



KEMENTERIAN PENGAJIAN TINGGI

# TOKEN OF APPRECIATION

*Given to*

**ASSOC. PROF. DR. ANANG KISTYANTO**

*for contributing as an*

**ORAL PRESENTER**

**FIRST INTERNATIONAL CIVIL DEFENSE  
UNDERGRADUATE CADET CORPS CONFERENCE 2022  
THE NATIONAL UNIVERSITY OF MALAYSIA**

**17-19 JUNE 2022**

Mej. Bersekutu (PA) Prof. Dr. Mohd  
Yazid Bin Bajuri

Chairperson of International Civil  
Defense Conference  
National University of Malaysia

KPj. (PA) Aminurrahim Bin Mohamed

Chief Commissioner of  
Civil Defense

PPj. Kehormat (PA) Prof. Dato' Ir. Ts.  
Dr. Othman A. Karim

International Civil Defense  
Conference Adviser  
National University of Malaysia



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MALAYSIA  
*The National University  
of Malaysia*

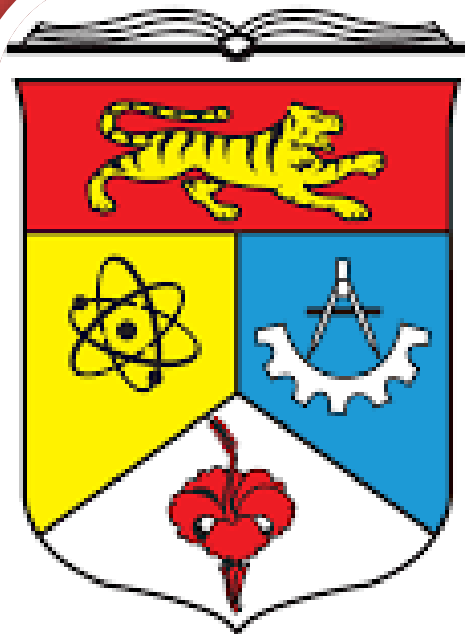
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**UNIVERSITI  
ATAN KITA**



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**1st International Civil Defense Undergraduate Cadet Corps Conference 2022 (UKM Kor  
SISPA 2022)**

17 - 19 Jun 2022, Pusat Genius@Pintar Negara, UKM, Bangi Selangor

**1st International Civil Defense Undergraduate Cadet Corps Conference 2021** organized by **KOR SISPA APM UKM** will be held on 17 - 19 June 2022 at UKM, Bangi, Selangor, Malaysia. This conference provides a platform for the intellectuals from various fields and disciplines to debate and discuss the current issues worldwide as well as finding solutions to the problems, exchange and share their knowledge with others regarding COVID-19.

### Theme

- Civil defense
- Civil defense organizations
- First aid
- Personal defense
- Artificial intelligence
- Civil defense technology
- Disaster situations and management
- Disaster preparedness and mitigation
- Evacuation
- Natural disasters
- Earthquakes
- Drought
- Floods
- Forest fires
- Landslides
- Plagues
- Storms
- Others

### Languages

- Bahasa Melayu
- English

### Publication

Presented papers (Extended Abstract) in UKM KORSispa2022 will be published as a Conference Proceeding. For all accepted papers, we provide you with the opportunity to publish your full paper in MyCite indexed journals namely Jurnal Personalia Pelajar. (<https://www.ukm.my/personalia/>)

### Registration and Submission

- a. Registration and submission of Full Paper must be done electronically through the online submission system.
  - Click on the "Registration" menu to create ConfBay Account and proceed for conference registration by logging in the system.
  - Click on "Online Submission" menu to submit your abstract(s) / full paper.
- b. Abstract and Full Paper Format - Strictly follow the template which can be downloaded at "Download menu"

### Contact Us

Nurul Najihah binti Iskandar  
Tel. No: 01123880108  
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Muhammad Azri bin Basir  
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*Scientific Committee*

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**KOR SISWA SISWI PERTAHANAN AWAM (KOR SISPA) • CIVIL DEFENSE UNDERGRADUATES CORPS**

**Rujukan: UKM.KST.700-3/9/3/04**

**Tarikh : 16 June 2022**

**SEPERTI SENARAI EDARAN**

YBhg. Dato'/Prof./Dr./Tuan/Puan/Encik/Cik

**INVITATION AS PARTICIPANT AND PRESENTER OF THE FIRST CIVIL DEFENSE UNDERGRADUATE CORPS (KOR SISPA) INTERNATIONAL CONFERENCE IN 2022**

With all respect, the above is referred to.

