Defence Education, English, Leadership and Introduction to Philosophy of Science and Logic. Apart from these courses, the study programmes give students the right to take 20 sks credits of extracurricular lectures and activities (MBKM).

The courses that have been taken by students in the framework of the MBKM programme of the **Bachelor of Law** include the Business Negotiation course, the Agribusiness study programme, Bogor Agricultural University (West Java), the Copywriting course at the Communication Studies programme at State University of Jakarta, the Indonesian Foreign Policy course at Siliwangi University (Tasikmalaya, West Java), the Citizenship courses at the Sultan Ageng Tirtayasa University (Serang Banten), Communications and Policy Advocacy courses at the Raja Ali Haji Maritime University State Administration (Tanjung Pinang Riau Islands), Data Mining With Python courses at Nurul University Jadid (Probolinggo, East Java), Entrepreneurship at the Bandung Institute of Technology, Digital Marketing Course at Ngudi Waluyo University (Semarang), Law Preneurship on Startup Company courses at Ahmad Dahlan University (Yogyakarta). With participation in these courses, students were trained in interdisciplinary thinking, since it included other research fields, such as Political Science, Communication Science, Informatics, Economics and Business Administration. This qualified the students for further future professional fields that require interdisciplinarity.

The **Bachelor of International Relations** includes courses such as the Global Political Economy, Media and Global Communication and Global Security that are compulsory. These courses include aspects of Law, Economics, History and Communication Science that foster students' interdisciplinary thinking.

The **Bachelor of Political Science** emphasises interdisciplinary thinking by offering courses from other disciplines: government oversight law, media political economy, contemporary journalism and electoral law. The study programme also provides elective courses that can be taken from other study programmes and other faculties within UPNVJ. Besides, the study programme also collaborates in teaching with FISIP UPN Yogyakarta and FISIP UPN East Java, which includes a participation in other study programmes at these universities.

The **Bachelor of Communication Science (BCS)** emphasises interdisciplinary thinking by offering courses from other disciplines: cross culture communication, media and culture, political communication, psychology of communication, mass media management, integrated marketing communication and entrepreneurship. Furthermore, students are encouraged to join inter-faculties courses based on their interests starting from the second, sixth and seventh semester and inter-universities courses based on their interests starting from the fifth semester. BCS is also in a joint-teaching partnership with the Communication Department of UPN Yogyakarta and UPN Java Timur; therefore, students experience different courses in other communication departments.

Ethical aspects

In **all four study programmes**, ethics learning for students begins in the first year of study. The compulsory University courses are Religion, Pancasila and Civics Learning, Philosophy and Logics, Patriotism and Leadership. These five courses instil ethics and norms for students and focus on ethical obligations, standards of behaviour that determine the minimum requirements for ethical citizenship. Moreover, the study programmes also include

programme-specific ethical courses, such as Political Ethics, Legal Professional Ethics and Communication Critical Thinking. Furthermore, the student code of conduct is regulated in the student manual which will be given after the student is officially registered at UPNVJ.

In addition to ethics in behaviour and character building, scientific ethics training is also carried out in the form of an orderly manner in the development and writing of scientific papers to avoid plagiarism behaviour in students. All of this has been regulated in the Chancellor's Regulation Number 18 of 2020 concerning the Student Code of Ethics. Students who violate the code of ethics will get several sanctions, the types of sanctions that can be imposed for violations of the code of ethics are verbal warnings, written warnings, stern warnings, suspensions and dismissals. The imposition of sanctions for violations of the code of ethics is given by the Dean based on recommendations from the Disciplinary Commission.

Methods and scientific practice

In the **Bachelor of Law**, the 2020 curriculum provides an opportunity for students to get to know the process of preparing a final project, through the Legal Research and Writing Methodology course offered in the fourth semester. This course is designed to make it easier for students to prepare a final project proposal, in the form of scientific papers, final thesis or scientific articles that have been published in a journal: National accredited at least Sinta 3 or International Journal indexed by Scopus Q4. In the last three years, law students have produced 177 journals, both international journals indexed by Scopus, national journals indexed by Sinta and national journals.

In the **Bachelor of International Relations**, the ability of students' scientific practice should be based on the fulfilment of competence in courses related to the theory and research methods. The courses are given from the first to the seventh semester. The research-based courses are designed to strengthen the research abilities of students so that they can complete their final thesis on time. The mandatory courses include Academic Writing, Methods of Qualitative Social Research, Methods of Quantitative Social Research, Foreign Policy Analysis, Theories of International Relations, IR Methodology and Philosophy, and Thesis.

In the **Bachelor of Political Science**, methodological competence is delivered through research methods courses. The courses are introduced from the first semester. Research-based courses are designed to help students produce independent research work for their final project. The mandatory courses include Academic Writing for Political Science, Social and Political Research Methods, Social Statistics, Political Science Qualitative Analysis, Research Proposal Seminar and Thesis. Moreover, there are elective courses on Data Science and Political Analysis, as well as Democracy, Surveys and Polls.

The **Bachelor of Communication Science** includes research-based courses to help students to produce independent research work for the final thesis. The mandatory courses include Introduction to Social Statistics, Communication and Qualitative Research Methods, Communication and Quantitative Research Methods, Thesis Proposal seminar and Thesis.

Examination and final thesis

Based on the Chancellor's Regulation Number 15 of 2020 article 35 paragraph 2 concerning Academic Regulations, the student examination in **all study programmes** can be held in various formats. Student examinations are held every semester. The examinations consist of a combination of midterm exams, final exams, assignments, practicum (lab works), quizzes

and other formats deemed appropriate to measure four aspects of learning outcomes (attitudes, knowledge, general skills and specific skills). The scoring components for every course consist of attendance, individual assignments (weekly quizzes, papers), group assignments (presentation tasks, papers), mid-term exams and final-term exams. The combination of these components is tested to ensure the achievement of the learning outcomes.

In Rector's Regulation Number 3 of 2021 article 4 paragraph 1 concerning Guidelines for Final Projects Other than Thesis, it is determined that the final project can be in the form of a research report (thesis) or other formats (academic journal publications with the same weight as the final thesis). This final project is written based on scientific principles and scientific ethics, authentic and based on regulations set by the faculty. Furthermore, a thesis is a scientific work written by undergraduate students discussing a particular topic or field based on the results of a literature review, research results or research development results. The final project in the form of a thesis will be examined in the thesis trial examination.

Meanwhile, the final project other than thesis is a product with a production process report and a result analysis which can be compared with some final projects such as scientific journal articles and films. Some of the final project products other than thesis are:

- Articles with national accreditation or journals with international reputation are taken from the collection of theses that have been published as national-accredited journal articles and reputable international journals.
- Articles in the proceedings of reputable international seminars are scientific works in the form of concise articles published in the Scopus indexed proceedings or the web of science.

There are two supervisors to guide their thesis writing. The final thesis/ project supervisor is a permanent or non-permanent lecturer who is chosen by the Head of the study programme. The first supervisor focuses on the substance including topic selection, problem formulation, framework of thinking, methods, data interpretation, to the conclusion of research results. Meanwhile, the second supervisor focuses on to guide the procedures for writing a thesis according to the General Guidelines for Indonesian Spelling (PUEBI), data authenticity, and checking for plagiarism. The thesis mentoring process is carried out at least ten times in the entire mentoring process. In the **Bachelor of Law**, the final project also includes a Legal Memorandum.

For internships, there is an internship supervisor, who has the task of facilitating the guidance of students who will take part in the internship, preparing internship proposals, implementing internships, to reporting and testing internship exams.

Appraisal:

The curricula of **all four study programmes** adequately reflect the qualification objectives of the study programmes. The contents of the courses are well-balanced, logically connected and oriented towards the intended learning outcomes. The MBKM programme is included into the curricula. The areas of specialisation (compulsory electives) or optional electives enable students to acquire additional competences and skills. For the **Bachelor of Law**, there is a special concentration on Law and Technology. However, the panel **recommends**

communicating the specialisations better and to develop them further into a unique profile that attracts students from all countries.

In the **Bachelor of Communication Science**, there are electives but no specialisation tracks. The panel is of the view that students might benefit from an offer to specialise and therefore **recommends** offering specialisation tracks in the higher semesters.

Furthermore, the panel suggest considering the topic of climate change as a core topic for **all four study programmes** (Climate Law, Climate Diplomacy). This topic is highly relevant for the region and country and therefore of high interest for prospective students of all four study fields (also with interdisciplinary elements). It might also attract international students to come to UPNVJ full-time for a Bachelor programme, since the programmes have to offer a unique selling-point to students (see chapter 3.4).

The degree and programme name correspond to the contents of the curriculum and the programme objectives.

In **all four study programmes**, theoretical questions are, where possible, explained by means of practical examples. In the **Bachelor of International Relations** and the **Bachelor of Law**, theory and practice are systematically interrelated throughout the curriculum. Theoretical discourse and practical application complement each other in developing the students' qualification profile. In the **Bachelor of International Relations**, this includes the diplomacy lab for simulations and the frequent use of case studies and invitation of guest lecturers. In the **Bachelor of Law**, this included the use of case studies, readings of court decisions, Moot Court simulations and discussions in all courses of the study programme.

All four study programmes offer interdisciplinary thinking referring to the introduction of MBKM. Students might study for up to two semesters at another faculty or university in another programme or the same study programme. However, with regard to the general programmes and compulsory courses, there is hardly any evidence for interdisciplinary thinking. For instance, in the **Bachelor of Law**, there is a business course or an elective on Forensic of Law, however, these are not compulsory courses. Therefore, the panel **recommends** for **all study programmes** including more interdisciplinary thinking into the compulsory courses. This might be achieved through improving cooperation among the faculties (cooperation between Faculty of Law, Faculty of Economics and Faculty of Social and Political Science, maybe also Faculty of Informatics). The panel considers this as important since students in all four scientific fields might encounter occupations that require trans- or interdisciplinary knowledge.

The identification and reflection of ethical aspects are strongly promoted and considered key competences and an integral part of the study programmes' qualification objectives. This especially applies to the philosophy of patriotism in the University and the application of Pancasila. Moreover, the University has a department for ethical affairs and established procedures for misbehaviour.

Students acquire methodological competences and are enabled to do scientific work on the required level. **All four study programmes** include research seminars, academic writing units and workshops.

In **all four study programmes**, all exams, as they are defined for the courses, are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The exams are characterised by different test formats. However, in the **Bachelor of International Relations**, there are a lot of group works and examinations. In order to prepare for the final thesis, students might benefit also from the offer of individual examinations. Therefore, the panel **recommends** including more individual assignments into the courses. In the **Bachelor of Law**, there are many written examinations. The panel **recommends** diversifying the examination forms by including more papers or oral examinations into the courses.

The students of **all four study programmes** prove, especially in their thesis, their ability to do scientific work and the achievement of the study programme's qualification objectives. The final theses are evaluated based on previously published and coherently applied criteria, rules and procedures. However, the panel is of the view that the criteria could be improved with regard to the maximum page numbers. The requirements only determine that student must write 55 pages minimum in their final thesis. However, there is no regulation for a maximum page number. In the thesis examples examined during the on-site visit, there were theses with 100 pages and with 400 pages. Therefore, the panel **recommends** implementing a standard regarding page numbers.

Moreover, the panel **recommends** thinking about removing the Scopus publication as a goal for Bachelor students. The panel is of the view that it is not realistic that Bachelor students would publish, especially if they want to finish their studies in the regular study time. This expectation might influence the work and relation of lecturers and students negatively since it puts high pressure on both groups.

	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)		BPIR, BL	BCS, BPS		
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

The curricula consist of University compulsory courses, faculty compulsory courses, study programme compulsory courses, practical/ skilled courses and elective courses. Lecturing activities are carried out for 16 meetings with a credit load of between 2 - 6 sks credits (3.2 - 9.66 ECTS credits).

SKS credit points are converted into the European Credit Transfer System (ECTS). 1 sks credit consists of 50 minutes of direct face-to-face lectures, 60 minutes of structured academic activities and 60 minutes of independent studies, with a total of 170 minutes per week (1 semester has 14 weeks). Whereas ETCS credits refer to the whole semester sks are counted per week. Therefore: 1 sks credit = 170 mins X 14 weeks = 2,380 minutes (39.7 hours). With 1 ECTS equal to 25 hours, then the credit equivalent is 1 SKS equal to 1.61 ECTS.