2. On behalf of Ministry of Higher Education and Malaysia Civil Defense Department, please to inform that Civil Defense Undergraduate Corps (KOR SISPA) of The National University of Malaysia organizing **First Civil Defense Undergraduate Corps (KOR SISPA) International Conference in 2022** which will be held on 17<sup>th</sup> June 2022 until 19<sup>th</sup> June 2022 at Pusat Genius@Pintar Negara, The National University of Malaysia.

3. In that regard, Civil Defense Undergraduate Corps (KOR SISPA) of The National University of Malaysia as a host formally invite you Dr as a Keynote Speaker of the First Civil Defense Undergraduate Corps (KOR SISPA) International Conference in 2022 as follows:

<b>Date</b>	<b>: 18st June 2022 (Saturday) – 19st June 2022</b>
<b>Time</b>	<b>: refer to tentative</b>
<b>Vanue</b>	<b>: Pusat Genius@Pintar Negara, The National University of Malaysia</b>

4. In addition, we attached program tentative in appendix 1.

5. For any inquiry, Dr. can refer to Kapt. Bersekutu (PA) Raja Noor Azri Bin Raja Noor Afandi on (012-6747341) and Nurul Izzah Binti Said Abdul Majid on (013-8230107)

We really appreciate all the attention and cooperation given by Dr. Thank You.

***“BERKHIDMAT UNTUK NEGARA”  
“SEDIA, PANTAS DAN BERINTEGRITI”  
“APM – Demi Sejahtera Komuniti”***

Yang benar,



**MEJ. BERSEKUTU (PA) PROF. DR. MOHD.YAZID BIN BAJURI**

Pengerusi

Persidangan Antarabangsa Kor SISPA

Angkatan Pertahanan Awam Kali Pertama 2022

s.k :

- Mej. Bersekutu (PA) Mohd Azmi bin Mahat @ Kasim  
Ajutan Kor SISPA UKM



**OVERALL PROGRAM AND TURN OF PRESENTATION SESSIONS**  
**INTERNATIONAL CONFERENCE**  
**CIVIL DEFENSE SISPA CORPS FOR THE FIRST TIME IN 2022**  
**PUSAT GENIUS@PINTAR NEGARA, UKM**  
**17 TO 19 JUNE 2022**

<b>17 June 2022 (Friday)</b>	
<b>Time</b>	<b>Programme</b>
2.00 p.m – 6.00 p.m	<b>Entrance Registration</b> - Keris Mas Colege Hall, UKM <b>Accommodation</b> - Keris Mas College, UKM
7.30 p.m – 8.30 p.m	<b>Dinner</b> - Keris Mas College Hall, UKM <b>Rest &amp; Preparation Conference By IPTA</b> - Keris Mas College, UKM
<b>18 Jun 2022 (Saturday)</b>	
<b>Time</b>	<b>Programme</b>
7:15 a.m	Bus departs from Kolej Keris Mas, UKM to Pusat Genius@Pintar Negara, UKM
7.30 a.m – 8.00 a.m	<b>Breakfast</b> Venue: Pusat Genius@Pintar Negara, UKM
8.00 a.m – 8.30 a.m	<b>Participants Registration</b> Venue: Pusat Genius@Pintar Negara Auditorium Lobby, UKM <b>Poster Installation</b> Venue: Pusat Genius@Pintar Negara Auditorium Lobby, UKM
8.30 a.m – 8.45 a.m	Programme Procedure Briefing and Participants take place
8.45 a.m – 10.00 a.m	<b>Opening &amp; Lauching Ceremony of the Civil Defence Force Course Compact Notebook</b> Vanue: Pusat Genius@Pintar Negara Auditorium, UKM
10.00 a.m – 10.15 a.m	<b>Break</b> Vanue: Pusat Genius@Pintar Negara Open Space, UKM

10.15 a.m – 10.45 a.m	<b>Speech 1 :</b> <i>“Protecting Volunteers and Community From Covid-19 During Natural Disaster Response and Recovery”</i> <b>by Dr. Shohei Matsuura (JAPAN)</b> Venue: Pusat Genius@Pintar Negara Auditorium, UKM
10.45 a.m – 1.00 p.m	<b>Oral Presentation (Session 1 &amp; 2)</b> Venue:Pusat Genius@Pintar Negara Auditorium, UKM
1.00 p.m – 2.00 p.m	<b>Lunch</b> Venue: Pusat Genius@Pintar Negara Open Space, UKM <b>Prayer:</b> Venue : Surau Pusat Genius@Pintar Negara, UKM (Women’s Surau) Venue : Surau INBIOSIS, UKM (Men’s Surau)
2.00 p.m – 2.30 p.m	<b>Speech 2 :</b> <i>“Peranan APM Ketika Pandemik Covid-19”</i> <b>by Pj. (PA) Dr. Haji Norhafifi Haji Ismail</b> Venue: Pusat Genius@Pintar Negara Auditorium, UKM
2.15 p.m – 4.00 p.m	<b>Oral Presentation (Session 3 &amp; 4 )</b> Venue: Pusat Genius@Pintar Negara Auditorium, UKM
4.00 p.m – 4.30 p.m	<b>Break</b> Venue:Pusat Genius@Pintar Negara Open Space, UKM <b>Prayer :</b> Venue : Surau Pusat Genius@Pintar Negara, UKM (Women’s Surau) Venue : Surau INBIOSIS, UKM (Men’s Surau)

4.30 p.m – 5.30 p.m	<b>E-Poster Presentation &amp; Sequencing Session</b> Venue: Ruang Legar Auditorium Pusat Genius@Pintar Negara, UKM
5.30 p.m – 7.40 p.m	Bus departs from Pusat Genius@Pintar Negara, UKM to Keris Mas College, UKM <b>Rest-</b> Keris Mas College, UKM
7.40 p.m	Bus departs from Keris Mas College, UKM to Pusat Genius@Pintar Negara, UKM
7.45 p.m –	<b>Dinner</b> Venue: Pusat Genius@Pintar Negara Open Space, UKM



9.30 p.m	Dress Code: Batik Malaysia (Men) Baju kurung Batik (Women)
9.45 p.m	<p><b>Ceremony ends and disperses</b></p> <p>Bus departs from Pusat Genius@Pintar Negara, UKM to Keris Mas College, UKM</p> <p><b>Rest</b> - Keris Mas College, UKM</p>

19 June 2022 (Sunday)	
Time	Programme
7:30 a.m	Bus departs from Keris Mas College, UKM to Pusat Genius@Pintar Negara, UKM
7.45 a.m – 8.15 a.m	<p><b>Breakfast</b></p> <p>Venue: Pusat Genius@Pintar Negara Open Space, UKM</p>
8.15 a.m – 9.00 a.m	<p><b>Speech 3 :</b> “ <i>UKM &amp; Korsispa Bersama Dalam Agenda Keselamatan Negara</i>” by <b>Prof. Dato’ Ir. Ts. Dr. Othman A. Karim</b></p> <p>Venue: Pusat Genius@Pintar Negara Auditorium, UKM</p>
9.00 a.m – 10.00 a.m	<p><b>Speech 4 :</b> “<i>Covid-19 : Pandemik ke Endemik : Apakah Jangkaannya</i>”</p> <p>by <b>Tan Sri Dato’ Seri Dr. Noor Hisham Abdullah</b></p> <p>Venue: Pusat Genius@Pintar Negara Auditorium, UKM</p>
10.00 a.m – 10.15 a.m	<p><b>Break</b></p> <p>Venue:Pusat Genius@Pintar Negara Open Space, UKM</p>
10.15 a.m - 10.45 a.m	<p><b>Speech 5 :</b> “<i>KorSISPA: Dulu, Kini dan Kehadapan</i>”</p> <p>by <b>Lt. Kol Bersekutu (PA) Norza Iskandar Helmi Abdullah</b></p> <p>Venue: Pusat Genius@Pintar Negara Auditorium, UKM</p>
10.45 a.m – 11.15 a.m	<b>Pecha Kucha Session</b>
11.15 a.m – 12.15 p.m	<p><b>Closing Ceremony</b></p> <p>Venue: Pusat Genius@Pintar Negara Auditorium, UKM</p>
12.15 p.m – 1.00 p.m	<p><b>Lunch</b></p> <p>Venue: Pusat Genius@Pintar Negara Open Space, UKM</p> <p><b>Dispersed</b></p>

1.00 p.m – 2.00 p.m	<b>Accommodation Registration Out- Keris Mas College Hall, UKM</b>
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# **Development of Higher Education Transformation Models Towards PT QS Asia Ranking: A Case Study at the Faculty of Economics and Business Universitas Negeri Surabaya**