Bachelor of Law

Projected study time	4 years, 8 semesters
Number of credits (national credits and ECTS credits)	148 sks credits/ 236.8 ECTS credits
Workload per credit	1 sks credit = 39.7 hours, 1 ECTS credit = 25 h
Number of courses	46 courses
Time required for processing the final thesis/project and awarded credits	1 semester/ 6 months
Number of contact hours	3,221 hours

The Bachelor of Law comprises of eight semester (four years) and a total of 148 sks credits.

Bachelor of International Relations

Projected study time	4 years, 8 semesters
Number of credits (national credits and ECTS credits)	149 sks credits/ 238.4 ECTS credits
Workload per credit	1 sks credit = 39.7 hours, 1 ECTS credit = 25 h
Number of courses	47 courses
Time required for processing the final thesis/project and awarded credits	1 semester/ 6 months
Number of contact hours	1,521 hours

The BPIR programme comprises eight semesters. Students must take at least 149 sks credits and a maximum of 160 credits to be able to graduate from it. The minimum 149 sks credit is conducted within a period of 3.5 to 4 years. 149 sks credits are equivalent to 238.4 ECTS credits.

In semester 5, students are given full opportunities to do industrial internships or other external activities such as research, independent studies or student exchanges to strengthen their competencies and profile. In semesters 6 and 7, students are given the opportunity to submit research proposals as an initial process for the final stage of lectures, the final thesis research project. However, the study programmes also provide another option of publication paths in accredited National Journals as a substitution for thesis research.

Bachelor of Political Science

Projected study time	4 years, 8 semesters
Number of credits (national credits and ECTS credits)	146 sks credits/ 233.6 ECTS credits
Workload per credit	1 sks credit = 39.7 hours,

	1 ECTS credit = 25 h
Number of courses	44 courses
Time required for processing the final thesis/project and awarded credits	1 semester/ 6 months
Number of contact hours	3,748 hours

Students are expected to collect a minimum of 146 credits and a maximum of 160 credits upon graduation.

Bachelor of Communication Science

Projected study time	4 years, 8 semesters
Number of credits (national credits and ECTS credits)	144 credits/ 230.4 ECTS credits
Workload per credit	1 sks credit = 39.7 hours, 1 ECTS credit = 25 h
Number of courses	44 courses
Time required for processing the final thesis/project and awarded credits	1 semester/ 6 months
Number of contact hours	3,696 hours

Students are expected to collect a minimum of 146 sks and a maximum of 160 sks.

Study and exam regulations

For the **Bachelor of Law**, matters relating to academics are in accordance with SN-Dikti, it has been regulated in the Rector's Regulation Number 15 of 2020 concerning Academic Regulations, then revealed in the Academic Guidelines of the Faculty of Law as technical instructions to be able to carry out the learning process and exams in a specific and directed manner. In the assessment process for each course there are four components that must be met by all students, namely:

1. Attendance (75 % attendance as a requirement to take the exam)
2. Assignments (Independent & Group)
3. UTS (Middle Semester Exam)
4. UAS (Final Semester Examination)

After completing all the components of the assessment, all students are entitled to scores according to the rubric that has been determined in the academic guidelines.

Meanwhile, the mechanism for administering exams in **all study programmes** at UPNVJ is carried out according to the following provisions:

- The exam period in each semester is listed on the UPNVJ academic calendar.
- Examinations are held in the middle and at the end of the semester.
- Students who do not pass the predetermined exam session may be given the opportunity to take remedial exams.
- Students who are not present at the predetermined exam session may be given the opportunity to take the remedial exam once.
- Remedial exams are held the following week. The exams are arranged by the respective lecturers.
- The implementation of examinations in study programmes that use the block system is regulated in a separate regulation set by the rector.

Examinations are administered at University and faculty levels. Study and exam regulations are determined in the Rector's regulation number 20 of 2020 regarding academic regulations and in the academic manual. In the test, students must achieve a minimum score of C. The rating scale follows the following criteria:

Table 11: Grading system

Scores Weight (Letters)	Value Range (Number)	Value Index
A	85 – 100	4.00
A-	80 – 84.99	3.75
B+	75 – 79.99	3.50
B	70 – 74.99	3.00
B-	65 – 69.99	2.75
C+	60 – 64.99	2.50
C	55 – 59.99	2.00
D	40 – 54.99	1.00
E	< 40	0.00

During the study period, each student will be accompanied by an academic supervisor who will provide direction and input in the process of undergoing studies. In every semester, the academic supervisor will evaluate the study results of the students he or she is mentoring.

Feasibility of study workload

The sks credit requirements are regulated in Ministerial Regulation Number 3 of 2020 concerning National Standards for Higher Education and Regulation of the Chancellor's Regulation Number 3 of 2021 concerning Curriculum Equivalence which states that the requirement to pass S1 is a minimum of 144 credits. All study programmes have a study period of eight semesters (four years). Students on average take 21 sks credits per semester, which determines a workload of 834 hours per semester.

Equality of opportunity

The University has a Chancellor's Regulation Number 8 of 2021 concerning the Prevention and Handling of Sexual Harassment in the Jakarta Veterans National Development University. Prevention efforts are made to maintain the moral values and human dignity of the academic community. So that there is no discrimination against women in the University. The University has the Rector's Regulation Number 18 of 2020 concerning the Student Code of Ethics and the Rector's Regulation Number 7 of 2019 concerning the Lecturer's Code of Ethics to ensure good behaviour and reflect the height of ethics and obedience to the norms of campus life that live in society, so that there is no discrimination between one with the other. In the student service process, all students get the same rights in the lecturing process, academic guidance and task supervisor. If students have problems outside the academic field, the University has prepared counsellors in each faculty as a solution to students who have these problems.

Lecturers and students are very diverse in terms of religion, ethnicity, language and others. Efforts to realise equality in the faculty include the Rector's Regulation on the prevention and handling of sexual harassment on campus, seminars are held that invite speakers on the topic of sexual harassment. Students with disabilities are given access (a special route) in the

faculties' buildings as well as all forms of affirmative action, for example in the examination process. UPNVJ also provides scholarships for underprivileged students.

Appraisal:

The programmes' structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of courses and assigns credits per course based on the necessary student workload. Practical components, such as internships, are designed and integrated in such a way that credits can be acquired. The course descriptions provide detailed descriptions of intended learning outcomes and the information defined in the ECTS Users' Guide.

There are legally binding study and exam regulations which contain necessary rules and procedures and take into account national requirements. With regard to the grading system in team teaching however, which is applied in all courses, the panel had the impression that it is not fully clear whether grading is conducted separately by each lecturer or together with calculating an average of all gradings. Therefore, the panel **recommends** making the grading system more transparent with regard to team teaching.

The study programmes are designed so that students can study for a certain time at other HEIs or do internships without any extension of their overall study time. The Republic of Indonesia has not ratified the Lisbon Recognition Convention.⁶ However, the panel learnt that the University stipulates the recognition of periods of study at other HEI and the transfer of obtained credits in the framework of the MBKM or with partner universities. The recognition of periods of practical work is also clearly defined. The final grade is supplied with an ECTS grading table.

The feasibility of the study programme's workload is ensured by a suitable curriculum design, by a plausible calculation of workload, by an adequate number and frequency of examinations, by appropriate support services as well as academic and general student counselling. However, with regard to the **Bachelor of Communication Science**, the panel is of the view that the internal cooperation in the teaching teams could be improved. They should cooperate more effectively in order to ensure transparency (see chapter 4.1). There seem to be no exact dates for submission of assignments in the syllabus at the beginning of the semester, which makes it more difficult for the students to plan the workload accordingly. Therefore, the panel **recommends** including a clear procedure for internal cooperation in team-teaching to ensure transparency of workload for the students. Moreover, students might benefit from a reduction regarding the frequency of examinations and the introduction of concentration tracks (see chapter 3.1).

Furthermore, when reviewing the workload, the HEI does not take into account evaluation findings, including student feedback for any of the four study programmes (see chapter 5.).

The University ensures gender equality and non-discrimination. There are more female than male students in **all four study programmes**. Students with disabilities are provided with affirmative actions concerning time and formal standards/requirements throughout the

⁶ <https://www.coe.int/en/web/conventions/full-list?module=signatures-by-treaty&treatynum=165>

programme and examinations. Students in special circumstances, such as single parents, foreign students, students with a migration background and/or from so-called non-academic backgrounds, are particularly assisted.

	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

The teaching orientation aimed in the **Bachelor of Law** is aimed at:

1. maximising cognitive function in order to understand the basic concepts of the theory and the framework of the actual legal material;
2. formative-educative function: to develop skills, behaviour, soft-skill abilities;
3. instrumental function: to achieve educational goals related to improving the quality of legal professionals;
4. normative functions: help achieve productive learning, achieve the results needed to fulfil MBKM achievements.

The didactic methods applied to the Faculty of Law include brainstorming, discussion, moot court, observation, presentation of the results of discussions and observations and reflection. The activity-based Student-Centred Learning method is expected to be more effective and efficient in achieving the learning outcomes specified in the Semester Learning Plan (RPS). In lectures, there are certain courses that have been determined by the faculty using the case study, project-based learning and problem-based learning methods.

Learning methods and strategies in the **Bachelor of International Relations**, the **Bachelor of Political Science** and the **Bachelor of Communication Science** are designed to facilitate the completion of learning outcomes. The learning process in the study programmes refer to the curriculum in accordance with the Merdeka Belajar Kampus Merdeka (MBKM) policy. The learning activities that refer to MBKM include student exchanges, internships/work practices, teaching in schools, research/research, humanitarian projects, entrepreneurial activities, independent studies, thematic real work lectures. Learning methods have been carried out with reference to the Outcome-Based Education (OBE) method (projects, case studies, practicum). Students are expected to participate in interactive processes such as discussions, role playing, simulations, problem solving and recommendations formulation.

The learning methods include Teacher-centred learning, such as class teaching, demonstration and practice; Student-centred learning, such as problem-based learning and case studies (discussion of specific scenarios that resemble or are typically real-world examples), task-based learning (revolves around the completion of structured tasks) and

interactive skills (discussion, role playing, simulation). Moreover, it includes off-campus learning, such as fostering villages, student exchanges, internships, community service/ field work, research, entrepreneurship, independent projects, humanities projects, teaching in elementary schools.

Distance learning is applied in **all study programmes** via the platform “Learning Activities through Digital System” (LeADS)⁷ of the University. Utilisation of LeADS as a means of distance learning can be done synchronously and asynchronously. Synchronous implementation, i.e., URL links are synchronised with the available features. The platform offers lecture materials, learning videos, quizzes, discussion forums, as well as an assessment of exam results. In addition to the e-learning portal operated by UPNVJ, lecturers use various technologies to support them in teaching (Zoom, Google Classroom, Google Meet).

Course materials

In carrying out lecturing in **all study programmes**, lecturers are required to prepare lecture materials. The main lecture materials are arranged in the form of reference books, textbooks, modules, book chapters, lecture materials and learning videos which are included in the Semester Learning Plan (RPS). Additional lecture materials are presented in the form of national journals and international journals by lecturers as a form of contemporary case-based learning for all students. The lecture materials are taken from textbooks and monographs, lecture modules, power point presentation materials, e-books, scientific journals, video tutorials, lecture video recordings, audio recordings and other sources. These materials are specifically prepared and continuously updated in accordance with predetermined learning outcomes and the development of existing knowledge.

Physical lecture resources are prepared at the beginning of each semester and non-physical lecture resources are provided through the UPNVJ’s eLearning website, LeADS. During the Pandemic, the lecture materials are more focused on non-physical sources so that the use of the E-learning website becomes very significant and crucial. Some virtual conferences application such as Zoom and Google Meet are the main options for holding lectures during the Pandemic. All lecture resources can be accessed easily so that the learning process can be carried out by students independently. Learning videos are accessible via the UPNVJ YouTube channel.

Guest lecturers

Guest lecturers are invited to teach in **all four study programmes**. The main requirement for lecturers from other universities is to have a Doctorate education or from practitioners that they have experience in their fields. Guest lecturers come from foreign universities as well as lecturers from domestic universities who have recognition in the international field. Guest lecturers with Doctoral and/or practitioner education are very supportive in increasing student enrichment to achieve graduate learning outcomes.

In the **Bachelor of Law**, these are lecturers from the National University of Malaysia (Malaysia) and several lecturers from the Ablai Khan University (Kazakhstan).

In the **Bachelor of International Relations**, there are guest lecturers from:

- London School of Economics (UK),

- Australian National University (Australia),
- University of Hamburg (Germany),
- People's Friendship University of Russia (Russia),
- Osaka University (Japan),
- Universiti Malaysia Utara (Malaysia),
- Universiti Sains Malaysia (Malaysia),
- National University of Singapore (Singapore),
- Institut Français d'Indonésie and
- ISEAS – 'Yusof Ishak' Institute,
- United Nations Development Programme (UNDP),
- International Organisation for Migration (IOM),
- Embassies, such as Algeria, Ethiopia, Nigeria, South Africa, Sudan and the European Union.

In the **Bachelor of Political Science**, guest lecturers are included to give insights in the field of democracy and human rights, politics of environment and national resources, research methods, Islamic political thought, state and civil society, political economy and urban politics. This includes guest lecturers from

- Osaka University (Japan),
- Murdoch University (Australia),
- University of Phnom Penh (Thailand),
- University of Sydney (Australia),
- University of Oslo (Norway),
- Australian National University (Australia),
- Universiti Sains Malaysia (Malaysia),
- London School of Economics and Political Science (UK),
- Seoul National University (South Korea) and
- Academia Sinica (Taiwan).

Moreover, it includes guest lecturers, such as the Mayor of Bogor or governors of the regions.

In the **Bachelor of Communication Science**, guest lectures are part of course management, which focuses on strategic communication. Some of the guest lectures (international and local) in the last three years (2018-2021) are from the following universities and professions:

- Senior Account Executive – Freelance / Self-employed,
- SIGN Agency – Master of Ceremony (Public Speaking, local lecturer, Universitas Islam Negeri Syarif Hidayatullah Jakarta,
- Press Council & ATVI (Digital Culture, local lecturer),
- Observer of Digital Communication Culture (Technology and Communication Literacy, local lecturer),
- Deputy Editor in Chief, Kompas TV (TV & Film Business Management, local lecturer),
- University of Technology (Journalism, international lecturer),
- Osaka University (Japan),
- Murdoch University (Australia),
- University of Phnom Penh (Thailand),
- University of Sydney (Australia),
- Australian National University (Democracy and Human Rights, international lecturers),
- University of Queensland (Australia),

- Universiti Sains Malaysia (Islamic Political Thought, international lecturer),
- Kyoto University (Japan),
- Academia Sinica (Taiwan),
- Seoul National University (South Korea),
- Universiti Malaya (Malaysia),
- ISEAS Yusof Ishak Institute Singapore (State and Civil Society, international lecturers),
- London School of Economics and Political Science, UK (Political Economy, international lecturers).

Lecturing tutors

Every student of the study programmes gets guidance from an academic supervisor who is a study programme lecturer. Academic supervisors are tasked with providing academic guidance and providing the necessary consultations for students who need consultation or guidance. There are no academic tutors employed in either of the four study programmes.

Appraisal:

The didactical concepts of the study programmes are described, plausible and oriented towards the programme objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies, practical projects or research work. Students are encouraged to take an active role in creating the learning process, especially through the problem-based learning approach, the use of laboratories and the application of new didactic concepts.

The accompanying course materials are oriented towards the intended learning outcomes and correspond to the required qualification level. They are up to date and digitally accessible for the students on the learning management system. They are user-friendly and encourage students to engage in further independent studies. The panel is of the view that the students would also benefit from including the dates for assignments into the syllabus (see chapter 3.2).

Guest lecturers are invited and contribute to the students' qualification process with their special experience, either from professional practice or scientific work, but also, for example, from culture and politics.

Lecturing tutors are not included into the four study programmes. However, the panel is of the view that senior students can help lecturers to counsel students (e.g., paper writing, usage of technical equipment) and support them, for instance, for the introduction to the study programme. This might also reduce the workload for lecturers. Therefore, the panel **recommends** considering hiring student tutors if it does not contradict with national law.

	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

In the **Bachelor of Law**, students are given intercultural opportunities via the MBKM programme. Students can study one semester outside the study programme and one semester to carry out lectures outside the University. The MBKM programmes chosen by students include domestic and international student exchanges, humanitarian projects, Internships, teaching and reserve components. Student exchanges for study programmes include the UPN Trio, the Indonesian Student Micro Credential Program and the Ministry of Education and Culture student exchange. Students taking the MBKM program are converted to courses in the curriculum. Furthermore, there are international contents in the courses especially in the international track, such as Public International Law, International Trade and Treaty Law, Economic Law and International Business Transactions, Law of Air and Space, Law of the Sea, International Criminal Law, Comparison of Criminal Law, International Civil Law, Comparison of Civil Law, Humanitarian and Refugee Law, as well as International Dispute and Settlement Law.

Internationality and multiculturalism are key elements of the **Bachelor of International Relations** (BPIR). Learning lecture material has also integrated intercultural elements. A number of courses that cover these aspects are Globalization, Identity and Culture Politics in International Relations, Ethnic Conflicts in International Relations, Transnationalism in World Politics, International Migration, Conflict and Conflict Resolution.

The discipline of International Relations has a very broad thematic scope with an open and plural character. The implementation of BPIR lectures in the last three years has been carried out bilingually (in Indonesian and English). Class interaction and material delivery are carried out in Indonesian. Meanwhile, lecture materials in the form of books, journals, power point presentations or other materials are given in English. BPIR students are encouraged to involve actively in English Language Student Activity Unit (UKM) such as English Club. In addition, students are encouraged to participate in Veterans Conferences, one of Faculty's Student Activity Unit as well, to accommodate non-academic activities in English such as Public Speaking, International Conference Simulations and English Debate Competitions to improve translation skills or translation for academic writing.

BPIR also opens an opportunity for its students to participate in international student exchange programme through the government's policy of MBKM in ISMA scheme. In the context of internationalising programmes, BPIR also collaborates with universities abroad, one of which is the Kazakh Ablai Khan University of International Relations and World Languages (Kazakhstan). Programmes that have been carried out include student exchanges, guest lecturers and joint article publications. In addition, it is expected that BPIR can build collaborations on educational and research activities with international partners, including, diplomatic representatives of various countries in Jakarta, international organisations, and international non-governmental organisations. BPIR also collaborates with International Organisations and Civil Society Organisations such as Migrant Care, Amnesty International, United Nations Development Programs (UNDP) and Pacific Forum collaborated with US Embassy in Indonesia. Another result is collaborative research and publications in international journals.

The courses taught in the **Bachelor of Political Science** aim to study and analyse social phenomena and problems that occur in Indonesia and other countries globally. Each course

is specifically structured so that students can understand and have an international perspective. This is supported by teaching staff who are graduates from universities from abroad and local universities in Indonesia. One of the courses related to intercultural aspects is the Nationalism, Identity Politics and Multiculturalism courses. This course discusses concepts, theories and case studies that aim to enable students to understand intercultural perspectives.

The study programme also opens courses that discuss the international political system and comparisons with other countries, such as Comparative Politics/Comparative Politics, Political Theory/Political Theory, Politics of Citizenship, Public Policy Analysis, Economics Politics/Political Economy, State and Civil Society/State and Civil Society, Urban Politics/Urban Politics, Politics and Technology/Politics and Technology, Political Parties and Elections/Political Parties and Election, Democracy and Human Rights/Democracy and Human Rights, Gender and Politics/Gender and Politics, E-Government and Politics of Environment and Natural Resources.

In addition, there are also elective courses that students must pass through learning outside of tertiary institutions. This activity can be done by doing Internships, Student Exchange, Research, Entrepreneurship, Independent Studies/Projects, Humanitarian Projects or Teaching in Schools. Through this activity, students are encouraged to better understand and prepare themselves to enter the world of work and do community service.

Each course in the **Bachelor of Communication Science** aims to observe social phenomena in local and Indonesian contexts and at international level. Students should have multiple perspectives on social phenomena inside and outside Indonesia. Several lecturers graduated from world-class universities and foreign lecturers are regularly invited to increase the international content of the curriculum. The Community Service course is part of a mandatory course where students have to work in remote villages outside Jakarta for a minimum of three months. This experience will improve students' skills in dealing with cultural diversity outside the campus.

In the even semester 2021/2022 BCS implemented the bilingual programme for class 2021 students in all compulsory BCS and University courses, while the courses in the even semester 2021/2022 are as follows: Islamic Religious Education, Pancasila and Citizenship, Indonesian Language, Photography, Interpersonal Communication, Group and Organisational Communication, Mass Communication and Visual Communication.

Internationality of the student body

Students studying at UPNVJ have backgrounds from various regions in Indonesia. UPNVJ's location in the capital city of Jakarta makes UPNVJ one of the destination universities for students from outside Jakarta. Thus, UPNVJ students become a melting pot for cultures that come from all regions in Indonesia and reflect the diversity of cultural, ethnic and religious of the Indonesian people. **All four study programmes** do not have foreign citizenship students. However, all study programmes have exchange programmes with various countries, including South Africa, Congo, Kazakhstan and Kenya.

Internationality of faculty

Lecturers of the **Bachelor of Law** who have experience studying abroad include graduates from Leiden University (Netherlands), Curtin University (Australia), Bond University QLD

(Australia), University of Canberra (Australia), Queensland University of Technology (Australia) and University of Melbourne (Australia). The lecturers have graduated from Master or Doctoral programmes at these universities.

Lecturers in the **Bachelor of International Relations** are graduated from international universities such as Northern Illinois University (USA), Australian National University (Australia), Waseda University (Japan), Macquarie University (Australia), Charles Darwin University (Australia), People's Friendship University of Russia (Russia) or internationally connected Indonesian universities, such as Universitas Indonesia, Universitas Gadjah Mada and Universitas Padjadjaran.

In addition, lecturers in international relations are active members of the International Studies Association (ISA) Midwest Political Science Associations in the United States of America. Lecturers are also involved in international conferences. BPIR continues to encourage its lecturers who are still holding Master's degrees to pursue Doctoral studies at reputable overseas campuses. This step is expected to increase the number of Doctoral lecturers who have overseas graduates.

Some of the permanent lecturers who teach in the **Bachelor of Political Science** are graduates from world-class universities, for example from the Australian National University (Australia), University of Western Australia (Australia), Murdoch University (Australia), National University of Singapore (Singapore) and European University. In addition, lecturers also participate in international conferences and international research collaborations.

The **Bachelor of Communication Science** does not have lecturers from abroad, several internationalisation efforts are in progress, such as funding and sending faculty members to international conferences in the Asian region, as well as organising an international conference.

Foreign language contents

The **Bachelor of Law** provides two courses to develop English language skills, namely one English course and Legal English. In addition to these two courses, the study programme offers twelve courses that use foreign language instruction, particularly in the International Law concentration track.⁸

In the **Bachelor of International Relations**, lectures are generally conducted in Indonesian. Even so, starting from the even semester of 2021-2022, several classes are delivered in full English (so-called A-classes with lecture materials, class interactions, assignments and exams in English). Meanwhile, the majority of non-English classes have presented lecture materials in English such as books, journals, to power point presentations. In particular, the study programme has owned and organised foreign language courses on an ongoing basis. Foreign languages that have been and are being taught are Arabic, French, Russian and German.

All courses taught in the **Bachelor of Political Science** are conducted using the Indonesian language. However, since the even semester of the 2021/2022, there are courses using the

⁸ These are Public International Law, Diplomatic and Consular Law, International Trade and Treaty Law, Economic Law and International Business Transactions, Law of Air and Space, Law of the Sea, International Criminal Law, Comparison of Criminal Law, International Civil Law, Comparison of Civil Law, Humanitarian and Refugee Law, as well as International Dispute and Settlement Law.

bilingual method, namely by opening a special class for each of these courses that uses English as an introduction. The subjects are Indonesian Political Thought, Introduction to Public Policy, Social and Political Research Methods, Indonesian Political System, Political Ethics and Fundamentals of Political Analysis.

The majority of courses in the **Bachelor of Communication Science** use Bahasa Indonesia. However, in early 2022, BCS will offer several courses in bilingual (Bahasa – English): Photography, Interpersonal Communication, Group and Organisational Communication, Mass Communication, & Visual Communication. The bilingual language includes course material, content, lecture delivery, assignments and written exams. Research methods courses also require students to read English academic publications from reputable journals.

Appraisal:

International contents are part of the curricula. Students are prepared for the challenges in an international working environment and enabled to act in an intercultural environment. The study programmes use English/ international textbooks and offer several English classes. In the **Bachelor of International Relations** and the **Bachelor of Political Science**, the subjects have already an international outlook. For the **Bachelor of Law** and **Bachelor of Communication Science**, the panel **recommends** increasing international contents and intercultural aspects. For the **Bachelor of Law**, the internationality particularly applies to the International Law concentration track. However, the panel **recommends** forming subjects according to international standards (e.g., “International Civil Law” and “International Criminal Law” are not the terms that are internationally used, instead it would be “Comparative Law”).

There are no full-time international students in either of the **four study programmes**. The panel is of the view that the University should think more internationally since it is part of their strategy (e.g., go to international fairs). The panel **recommends** setting up a system to attract international students and articulate a recruitment strategy for international students (recruitment officers).

The international composition of the faculty for the **Bachelor of Law**, **Bachelor of International Relations** and **Bachelor of Political Science** (teachers with international academic and professional experience) promotes the acquisition of international competences and skills. The measures taken are goal-oriented. In the **Bachelor of Communication Science**, there are no lecturers with international experiences. Therefore, the panel **recommends** promoting internationality in the programme and supporting lecturers in getting international experiences (e.g., teaching abroad, creating a network).

The proportion of foreign language courses and required foreign language materials corresponds with the qualification objectives of the study programmes. However, regarding the strategy of the University for further internationalisation, the panel **recommends** and encourages that significantly larger parts of the actual teaching, teaching material and exam assignments should be conducted in English.

	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			BPIR, BL, BPS	BCS	
3.4.4 Foreign language contents				X	

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

The **Bachelor of Law** includes courses that can improve communication skills as well as public speaking and leadership skills. The first is the Leadership Course, this course provides knowledge about leadership from the management side and the development of ideal leadership character and behaviour change. Second, Legal Practice Course, this course teaches students to communicate in court proceedings. The three subjects of the Judicial System and Criminal Reform support critical thinking towards reforming the field of criminal law. What is more, the Humanitarian Project, Independent Project, as well as Building a Thematic Real Work Village/Lecture. In addition, student organisation activities teach how to communicate and solve problems within an institution. In the academic field, student organisations carry out seminars and non-academics organise sports week activities to support the ability to lead and work in student teams.

In the **Bachelor of International Relations**, multidisciplinary competence and expertise of students is one of the mandatory achievements. To achieve this, several things have been done, including:

1. Foreign language skills other than English mastery. Efforts are made by providing four foreign language courses. This activity is supported by several courses that train the quality of students' language skills, such as English for Professional Purposes I, Diplomacy Theory and Diplomacy Practice.
2. English language skills mastery shall be achieved through MUN (Model United Nation) simulations and similar activities, English language UKM and student involvement in English debate competitions.
3. Multidisciplinary academic ability. This has been done by holding across study programmes/Departments lectures to connect the disciplines of International Relations with other relevant and contextual disciplines. This activity is supported by academic writing courses and international relations methodology.
4. Public Speaking and interpersonal skills mastery. It is achieved through active involvement in student organisations such as the International Relations Student Association, BEM or UKM that accommodates student interests and talents. This activity is supported by diplomacy theory, diplomacy practice and public diplomacy.
5. Research and advocacy capabilities. It is achieved through the implementation of programmes such as independent research/studies, humanitarian projects, teaching in elementary schools and internships in several national research institutes / consultants. This activity is supported by qualitative, qualitative research methods and international relations methodologies.

6. Journalism and Broadcasting Abilities. The BPIR equips its students with photography, radio and television broadcasting skills by providing the laboratories for executing them. Photography Laboratory, Television Laboratory and Radio Station can be used a place for learning in the field of journalism and communication to add students' new skills. Furthermore, this activity is supported by the related UKM as a medium of continuous and targeted practice. This activity is supported by the courses Global media communication and international communication
7. Digital Literacy. It is achieved by use of digital technology in many academic activities. This can be seen in the online lecture process where interactions, lecture materials, assignments and exams are accommodated with the UPNVJ E-Learning Platform, administration and academic documentation that are fully integrated on the website, to the communication of policies, regulations, and UPNVJ's IR activities that have utilised social media facilities. In addition, this study programme is supported by the multimedia laboratory as a supporting tool for improving Digital Literacy. This activity is supported by big data courses in International Relations.

Political science is a multidisciplinary science and requires critical thinking and analysis as one of the skills and abilities taught to students. Learning methods in the **Bachelor for Political Science** for implementing subject learning include group discussions, simulations, case studies, collaborative learning, cooperative learning, project-based learning, problem-based learning or other learning methods, which can effectively facilitate the fulfilment of graduate learning outcomes and promote students' multidisciplinary competences and skills. This includes the regular courses, such as: Indonesian Political System, Political Ethics and Fundamentals of Political Analysis, as well as special courses, such as Gender and Politics, Comparative Politics, Politics and Technology E-Government and Politics of Environment and Natural Resources.

Moreover, the study programme optional courses and activities, such as internship, student exchange, Entrepreneurships or Humanitarian Project support students' achievement of multidisciplinary skills.

Besides the fact that communication is a multidisciplinary science, the MBKM curriculum in the **Bachelor of Communication Science** allows students to learn other scientific competencies across study programmes and universities. Implementation of the MBKM curriculum that involves multidisciplinary competencies and skills, among others:

1. Regular courses: Entrepreneurship, Communication for Development and Social Change, Public Speaking Communication and Creative Industries, Political Communication, Psychology of Communication and Campaign management.
2. PLPS courses, starting from 4th semester, students are encouraged to take other courses outside the study programme in one university, other collaborative universities, or universities throughout Indonesia under ministry programmes.
3. PLPT courses, in the 5th semester, students take various off-campus programmes:
 - a. Student Exchange: student delegations were accepted at the 2021 Indonesian International Student Mobility Awards (IISMA) programme at University Pompeu Fabra Barcelona (Spain), Yonsei University (South Korea) and IISMA 2022 at Universiti Sains Malaysia, Hanyang University (South Korea), University of Pecs (Hungary) and Universiti Malaya (Malaysia).
 - b. Internships, Teaching Campus, Research, Student Project, Entrepreneurial Activities and Independent Study.

Appraisal:

The students in **all four study programmes** acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the course descriptions. This is supported by means of suitable didactical and methodological measures. The acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge, is ensured, e.g., through practical trainings and laboratory sessions.

	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)

In the **Bachelor of Law**, students' ability to work professionally has been prepared by several courses. For example, the Leadership course is given to students in order to cultivate a leadership spirit that suits their needs, the State Administrative Law course provides basic legal administrative skills that are very useful for the world of work and Legal Professional Ethics internalises professional ethical values before students live life as a scholar.

Students shall be competitive in the industrial world on a national and international scale. The study programme also encourages students to obtain a Certificate of Companion Certificate in the form of achievements/awards, participation in faculty activities, organisational experience and certification of expertise to prepare students to compete in the world of work.

The UPNVJ Faculty of Law facilitates students in improving their soft skills, among others, by preparing several programmes. First, by implementing commercial awareness which is carried out through the implementation of the Student Creativity Programme. The second is the implementation of effective communication which is carried out through moot court training. Third, the improvement of innovation and creativity carried out by inviting experts according to their fields of expertise. Moreover, problem analysis is carried out by adopting the concept of case-based learning so that students' critical thinking skills can grow and be ready to compete in the industrial world.

The **Bachelor of International Relations** fosters the English skills of graduates. Their average TOEFL score has reached 500 in the last two years. This English language ability helps graduates to get jobs in multinational companies and some start-up companies that are oriented in the international market. BPIR is also working on holding classes with full English as the medium of instruction in various subjects. BPIR has held a best practices workshop to increase the competence of its lecturers to teach international relations courses in English. In addition, the publications of lecturers and students in reputable journals have continued to increase in recent years. This increases the credibility of the graduates, especially in the field of research and scientific writing. The study programme collaborates with various parties, the government and the private sector, to provide more opportunities for internships and work practices, as well as to strengthen the good image of the institution. Preparing students to

enter the job market is an absolute obligation of the institution and carried out via the following measures:

1. Initial provision of Diplomacy skills and practice. This is pursued formally through the teaching of Diplomacy Practice courses under the direct guidance of former Diplomats who are also UPNVJ's lecturers. Diplomacy practice is held at the UPNVJ's International Relations Diplomacy Laboratory which has been specially designed for the practice and dynamics of diplomacy forums.
2. Internship at Indonesian embassies abroad. Several UPNVJ's IR students have been sent for internship programmes to the Indonesian Embassy in Beijing, the Indonesian Embassy in Singapore and the Indonesian Consulate General in Sydney.
3. Introduction to the wider job market. It is achieved through internship programmes in government institutions (ministry or other institutions) or non-government (international organisations and NGOs), for example Migrant Care or private companies at national and international levels.
4. Entrepreneurial skills. It is achieved through teaching entrepreneurship courses and having internships. The internships are done at UPNVJ's partners. The aims of this programme are to support entrepreneurial ideas and innovations in the entrepreneurship Student Creativity Programmes (PKM).

The **Bachelor of Political Science** has six laboratories that support the teaching process at a practical level. Political Science has established mutual cooperation with several companies and offers regular internship programmes for one month to six months to students. The six-month internship programme can be taken in the fifth semester. This internship programme is part of learning outside of higher education which can be directly converted to as many as 20 credits. Meanwhile, the one-month and three-month internship programmes will be recorded as a certificate accompanying the diploma and cannot be converted into credits. Internships are offered at the following partner institutions:

Table 12: Partner institutions of Bachelor of Political Science

Internship Program	Name of Institution
Government agencies	KPU, Bawaslu, DKPP, Ministry of Villages and Development of Disadvantaged Regions, Ministry of Home Affairs
Political parties	Nasdem Party, PSI, PKS
Non-Government organizations	ELSAM, Walhi
Private companies/start-ups	Microsoft, PIGUO

At University level, UPNVJ has a Centre for Career Guidance and Leadership with the mission of helping graduates to compete in national and global job markets. Political Science regularly invites alumni, stakeholders and professionals to align market needs with the Political Science curriculum.

The **Bachelor of Communication Science** also carries out activities in the six laboratories under the faculty that support the learning process at the practical level (via practical units and projects). Furthermore, BCS has partnered with several companies to offer internships to students. The available internship programmes are the Independent Internship Programme and the Regular Internship Programme. The Independent Internship Programme implements off-campus programs directly integrated with the Ministry of Education and Culture, Research

and Technology. Eligible 5th-semester students can register for the list of available internship companies according to their respective passions to participate in a series of selections. Students whom the Independent Internship Program accepts will do an internship for approximately six months and the credit point will be converted to the equivalent of 20 credits. Meanwhile, the Regular Internship Programme is an optional offer that students can choose to add to their portfolio in the world of work while improving soft skills and networking development. Institutions collaborating with study programmes such as the Indonesian Broadcasting Commission, Kompas TV, the Ministry of Communication and Information, PT MNC Television Network and the National Police. BCS also offers an optional competency certification programme as Junior Public Relations for final year students before they graduate.

Appraisal:

The promotion of employability – for instance through the integration of theory and practice and through the promotion of multidisciplinary competences and skills – runs as a common thread of **all study programmes** through its courses, e.g., through practical trainings in the laboratories or simulations. Moreover, internships are offered in all four programmes.

		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

UPNVJ has two types of lecturers, namely permanent lecturers and non-permanent lecturers. They are recruited centrally by the University based on the proposals and needs of each study programme. Minimum education level is Master or Magister.

The **Bachelor of Law** has 52 lecturers with two professors and 18 lecturers with Doctoral degrees. There are five non-permanent lecturers in the study programme, four of whom have a Doctoral degree.

Table 13: Faculty staff Bachelor of Law

	Faculty member
Full time lecturer	
Professor	2
Doctors	14
Masters	31
Non-permanent lecturer	
Doctors	4
Master	1
Total	52

The **Bachelor of International Relations** employs 33 full time lecturers and eleven non-permanent lecturers with minimum academic qualifications of Master Degree in International Relations or relevant subject fields. Three full-time lecturers are currently in the process of promotion to become associate professor.

Table 14: Faculty staff Bachelor of International Relations

	Faculty member
Full time lecturer	
Professor	-
Doctors	17
Masters	16
Non-permanent lecturer	
Professor	3
Professional	8
Total	44

The **Bachelor of Political Science** employs 20 full time lecturers with minimum academic qualifications of Master degree in Political Science or relevant subject fields. Two full-time lecturers are currently on the process of promotion to become Associate Professor.

Table 15: Faculty staff Bachelor of Political Science

	Faculty member
Full time lecturer	
Professor	-
Doctors	10
Masters	10
Total	20
Non-permanent lecturer	
Professor	4
Professional	5
Total	29

The **Bachelor of Communication Science** employs 50 full time lecturers and 9 non-permanent lecturers with minimum academic qualifications of Master degree in Communication or relevant subject fields. Five full-time lecturers are currently on the process of promotion to become an Associate Professor.

Table 16: Faculty staff Bachelor of Communication Science

	Faculty member
Full time lecturer	
Professor	-
Doctors	18
Masters	32
Total	50
Non-permanent lecturer	
Professor	1
Professional	8
Total	9
GRAND TOTAL	59

Academic qualification of faculty

In Indonesia, to become a professor, the candidate must have a PhD degree and a list of publications including papers in reputable international journals and books. Moreover, they must prove to have working experience of ten years. Below the position of professor is the associate professor who must also prove to have a PhD degree and a publication list. After two years in the position of an assistant professor, the candidate can become an associate professor. The assistant professor must have worked as an instructor for two years before they can be promoted. Lecturers or instructors can start teaching after they finished their Master's degree. They are obliged to engage in one community service activity and to publish academic papers.

In the **Bachelor of Law**, there are 18 lecturers with Doctoral degree and two professors, as well as 32 lecturers with Master's degree. The lecturers obtained their degrees at reputable Indonesian universities, such as Universitas Indonesia, Universitas Padjajaran, Universitas Gadjah Mada, Universitas Airlangga and Universitas Hasanuddin. Lecturers of study programme publish frequently in the form of books or in national and international journals.

In the **Bachelor of International Relations**, 17 faculty members hold Doctoral degree and four are undertaking doctoral degree in national and international universities such as University of Liverpool (UK) and National Taiwan University (Taiwan). Three faculty members graduated from universities overseas: Northern Illinois University (USA), Charles Darwin University (Australia), Australia National University (Australia), Macquarie University (Australia), Peoples Friendship University of Russia (Russia), Waseda University (Japan). The other faculty members obtained their Master and Doctoral degrees from reputable universities in Indonesia, such as Universitas Indonesia, Universitas Padjajaran, Universitas Gadjah Mada and Universitas Muhammadiyah Yogyakarta. Other than academic qualification, there are five members of faculty hold national teaching certification for lecturers (Serdos).

Part-time lectures are being recruited not only because their academic qualification but also their expertise and professional background on international relations practices. Two full-time lecturers have diplomatic experience as attaches at Indonesian embassies in other countries, such as the Netherlands and Germany. Several non-permanent lecturers work as Consul General in New York and Deputy Consul General in New Caledonia, other non-permanent lecturers work at Amnesty International, Migrant Care, Indonesian Chamber of Commerce and Industry and the Centre for Strategic and International Studies.

In the **Bachelor of Political Science**, there are three faculty members holding Doctoral degree from international universities such as The Australia National University (Australia), Murdoch University (Australia) and University of Auckland (Australia). There are also seven faculty members holding Doctoral degree from national universities such as Universitas Gadjah Mada, Universitas Indonesia, Universitas Muhammadiyah Yogyakarta and Universitas Padjajaran. In addition, there are also three faculty members holding Master degree from international university, for example the National University of Singapore (Singapore), Australia National University (Australia) and Erasmus University (Netherlands). Seven faculty members hold Master degree from national Universities such as Universitas Gadjah Mada, Universitas Indonesia, Universitas Islam Negeri Jakarta.

Part-time lecturers are recruited not only because of their Master degree qualifications, but also their professional background in the industry. Courses such as Political Parties and Elections, Political Management, Public Policy Analysis, Data Science and Political Analysis require professionals with knowledge in both theory and practice.

In the **Bachelor of Communication Science**, there are 18 Doctors and 32 Masters. Two lecturers received their Doctoral degree from RUDN University (Russia) and Universiti Sains Malaysia (Malaysia) while others received their Doctoral degree from Indonesian universities. Eight lecturers are currently pursuing Doctoral studies both at UPNVJ and abroad; one at Curtin University (Australia) and one at Ewha Womans University (South Korea). The full time lecturers are professionally certified as experts in several fields, such as in Media & Journalism, Strategic Communication, Public Relations, Advertising, Development Communication, TV & Film.

Furthermore, there are eleven non-permanent lecturers teaching at Communication Department, each of them has specific area of expertise, such as, TV and broadcasting, Broadcasting Policy, Film Production. The non-permanent lecturers are professionals working in the relevant industries. Finally, there are six Doctors as active lifetime member of International Communication Association.

Pedagogical/ didactical qualification of faculty

Lecturers of the **Bachelor of Law**, have expertise as lecturers, 29 have lecturer certification of competence, 28 have certification according to Applied Approach (AA). Further 38 lecturers participated in the Instructional Engineering Skills Improvement Programme.

In **Bachelor of International Relations**, five members of faculty have passed national certification for lecturer (Serdos). All BPIR members have passed foundational teaching certification (PEKERTI) that can be taken every year and is funded by UPNVJ. It helps lecturers to design, manage, execute, organise and evaluate their courses and teaching methods. Several lecturers also hold public speaking and training for trainer certification.

Most lecturers of the **Bachelor of Political Science** have passed the lecturer certification (SERDOS) and have followed PEKERTI. In addition, several lecturers took part in the ToT certification and public speaking certification. Some lecturers also have research ethics certification, outcome-based education, as well as assessor certification from the Professional Certification Institute. In addition, several lecturers also have professional experience as professional trainers for leadership and democracy training and workshops organised by political parties, government institutions and social organisations.

In addition to fulfilling lecturer competencies through SERDOS, there are various training such as PEKERTI (Instructional Engineering Training for new lecturers) and Applied Approach (advanced teaching certification) in the **Bachelor of Communication Science**. Those trainings help lecturers to improve their lecturers' pedagogic abilities to improve the quality of the learning process. Lecturers can take those pieces of training annually, which are funded by the University. Most lecturers have completed the basic teaching certification (PEKERTI), and 25 lecturers have passed the national teaching certification (Serdos). In addition, to support the expertise of each lecturer, several lecturers also have competency certification as Junior Public Relations assessors. They are certified in Public Speaking and Training of Trainers, photography, non-fiction book writers and professional editors.

Practical business experience of faculty

There are twelve lecturers in the **Bachelor of Law** with business experience or work experience in the industrial world. Lecturers who have business experience before becoming a lecturer as well as while being a lecturer have a comprehensive theoretical and practical implementation of learning.

In the **Bachelor of International Relations**, some lecturers have various enterprises, which are engaged in making recommendations for the government and the private sector, as well as in the fields of primary and secondary education, such as Populi Centre, Indonesian Institute for Strategic Policy Studies (LPKSI) and Al Kamilah Boarding School. Part-time lecturers were recruited based on their specific skills and professional achievements to give students a balance between theory and practice. Many BPIR lectures are members of national association, such as Indonesian International Relations Association (AIHII); one lecture is also the Chairman of AIHII.

There are lecturers in the **Bachelor of Political Science**, who have various business ventures aimed at helping human rights victims in the form of weaving business (TenuKa). There are lecturers who work as directors of survey institutions and political consultants, staff members of the Presidential Advisory Council, BAPPENAS experts, UNHCR experts, anti-corruption

activists, non-government organisation activists, women activists, DPR experts, Bawaslu (Indonesian General Election Supervisory Agency) and research consultants. Such experiences relate to several subjects such as Political Parties and Elections, Political Management, Public Policy Analysis, Citizenship Politics.

Part-time lecturers are recruited based on their specific skills and professional achievements to provide students with a balance between theory and practice. Many Political Science lecturers join the Indonesian Political Science Lecturer Association (ADIPI), the Indonesian Political Science Association (API), and the Republic of Indonesia Lecturer Association (ADRI). In addition, there are also lecturers who participate in international associations such as Young Southeast Asia Leaders Initiatives (YSEALI), American Council for Young Political Leaders (ACYPL), Asian Network for Free Elections (ANFREL), Association Genocide Scholar, Transitional Justice Asia Network (TJAN)) and Asian Studies Association of Australia.

A total of ten lecturers in the **Bachelor of Communication Science** are active in the Indonesian Broadcasting Commission (KPI) activities or in film production. In addition, some lecturers work as journalists, communication consultants and public speaking trainers. Many BCS lecturers are administrators and active members of national associations (ISKI and AspiKom). Some lecturers sit on the ISKI and AspiKom committees which hold workshops and meetings on the direction of the Communication Science curriculum in Indonesia. One lecturer is an assessor of BAN-S/M (National Accreditation Board). In the MBKM curriculum, Teaching Practitioners are one of the focuses of the study programme as an effort to provide a better learning experience while bridging the balance between theory and practice. Therefore, the study programme hires lecturers part-time coming from communication professionals.

Internal cooperation

In **all four Bachelor programmes**, all lecturers use the team-teaching method (three lecturers with a course coordinator). The team can come from different study programmes for certain subjects and exchange lecturers between study programmes. The team teaching needs to meet regularly for coordinating, organising course materials, examination and course evaluation. Apart from teaching, faculty members have to conduct research and community service. The publication results from the collaboration of lecturers can be used as teaching materials that are used as case studies in a related subject. Based on Ministry of Education regulation and University regulation, each research and community service projects must include students, therefore students are not only involved in the learning-teaching process, but also being a collaborator in research and community service teams.

Furthermore, there are coordination meetings with all faculty staff in order to discuss the relevance of course contents and introduction of new contents for the upcoming semester.

Student support by faculty

All four study programmes support the students by providing academic guidance. Each student has an academic supervisor assigned by the faculty. Academic supervisors must hold the position of permanent lecturer at UPNVJ with a minimum qualification of Master and have an NIDN (National Lecturer Identification Number). If the supervisor is unable to carry out his duties, the faculty will appoint a new supervisor.

Duties of academic supervisors include:

1. Providing guidance to students during the education period.
2. Cultivating creativity and effective learning habits.

3. Assisting students in preparing study plans to support the success of study programmes.
4. Ensuring that students' academic achievements meet the set targets.
5. Help solve problems faced by students that affect academic achievement.

Academic guidance is carried out at least three times per semester, namely at the time of taking courses by students, reviewing the learning process before the midterm exam and reviewing the learning process for preparation for the final semester exam. The meetings take place either face-to-face or using email, video calls, zoom, google meet and other media. A counselling centre is available for students who wish to consult about their mental health. In addition, the faculty also conducts counsellor training for academic supervisors so that they can provide good counselling services to students. UPNVJ also offers health services in the form of a health clinic that can be used by all students with the availability of doctors and nurses who provide free consultation and health services.

Moreover, there are two supervisors for each student to guide and consult the thesis writing process. For internships, there is also an internship supervisor to guide and support the student in the different phases of the procedure.

Moreover, the study programmes also provide financial support in offering scholarships for students.

Appraisal:

The structure and number of staff correspond to the requirements of **all four study programmes** and ensure that the students reach the intended qualification objectives. The faculty's composition, consisting of full-time and non-permanent lecturers, guarantees that both the academic standards and the requirements of professional practice are fully satisfied.

The academic qualification of the faculty corresponds to the requirements and objectives of the study programme. The University verifies the qualifications of the faculty members according to the requirements. Measures for further qualification of the faculty members are implemented. Since there are mostly lecturers with Master degrees, the panel welcomes the Human Capital Development Roadmap of the University and supports the plans in **recommending** to increase the number of professors and PhDs according to the plan until 2030.

The pedagogical and didactical qualification of the faculty correspond to the requirements and objectives of the study programmes. UPNVJ verifies the qualifications of the faculty members by means of an established procedure, especially by national lecturer certification. The University ensures that assessors are familiar with existing testing and examination methods and receive support in developing their own skills in this field. Since blended learning and digital teaching is part of the didactical concept in **all four study programmes**, the panel **recommends** offering technical training for teaching staff (application of media and technology).

The practical business experience of the faculties corresponds to the requirement of the programmes to integrate theory and practice (e.g., via case studies or simulations). However,

the panel had the impression that this could even be extended in the **Bachelor of Communication Science**. Therefore, the panel **recommends** including more practitioners into the programme (e.g., more cooperation with external partners).

The faculty members cooperate with each other for the purpose of tuning the courses towards the overall qualification objectives. The lecturers apply team teaching for all courses in the study programmes. However, the panel had the impression that there is room for improvement since the communication of assignments was not always transparent to the students. Therefore, the panel **recommends** reviewing the team-teaching procedures with regard to timely planning and publication of assignments for the entire semester.

Meetings of all those teaching in the programmes take place regularly. However, the panel is of the view that the cooperation of the faculty members could be improved to develop from an organisational unit to a faculty that is connected with each other. Moreover, more cooperation among the faculties might offer more options to students and lecturers and therefore be a benefit (e.g., new courses with interdisciplinary contents). Therefore, the panel **recommends** checking measures to improve the cooperation of faculties and faculty members.

Student support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully. Students and lecturers have a very close relationship, not only during the courses, but the faculty members are also available for the students outside the specified office hours as well. The students are “fully content” with the support they receive.

	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

Each study programme is led by a head of study programme who is appointed by the Dean of the Faculty and determined by the Chancellor through the Decree of the Chancellor of the UPN Veterans Jakarta Number 1200/UN61.0/HK.02/2019 Regarding the Details of Duties of Structural Positions and Lecturer Additional Duties at the Veterans National Development University Jakarta.

In the **Bachelor of Law**, the head of the study programme is assisted by the secretary of the study programme and the head of the laboratory in the development and use of the laboratory as a practicum facility for students of the Faculty of Law. The head of the study programme is responsible for regulating the lecturers who are in charge of courses, determining the supervisors and examiners for internships or final assignments, evaluating the length of student study, coordinating the preparation of Semester Learning Plans (RPS) and implementing learning plans based on the curriculum.

The Head of the Laboratory has the responsibility of supporting the lecture plans that have been prepared by the head of the study programme, compiling an operational plan and laboratory development, preparing a schedule of academic activities carried out in the laboratory, providing guidance to laboratory members and monitoring and evaluating the availability of infrastructure and activities in the laboratory.

The Faculty of Social and Political Science (FISIP) has three study programmes: **Bachelor of Communication Science**, **Bachelor of International Relations** and **Bachelor of Political Science**. The Dean of FISIP is supported by three vice deans: 1 (academic), vice dean 2 (human resources and finance) and deputy dean 3 (students). In the organisational structure of FISIP under the faculty there are two heads of departments, where one head of department oversees the study programmes of International Relations and Political Science, while the other oversees Communication Studies. The duties of the head of the department are managing human resources for lecturers, especially in the areas of rank, career, education, research and community service. Meanwhile, the study programme is chaired by the head of the study programme who has the function of planning, implementing and evaluating academic activities within the study programme environment.

Specifically, the tasks of the head of study programme include:

1. Assisting Head of Department in implementing academic quality improvement, research and community service at study programme level.
2. Coordinating with Head of Department in conducting academic quality assurance.
3. Coordinating with Head of Department in preparing study plans and work programmes as the work guidelines.
4. Determining the lecturer placement for each semester.
5. Determining the supervisor and examiner of students' field work and final assignments.
6. Evaluating the length of study of the students.
7. Coordinating the making of Semester Course Plans.
8. Implementing learning plan education which held on the basis of the curriculum.
9. Conducting other official duties.

In managing the laboratory, the program coordinator is supported by the head of the laboratory. There are six laboratories in the faculty, which are commonly used to support student learning in the three programmes. The laboratories include a Diplomacy laboratory, TV laboratory, Radio laboratory, Multimedia laboratory, Political laboratory and Photography laboratory.

Process organisation and administrative support for students and faculty

In the **Bachelor of Law**, the administrative process in supporting the needs of lecturers and students at faculty level is assisted by 20 staff members who are coordinated by one administrative sub-coordinator and accompanied by one faculty treasurer. The Deputy Dean

for General Affairs and Finance is assisted by one treasurer and three education personnel (Tendik) in the financial aspect.

The Faculty of Law has social media and websites to provide academic and non-academic information which is managed by one education personnel. In student activities, especially student organisations, checking for plagiarism in students' final assignments, academic and non-academic competitions are assisted by staff members. Support for offline lecture preparation such as lecture scheduling, lecturer attendance, student attendance, teaching equipment and room readiness is supported by five administrative staff. Online lectures are accommodated through the learning platform which is managed by two staff members. The Faculty of Law provides reading room facilities for students as a learning facility which is managed by two laboratory assistants.

At the **Faculty of Social and Political Science**, administrative affairs are managed and coordinated under the chief administrative staff. In total, the administrative staff at the faculty consists of 24 staff with various assigned responsibilities. The administrative organisational structure of the faculty consists of the head of the administrative division supported by the head of the academic & student affairs subsection, as well as the head of the general & finance subsection.

The head of the academic and student affairs sub-section oversees the academic division and the student & alumni division. The head of the general & student affairs sub-section oversees the general and finance divisions.

In addition, each study programme is also supported by one administrative staff who is in charge of the following duties:

- receiving, filing, making and scheduling incoming/outgoing letters from study programmes,
- accepting registration for proposal hearings and thesis trials,
- assisting programme activities,
- receiving and serving students in accordance with needs,
- making minutes of study programme meetings,
- carrying out official duties assigned by the leadership,
- providing services for office stationery needs,
- serving borrowing archives of letters and other documents,
- preparing needs for study programmes meetings,
- receiving Field Work Practice reports and student thesis,
- making plans work and monthly performance reports.

UPNVJ has an integrated online system, namely SIAKAD to help manage the academic process. The administrative staff is also in charge of assisting in other important agendas such as accreditation and cooperation programmes. Administrative staff are regularly mentored and assigned training to improve their skills.

Appraisal:

The programme directors coordinate the activities of everyone involved in the programme and ensure that the programmes run smoothly.

Faculty members and students are supported by the administration in the organisation of the study programme. Sufficient administrative staff is available for each study programme. Decision-making processes, authority and responsibilities are clearly defined. Teachers and students are included in the decision-making processes where their areas of work are involved.

The opportunities of electronic service-support are used and supplement personal one-to-one counselling. The University offers the administrative staff opportunities for continuous professional development. In this regard, the panel **recommends** offering English courses for administrative staff to support further internationalisation of the study programmes.

	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

The implementation of the Tri Dharma (education, research and service) activities of higher education carried out by the programmes is also carried out in collaboration with universities, government institutions and organisations both at international and national level. This collaboration, in addition to involving lecturers, also involves students in order to improve quality and networking in scientific development. For all study programmes, UPNVJ conducts exchanges with the other two Universitas Pembangunan Nasional Veteran in Yogyakarta and in Jawa Timur. These include student and lecturer exchanges.

In the **Bachelor of Law**, cooperation is carried out with Universiti Malaya, Universiti Sains Islam (Malaysia). Cooperations with various institutions at home and abroad in the fields of research, education and service have been realised, such as with Universiti Teknologi Mara Malaysia (Malaysia), Washington University in St. Louis (US), Universiteit Leiden (Netherlands), Universiti Kebangsaan Malaysia (Malaysia), University of Limpopo (South Africa), Society of Criminal Law and Criminology (MAHUPIKI) at University of Riau (Indonesia), Postgraduate University of Medan Area (Indonesia), University of SAHID Jakarta (Indonesia), Ministry of Law and Human Rights DKI Jakarta (Indonesia). Cooperation is also carried out with Sriwijaya University (Indonesia) in the form of student exchange.

UPNVJ established cooperation and partnership by signing several Memorandum of Understanding (MoU) and Cooperation Agreement (PKS) with various institutions such as universities both national and international, government agencies, private companies, NGOs and civil society organisations. The agreement and cooperation with universities focus on joint seminar cooperation, joint lecturer, students exchange, workshop on capacity building and training on human resource and collaborative research. At international level, **Bachelor of International Relations** has agreed to hold cooperation in the field of seminar, public lecture, and research collaboration with the Department of Languages and Literatures of Southeast Asia of the Asia-Africa-Institute of University of Hamburg (Germany).

The most recent agreement is between UPNVJ and Kazakh Ablai Khan University of International Relations and World Languages (Kazakhstan). It promotes cooperation in the following areas: the exchange of academic and administrative staff, the exchange of students, joint research on scientific and technological subjects, joint scientific and technological meetings, symposiums and lecturers, the exchange of academic findings, publications and other academic and educational information. In particular, BPIR has implemented an online student exchange for one semester, which was attended by 15 students of Kazakh Ablai Khan University.

The Bachelor of Political Science conduct cooperation with the following partners:

Table 17: Cooperation of Bachelor of Political Science

In collaboration with (University or Institution)	Aspects of the Tri Dharma	Activities
Osaka University	Teaching, Research	Seminar, Public Lecture, Research Collaboration, lecture exchange
Kyoto University	Teaching, Research	lecture exchange, student exchange
Seoul National University	Teaching	Seminar, Public Lecture
University of Sydney	Teaching	Seminar, Public Lecture
Murdoch University	Teaching	Seminar, Public Lecture
University of Queensland	Teaching	Co-teaching for several courses (research methodology, Political Science group)
ISEAS institute Singapore	Teaching, Research	Seminar, Public Lecture, Research Collaboration
University of Phnom Penh	Teaching	Study visit
Universiti Sains Malaysia	Teaching, Research	Seminar, Public Lecture, Research Collaboration, lecture exchange
UPN Veteran Yogyakarta	Teaching, Research, community service	Joint research and joint publication funded by UPNVJ LPPM (Research and Community Service Council) for several projects. Similarly, no concrete form of cooperation was found.
UPN Veteran Jatim	Teaching, Research, community service	Joint research and joint publication funded by UPNVJ LPPM (Research and Community Service Council) for several projects. Similarly, no concrete form of cooperation was found.
PT. Akurat Sentra Media	Community Service	Seminars/FGDs, Human Resources Training and Development, Research and Research in the Socio-Political and Economic Fields, Public Relations Development and Strengthening, Internship Programs for Students and other Collaborations.
Universitas Sultan Ageng Tirtayasa Faculty of Political and Social Sciences (organized under the Ministry of Education)	Teaching, Research, community service	Cooperation in Education and Teaching, Research and Community Service, Exchange and Utilization of Human Resources and Information.
Universitas Jember	Teaching	Student exchanges
Universitas Brawijaya	Education, research and community service	MBKM curriculum
UIN SULTHAN THAHA JAMBI	Education, research and community service	MBKM curriculum

The Bachelor of Communication Science currently carries out the following cooperation:

Table 18: Cooperation of Bachelor of Communication Science

Aspect of Tri Dharma	In cooperation with (HEI or networks)	Activities
Teaching	UPN Yogyakarta, UPN Jawa Timur	Joint teaching for several courses (Communication Theory, Communication & Culture, and Interpersonal Communication)
	Universities in Indonesia	Collaboration in multi-disciplinary courses (Non-communication science students can take these courses: Community Relations, Mobile Journalism, Business Communication, Digital Marketing, and Mass Media Management)
Research	UPN Yogyakarta,	Joint research and joint publication funded by LPPM UPNVJ
	UPN Jawa Timur	Joint research and joint publication funded by LPPM UPNVJ
Community Service	Several Regional Governments in Banten (Serang, Pandeglang & Ciligrang)	Assisting in developing a tourist village funded by UPN Veteran Jakarta Institute for Research and Community Service (LPPM UPNVJ)
	Several Middle Schools in Jabodetabek	Mentoring for high school students (optimizing the use of digital communication)

Cooperation with business enterprises and other organisations

The **Bachelor of Law** has cooperation with business entities and companies, both in Indonesia and abroad, especially in the implementation of the MBKM programme. For instance, UPNVJ has cooperation through the Campus teaching programme with implementation in 14 elementary schools in Depok, West Java and nine elementary schools spread across Indonesia. Furthermore, the study programme conducts a collaboration with Online Law and PT. Lentara Bangsa Benderang. In the internship programme, the Bachelor of Law developed a collaboration with PT. Espay Debit Indonesia Koe, the Ministry of Trade and Bank Syariah Indonesia to prepare students to be professional in the industrial world.

Finally, the programme conducts the Certified Internship Student Programme (PMMB) at Bank BTN Tangerang Branch Office with a minimum travel period of six months. Cooperation is also carried out in the placement of student internships with a period of 1-4 months in various companies and other institutions. The number of collaborations is in the form of internships, such as in the Regional Office of Law and Human Rights, namely LKBH, Faculty of Law as the institution appointed to provide legal assistance to underprivileged citizens.

The **Bachelor of International Relations** has established various cooperation with business entities or corporations and government agencies from national and international that can add practical experience for students and lecturers so it can meet the high demand of labour market. Meanwhile, the cooperation with other institutions and agencies besides universities focus on providing internship positions for students of BPIR, collaborative research and publication and community service. This includes the following institutions and enterprises:

Table 19: Non-academic cooperation of Bachelor of International Relations

No.	Institutions	Activities
1.	Migrant CARE	Guest lecture, research activities
2.	Amnesty International	Guest lecture, research activities
3.	Chamber of Commerce and Industry Middle East (KADIN)	Guest lecture, research activities
4.	National Cyber and Crypto Agency	Guest lecture, research activities
5.	Indonesian Institute for Defense and Strategic Studies (LESSPERSI)	Internship program, research activities
6.	Research and Development Agency, Ministry of Defense Republic of Indonesia	Research activities
7.	Al-Jazeera	Internship program
8.	NET TV	Broadcast Training, internship program
9.	OXigen TV	Broadcast Training
10.	Kompas	Broadcast Training, internship program
11.	RRI	Broadcast Training, internship program
12.	Indonesian Broadcasting Commission	Broadcast Training, research collaboration
13.	Association of International Relations (AIHII)	Educational development, research, publication, writing books and journals, international seminar and strengthening human resources
14.	i-WIN (INTERNATIONAL WAQAF ILMU NUSANTARA) Library, Nusantara Malay Archipelago Research (CenPRIS-USM)	Educational development, research, publication, writing books and journals, international seminar and strengthening human resources
15.	Ambassador of the Republic of Indonesia in Nairobi, Kenya	Seminar, public lecture, research collaboration

In the **Bachelor of Political Science**, the following are some of the ongoing collaborations with business entities and companies:

Table 20: Non-academic cooperation Bachelor of Political Science

Institution / Company	Activities
Bawaslu	1. Internship program of up to 6 months to learn technical election administration and supervision
Observe Indonesia	2. Guest lecturer and public lecture
PT. PIGUO	Independent Study
Indonesian Embassy in Congo, South Africa, Kazakhstan, Kenya	6 month internship program, to learn about tourism village development.
National Research and Innovation Agency (BRIN)	internship

In the **Bachelor of Communication Science**, there are several collaborations with business enterprises and companies:

Table 21: Non-academic cooperation Bachelor of Communication Science

Enterprises / company	Activities
Indonesian Broadcasting Commission	Research collaboration on television program quality index.
Kompas TV	Internship Program, Media Study Visit, Visiting Lecturer & Researcher, and UPNVJ Community TV Laboratory Assistant.
Ministry of Communication and Information	Internship Program at the Public Relations Bureau
Public Broadcasting Institution TVRI	Internship program in production.
National Police Headquarters	Internship program in public relations division.
PT. MNC Television Network	Internship program in the news production department.

Appraisal:

The scope and nature of cooperation with HEI, other academic institutions and networks, as well as business enterprises and other institutions relevant for the programme are plausibly presented. The agreements forming the basis of these cooperations are documented. For **all study programmes**, UPNVJ has a close relation to its sibling universities, the other two UPNV in Indonesia. For the **Bachelor of Law**, there is a cooperation with Osaka University in Japan that is actively pursued. For the **Bachelor of International Relations and Bachelor of Political Science**, there is a student exchange with Ablai Khan University in Kazakhstan. All these cooperations are actively pursued and have a clear impact on the conception and implementation of the study programmes. However, in order foster further internationalisation, the panel **recommends** extending the cooperation with international partners. This might also apply to new cooperation the University could seek. With regard to European cooperation, UPNVJ is only searching for cooperation with the biggest universities in continental Europe, however, they could also search for cooperation with smaller universities in Germany (such as

Universities of Applied Sciences) that would offer a closer cooperation and long-term projects (such as Double Degrees).

In the field of business cooperations, UPNVJ has MoUs with governmental agencies, as well as business enterprises. All such activities contribute to the development of the students' qualification and skills. Since the **Bachelor of Communication Science** is very practice-oriented, the panel **recommends** intensifying the relation and cooperation to media 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

Provision of infrastructure at UPNVJ refers to Permendikbud No. 3 of 2020 concerning National Higher Education Standards, Articles 33-39 concerning Standards of Learning Facilities and Infrastructure. Furthermore, it was revealed in the UPNVJ Rector Regulation Number 17 of 2021 concerning the management of facilities and infrastructure as well as the management of state-owned assets sourced from the government to support the tasks and functions of the organisation and governance of UPN Veterans Jakarta.

In realising the information system development plan, UPNVJ has developed an internet network that is interconnected between systems. Internet capacity is 3.5 Gbps, iDRen is 350 Mbps using Internet Service Provider Moratelindo and disaster recovery data based on Google Cloud Platform.

UPN Veterans Jakarta has polyclinic facilities for the prevention and control of the health of the academic community. The form of support from UPN Veterans Jakarta in extracurricular activities of the Student Activity Unit in the form of basketball courts, volleyball courts, rock climbing, music studios, photo studios, internal radio and secretariat rooms for student organisations at University and Faculty levels.

Each building or classroom and lecturer room is equipped with Wi-Fi with a total of 150 access points. Meanwhile, the number of PCs connected to the network is recorded at around 775 units in the laboratory and 300 PCs and laptops for administration spread across several faculties, study programmes and UPT ICT. The PC and Laptop facilities are used to support practicum activities, managing academic application systems and internet access.

UPNVJ also conducts learning activities on Learning Activities through Digital System (LeADS) (<https://leads.upnvj.ac.id/>) as a medium to support the teaching and learning process. Leads

give students access to learning process documents (semester lesson plans / RPS, materials, assignments, and learning videos) uploaded by the lecturers. Lecturers and students can also communicate online using the forums and chat features available on Leads.

The facilities and infrastructure of the **Faculty of Law** are eight rooms, two discussion rooms, two meeting rooms and two student service rooms, as well as a mock trial laboratory and a computer room. The lecture hall is equipped with AC, Whiteboard, Screen and Permanent Infocus. The Faculty of Law occupies four floors in the Yos Sudarso Building and three floors in the RA Kartini Building.

In the **Faculty of Social and Political Science (FISIP)**, there are additional 66 PCs and 20 laptops for administration. Moreover, there are laboratories for students of FISIP, such as a Political Lab and a Diplomacy Lab to support teaching and learning, as well as provide facilities for students to practice diplomacy and for the faculty organising webinars.

For the **Bachelor of Communication Science**, there are additional communication labs to support teaching and learning processes and other activities. There are heads of the communications lab and one laboratory assistant who assists in each lab's managerial and technical aspects.

There is:

1. Television Lab: Support the teaching and learning process by broadcasting the BCS programme regularly and assisting universities in broadcasting new student welcome days, graduations and other events.
2. Photography Lab: Support teaching and learning, organise student work exhibitions and coordinate student photography participation.
3. Multimedia Lab: Support teaching and learning process, assisting students in practicing communication technology skills.
4. Radio Lab: Support teaching and learning processes, broadcasting regular radio programs on campus and producing streaming programmes.

Access to literature

The UPNVJ Central Library is open weekdays 7:30 am to 7:30 pm. The library also stores textbooks and is regularly updated.

Students can visit the University Library digitally through the <http://library.upnvj.ac.id/> page.

The University has access to the following databases and e-libraries:

1. Cambridge University press
2. JSTOR
3. Emerald Insight
4. EBSCOHost
5. Ristekdikti
6. National Library
7. Indonesia ONESearch
8. Scopus
9. Science Direct
10. Wiley Online Library
11. J-Gate

Students can also access the National Library of the Republic of Indonesia (*Perpusnas*)⁹, which has a substantial collection of e-books, scientific publications, magazines, newspapers and historical archives and can be accessed by Indonesian citizens for free. Registration is done via ID card. The National Library can be accessed completely online.

The SINTA (Science and Technology Index) is a digital platform that provides literatures, both digital books, national and international journals, as well as other relevant references. This website will also track the publications of lecturers both at campus level and at national level. The website can be accessed freely, especially for lecturers who already have an NIDN or students who have a NIM to register an account.

Furthermore, the faculties provide additional libraries for the student. The **Faculty of Law** provides a reading room and literacy corner from which students can look for references for lecture materials or final assignments. The faculty library offers a total of 3,977 books on law, 112 titles of scientific magazines, 178 titles of popular magazines, 26 titles of dictionary and three encyclopaedias, as well as 1,451 Dissertation/ Thesis and National journals. Students are also provided with computer facilities.

Moreover, the **Bachelor of Law** offers the following journal subscriptions to its students:

1. Perspektif
2. Jurnal De Lega Lata
3. Volksgeist: Jurnal Ilmu Hukum dan Konstitusi
4. Halu Oleo Law Review
5. Istinbath: Jurnal Hukum
6. Brawijaya Law Journal: Journal of Legal Studies
7. Jurnal Hukum dan Kenotariatan
8. Integriats: Jurnal Antikorupsi
9. Law Review
10. Diversi: Jurnal Hukum
11. Jurnal Cendekia Hukum
12. Jurnal Ilmiah Penegakan Hukum
13. Substantive Justice International Journal of Law
14. Al-Mashilahah Jurnal Hukum Islam dan Pranata Sosial
15. Jurnal Sosial Humaniora
16. Al Daulah: Jurnal Hukum Pidana dan Ketatanegaraan
17. Kertha Patrika
18. Jurnal Ius Constituendum
19. Al Risalah: Forum Kajian Hukum dan Sosial Kemasyarakatan
20. Pandecta: Jurnal Penelitian Ilmu Hukum

In the library of the **Faculty of Social and Political Science (FISIP)**, lectures and students can access about 5,000 books for free and can borrow physical books¹⁰. These two facilities also serve as publications for UPNVJ lecturers, especially FISIP, to disseminate a number of research results and community service to the public. In addition, there are 430 full text journals, 476 communication and social science journals, 680 full text journals on politics and international relations, 48,000 full text conference papers. FISIP has a library and reading room

⁹ see: <https://www.perpusnas.go.id> (last access July 12, 2023)

¹⁰ see: <http://library.fisip.upnvj.ac.id/> (last access July 12, 2023)

for special books in the fields of communication science, political science and international relations. The Faculty Library has a selection of 4077 textbooks. In the faculty library there is a special reading room for students.

Moreover, the Faculty library offers the following journal subscriptions to its students:

Table 22: Databases/Journal subscriptions for the Bachelor of International Relations

NO	NAME OF JOURNAL	PUBLISHER
1	Globalfocus	Univ. Brawijaya
2	Jurnal Ketatanegaraan	Lembaga Pengkajian MPR-RI
3	Jurnal Ketatanegaraan	Lembaga Pengkajian MPR-RI
4	Jurnal Ketatanegaraan	Lembaga Pengkajian MPR-RI
5	Jurnal Ketatanegaraan	Lembaga Pengkajian MPR-RI
6	Jurnal Ketatanegaraan	Lembaga Pengkajian MPR-RI
7	Jurnal Ketatanegaraan	Lembaga Pengkajian MPR-RI
8	Jurnal Hubungan Internasional	UNAIR
9	Jurnal Politik	UI
10	Global & Strategies	UNAIR
11	WANUA	UNHAS
12	Jurnal Diplomasi	Pusat Pendidikan dan Pelatihan
13	Jurnal Diplomasi	Pusat Pendidikan dan Pelatihan
14	IKON	Universitas Persada Indonesia

Databases/Journal subscriptions for the **Bachelor of Political Science:**

1. Jurnal Ilmu Sosial dan Ilmu Politik (JSP)
2. Jurnal Penelitian Politik
3. Masyarakat, Kebudayaan dan Politik
4. Politik Indonesia: Indonesian Political Science Review
5. JWP (Jurnal Wacana Politik)
6. Jurnal Politik
7. Global: Jurnal Politik Internasional
8. JRP (Jurnal Review Politik)
9. Inovasi: Jurnal Politik dan Kebijakan
10. Politicon: Jurnal Ilmu Politik
11. Jurnal Politica Dinamika Masalah Politik dalam Negeri dan Hubungan Internasional
12. Academia Praja: Jurnal Ilmu Politik, Pemerintahan dan Administrasi Publik
13. Sospol: Jurnal Sosial Politik
14. JIP (Jurnal Ilmu Pemerintahan: Kajian Ilmu Pemerintahan dan Politik Daerah)
15. Jurnal Politik Profetik
16. ARISTO (Sosial, Politik, Humaniora)
17. Indonesian Governance Journal (Kajian Politik - Pemerintahan)

Table 23: Databases/ Journal Subscriptions for Bachelor of Communication Science

No	Name of Databases/Journal Subscriptions
1	Jurnal Komunikasi : Ekspresi dan Persepsi
2	Jurnal Komunikasi : ISKI
3	Jurnal ASPIKOM
4	Jurnal SCRIPTURA
5	Expose : Jurnal Ilmu Komunikasi
6	Islamic Communication Journal
7	Jurnal Pustaka Komunikasi
8	Asian Journal of Management Entrepreneurship and Social Science
9	Mediator : Jurnal Komunikasi
10	Jurnal Kajian Komunikasi
11	Al-Balagh : Jurnal Dakwah dan Komunikasi
12	ETNOSIA : Jurnal Etnografi Indonesia

Appraisal:

During the on-site visit, the panel had the possibility to visit the facilities of UPNVJ for **all four study programmes**. According to the panel, the quantity, quality, media and IT facilities of the teaching rooms meet the standards required for the programme. The rooms are properly equipped for disabled students and give them barrier-free access. Access to the internet via wireless LAN is provided free of charge. A sufficient number of group rooms is available for the students.

For the **Bachelor of Communication Science**, the University possesses also fully equipped radio, television, photography and podcast rooms, as well as Apple Computers in the Computer rooms of the study programme that are available to the students. The panel was impressed by the options offered to students to gain practical experiences and carry out projects in the field of communication science.

For the **Bachelor of International Relations** and **Bachelor of Political Science**, the panel welcomes the Diplomacy and Politics Lab that are offered to students for research and simulations.

For the **Bachelor of Law**, the panel **recommends** extending the rooms for the lecturers, since not many offices are available and there is only one meeting room. The panel is of the view that additional rooms might facilitate the opportunities for lecturers to cooperate with each other, as well as improve the smooth cooperation within the faculty.

The opening hours of the library take students' needs into account. Students were overall satisfied with the facilities. Moreover, the panel **recommends** improving the library working spots with regard to reading spaces for students.

Access to the literature and journals as well as to digital media (e.g., electronic media, databases, e-journals and e-books) is ensured. The literature required for the study programme is available in the library and also kept up to date. However, the panel is of the view that the library collection in printed form in the central library and faculty libraries seems

to be quite small. Therefore, the panel **recommends** extending the hard copy collection in the library.

	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)		BCS	BPIR, BL, BPS		
4.4.2* Access to literature (Asterisk Criterion)			X		

4.5 Additional services

The centre for career development and entrepreneurship equips students and alumni through the Student Creativity Program (PKM), student and alumni entrepreneurship and internships. The centre regularly organises several activities such as KKWP socialisation (Kemenpora Youth Entrepreneurship College), business model canvas training, proposal making training, sharing sessions for alumni who receive capital for Kemenpora youth entrepreneurship lectures and winners of the Indonesian Student Competition. To provide services to alumni, tracer studies are carried out, share information on the latest job vacancies, share information on undergraduate and postgraduate scholarships, soft skills training, online job fairs and webinars in 2021, seminars to prepare themselves for the world of work. The soft skills training carried out are public speaking, finance management and digital marketing. The centre collaborates with student institutions (University level, faculty level and programme level) to organise workshops or training activities that involve students.

Moreover, there are also career talks and job fairs organised by the centre and study programmes. The invited guest speakers are invited to share the recruitment process, expected qualification and career development in their institutions. Job fairs are conducted regularly by UPNVJ. These job fairs involve partnerships with national and international companies. Graduates are also encouraged to participate in this event.

In addition, mental health counselling (Mental Health Centre) was established which is intended as a place of consultation for students regarding the problems they are experiencing. Academic supervisors are also equipped with counsellor training to improve the quality of counselling services to students.

Alumni activities

There are two alumni association in UPNVJ: *Ikatan Keluarga Alumni* (IKA) and *Ikatan Keluarga Hubungan International* (IKHI). Through these two associations, graduates can keep connected and often participate in various activities of students' units (UKM), indirectly contributing to the study programmes' development. The activities are not exclusively built in academic terms: connectivity built from various categories such as gathering, sport club and many other activities that are included with an objective to create emotional bond between students and graduates.

In the field of study programme development, alumni play a role in curriculum preparation although not formally as resource persons. In curriculum preparation there are alumni involved

as participants. Prior to the preparation of the curriculum, the study programmes have conducted a tracer study as well as a graduate user satisfaction survey. The results of the survey conducted as an evaluation for the study programmes in improving the curricula.

In the field of collaboration, alumni support the implementation of study programme activities by providing opportunities for students to get involved in the institution or organisation where they work. This can be realised through the implementation of internships, research as well as sharing experiences and developing student skills through public lectures, as well as in alumni events.

Appraisal:

Career counselling and placement services are offered to the students and graduates to promote their employability (e.g., soft skill training, job fairs). The University distributes information on internship and job opportunities. The University provides sufficient resources.

An alumni organisation has been set up; however, they are not a network since the organisations are not systematised and streamlined. The alumni organisations are only with limited influence. Events and information are distributed incidental and spontaneous. The University provides a WhatsApp group, but they should offer some kind of regular information to the alumni (e.g., via email or newsletter). Therefore, the panel **recommends** improving and systematising the contact in the alumni organisations and including alumni more into the study programmes.

		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)

Financial management in UPNVJ generally refers to the management of state finances based on Law No. 17 of 2003 and Regulation of the Minister of Finance No. 178/PMK.05/2018 concerning Payment Procedures for the Implementation of the State Revenue and Expenditure Budget. Referring to these regulations, UPNVJ issues Rector Regulation Number 5 of 2017 concerning Guidelines for Financial Management of UPNVJ and UPNVJ Rector's Decree Number 37/UN61.0/HK.02/2022 concerning Standard Input Cost for 2022.

Referring to the rules and funding standards, each study programme has calculated the cost of the education process during the student's lecture period. The fees charged to students consist of Direct Costs (BL) related to the operation of the study program and Indirect Costs (BTL) used to support the implementation of the study programme. The amount of BTL is 50 % of BL. Sources of funding for study programmes come from payment of student tuition fees, institutional development contributions, the State Revenue and Expenditure Budget (APBN),

government grants/assistance and grants/assistance/private partnerships from national and international partners. Funding for the study programmes is regulated at University level.

Appraisal:

The income related to the four study programmes ensure that each cohort of students starting within the accreditation period can complete the study programme. With regard to the financial support for students, the panel **recommends** creating a fund for scholarships at University level, since the financial resources are distributed by the University management.

		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

At UPNVJ, the implementation of quality assurance system is organised at three levels:

- under the authority of Learning Development & Quality Assurance Institute (LP3M);
- at the faculty, by the Quality Assurance Team (TPM), supervised by Dean and staff;
- at the study programme, by the Quality Control Team (GKM), three times each semester (at the time of planning lecture, during the lecture process and at the end).

The UPNVJ implements the so-called procedures of PPEPP (Determination, Implementation, Evaluation, Control, Standard and Improvement) management with a cycle of activities (see below): Siklus SPMI UPN Veteran Jakarta (UPNVJ):

Figure 1: PPEPP cycle of UPNVJ



1. Standard setting includes the education administration standards (academic and non-academic),
2. Monitoring of standards' implementation stated in the Internal Quality Assurance System (SPMI), approved by the Chancellor,
3. Standard evaluation of all units required to conduct evaluations of the processes, outputs and outcomes in the implementation of each standard,
4. Standard control is a follow-up to the evaluation results, both the results of self-evaluation activities, Internal Quality Audits, and evaluations carried out by external parties,
5. Improvement of standards to increase the content or scope of standards.

SPMI documents can be accessed via the LP3M website. Monitoring is implemented from the link: <https://sim.upnvj.ac.id/mutu/mutu/index.php?page=home>.

The evaluation phase of the internal quality assurance system is carried out through the Internal Quality Audit activities annually by LP3M through a team of internal auditors who meet the specified requirements. The Internal quality audit is carried out by a peer group of a unit or institution and/or programme or activity, by examining or investigating procedures, processes or mechanisms.

The UPNVJ adds that it has the Internal Quality Audit (AMI), which covers the following fields:

1. Vision, Mission, Goals and Objectives;
2. Governance and cooperation;

3. Students;
4. Human resources;
5. Finance, infrastructure;
6. Education (content, process and assessment);
7. Research (content, process and assessment);
8. Community service (content, process and assessment);
9. Outcomes and achievements of Education, Research and Community Service.

The UPNVJ has introduced the international ISO 9001-2015 and ISO 21001-2018 standards. The ISO implementation is monitored through periodic surveillance every year by International Standards/Accreditation Institutions. The outputs of quality assurance and development of learning quality are ensured by the user expectations, good study programme governance, quality academic information for all interested stakeholders.

Evaluations from students are in the form of evaluations of lecturers and education staff. Lecturer evaluation is carried out through a student satisfaction survey of lecturers conducted through the Student Academic Information System (SIKAD). Several criteria were measured to assess course implementation (including mastery of the material, reference books, learning methods, mastery of the latest issues, suitability of course material with the syllabus and classroom learning). The results are then discussed in the Management Review Meeting for follow-up. All lecturers can access the results of lecturer evaluations by students in the SIKAD Academic Information System. If there is a complaint, the student can submit it to the academic supervisor or the Student Association. Each student is required to fill in the EDOM (Lecturer Evaluation by Students), which is carried out twice per year, before the mid-semester examination and the final examination.

Within the scope of the faculty, to evaluate the leadership of the faculty leadership is done by filling out an e-form to evaluate the leadership of faculty leadership. Several criteria must be evaluated: vision & strategy, transformational ability, job performance, interpersonal skills and work environment. The faculty senate also holds a Management Review Meeting involving faculty leaders to respond and determine the follow-up to the findings obtained from the evaluation of lecturers and education staff on the leadership of faculty leaders.

The Ministry of Education and Culture has enacted regulations for every university (public and private) in Indonesia to conduct tracer studies and satisfaction surveys regularly and provide a mechanism for complaints from the public to improve excellent service at Universities in Indonesia. An online system has been developed since 2011 that universities can use to track the activities of their graduates after a period of higher education, both during the transition period and their movements in the world of work until now. The online tracer study is intended to trace the traces of graduates/alumni conducted two years after graduation and aims to find out:

- a. Educational outcomes in the form of a transition from higher education to the world of work (including the waiting period for work and the first job search process), the last job situation and the application of competencies in the world of work.
- b. Educational output, namely self-assessment of mastery and acquisition of competence.
- c. The educational process in the form of evaluation of the learning process and the contribution of higher education to the acquisition of competence.

UPNVJ and the faculties also conduct various surveys, namely stakeholder surveys, student satisfaction surveys with lecturers, alumni surveys, student satisfaction surveys on education staff and surveys on faculty leadership. The tracer study results will assist universities in knowing the position of graduates who have been absorbed in the world of work and prepare graduates according to the competencies needed in the world of work.

Appraisal:

The panel got insights into the quality assurance and development processes of the University that have been set up. Evaluations of the study courses, the lecturers and the University in general are carried out on a regular basis, which systematically and continuously monitor and develop the quality of the programme with respect to its contents, processes and outcomes. Responsibilities are clearly defined. The success rate and graduate employment are taken into account.

The panel indicated that the assessment of students' actual workload is not systematically analysed and evaluated. A question whether the actual workload of the whole course corresponds with, is lower or higher than the estimated workload (including teaching time, self-study time, and examination) is missing in students' course evaluation forms.

There is no student survey in the course evaluation forms, which includes a question regarding the workload for each course. A question to quantify the actual workload of students (actual hours students spend on each course for preparation/ self-study time, teaching time and examination) is missing, which would enable UPNVJ to analyse the workload and take appropriate measures (e.g., redistribution of course contents, in case the workload is too high in one course and too low in another course). The evaluation of the actual student workload should determine the scope and distribution of the student workload and examine whether the empirically determined student workload corresponds to the credit points allocated for the course. UPNVJ already conducts a student workload survey for the whole study programme and each course, showing that the overall workload is not too high with regard to the stress level of students. However, a workload evaluation at course level that includes a quantitative question on the hours spend for the course is missing.

Therefore, the panel recommends the following **condition**:

- The University implements a student workload evaluation system for each course which includes a systematic control loop from the survey to the analysis of the results and the taking of appropriate measures.

This is also required in terms of continuous improvement process and the PDCA cycle.

What is more, the panel **recommends** carrying out a workload evaluation for the lecturers, too, in order to balance teaching and research for faculty staff.

Evaluation by students and quality control by the faculty are carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process. In order to enhance the information from the evaluations, the panel **recommends** getting qualitative feedback from students.

Regarding external evaluation, the University conducts tracer studies of its graduates, as well as compiles feedback from employers and other stakeholders for curriculum revision.

The study programme's content, curriculum and examination scheme have been suitably documented and published (e.g., course plan and exam regulations). The University regularly publishes current news and information both quantitative and qualitative about the study programmes.

		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)				condition	
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 Pembangunan Nasional Veteran Jakarta (UPNVJ)

Bachelor programme:

- Bachelor of Law (BL)
- Bachelor of Communication Studies (BCS)
- Bachelor of Social Science – International Relations (BPIR)
- Bachelor of Social – Political Science (BPS)

		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		BPIR	BL, BCS, BPS		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)		BL	BPIR, BCS, BPS		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept		BPIR	BL, BCS, BPS		
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)		BPIR, BL	BCS, BPS		
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					

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
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			BPIR, BL, BPS	BCS	
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		
4.2.2	Process organisation and administrative support for students and faculty			X		
4.3	Cooperation and partnerships					

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
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)		BPS	BPIR, BL, BPS		
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)				condition	
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		