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## **Abstract**

In its development, global dynamics have an impact on the management of universities and faculties as well as the demands for international accreditation. The quality of higher education in Indonesia must continue to be improved towards a World Class University. Based on the history of FEB Unesa, FEB Unesa's Vision and Mission, phenomena, empirical studies, ranking of QS WUR-AUR Unesa, it is urgent for FEB Unesa to enter QS AUR by Subject, so it is important to do research, with the research aim of "Formulating and developing a transformation model of FE Unesa into FEB Unesa QS Ranking By Subject Business and Management". The type of research used is descriptive qualitative research. Informants in this study were FEB leaders members of AFEBI. Data collection techniques in this study were carried out by documentation, surveys, interviews, forum group discussion, and preparation of manuscripts and review of academic papers. Research methods is done through a qualitative descriptive approach using secondary and primary data. Results development of Strategies for the transformation of FEB Unesa to FEB Unesa QS Ranking by Subject Economic and Business through the implementation of policies; namely academic reputation policy, alumni reputation policy, student policy, lecturer development policy, lecturer citation development policy, lecturer nationalization policy, and student internationalization policy. This research is useful for the transformation model of FE Unesa into FEB Unesa QS Ranking By Subject Business and Management.

**Keywords:** Transformation, QS Ranking, Business, Management

## **Introduction**

The history of the establishment of the Faculty of Economics and Business cannot be separated from the history of the establishment of the Teacher Training and Education Institute (IKIP) Surabaya which began around 1950. In 2006, Unesa opened a new faculty, namely the Faculty of Economics (FE). This is in accordance with the letter issued by the Director General of Higher Education Number 761/D/T/2006 regarding the Opening of the Faculty of Economics at Unesa dated February 16, 2006, and the Decree of the Chancellor of Unesa No. 050/J37/HK.01.23/PP.03.02/2006 concerning the Separation of the Department of Economics Education from the Faculty of Social Sciences into the Faculty of Economics, dated March 16, 2006, and now with the existence of the Faculty of Economics, the number of Faculties at Unesa has increased to seven faculties.

In 2020 the Faculty of Economics transformed into the Faculty of Economics and Business (FEB). This is in accordance with the Decree of the Chancellor of the State University of Surabaya Number 495/UN38/HK/KP/2021 concerning the Change of Name of the Faculty of Economics, State University of Surabaya to Faculty of Economics and Business, State University of Surabaya, dated April 5, 2021. Currently, the Faculty of Economics and Business has four majors and nine Study Programs consisting of: 1) Economics Education Department consisting of: a) Economics Education S1 Study Program, b) Accounting Education S1 Study Program, c) Office Administration Education S1 Study Program, and d) Commerce Administration Education Study Program; 2) The Management Department consists of a) Management S1 Study Program with a concentration of Finance Concentration, Marketing Concentration, and Human Resources Concentration; 3) Accounting Department, with two study programs, namely: a) Accounting S1 Study Program and b) Accounting D3 Study Program; and 4) the Department of Economics

consists of a) Islamic Economics S1 Study Program, and b) Economics S1 Study Program. Vision of the Faculty of Economics and Business Unesa: "To become a reputable Faculty of Economics and Business in Southeast Asia in the Field of Economics, Economics and Business Education in 2023".

In its development, global dynamics have an impact on the management of universities and faculties as well as the demands for international accreditation. The quality of higher education in Indonesia must continue to be improved towards a World Class University. Referring to the Quacquarelli Symonds (QS) rank conducted by the QS research institute engaged in education (Menristekdikti Press Release Number: 88/SP/HM/BKKP/V/2018). The QS World University Rankings is an annual publication of university rankings conducted by Quacquarelli Symonds (QS). The QS system now consists of an entire assessment and also consists of globally ranked subjects, along with five independent regions (Asia, Latin America, Europe and Central Asia, Arab Region and BRICS). It is the only international ranking to have received approval from the International Ranking Expert Group (IREG), and of its kind seen as one of the most widely read, along with the Academic Ranking of World Universities and Times Higher Education World University Rankings.

Improving the reputation of international universities, for example through the QS World University Ranking, THE (Times Higher Education) University Ranking, and/or other ranking methods can be one of the measuring tools for faculty improvement.

Based on research results, reputation will increase the interest of prospective students (Wibowo, 2014; Herawati, 2016; Harahap, 2017). The QS World University Ranking is also an official ranking that is used as a reference for the Ministry of Education and Culture of the Republic of Indonesia to measure the quality of higher education institutions in Indonesia towards World Class University or world-class universities. Under the same grouping, QS also produces the following: employment graduation rankings, best student cities, higher education system strength rankings, rankings by location and a series of business school rankings including the Global MBA, EMBA, Distance Online MBA and Master of Business.

Reported on the QS Top Universities website, in 2021 based on the subject of Business & Management Studies, there are only 5 campuses in Indonesia that get a campus license with the QS Ranking By subject Business & Management Studies, the five campuses are: Gadjah Mada University (201-250 ), Bandung Institute of Technology (ITB) (251-300), Airlangga University (401-450), Diponegoro University (501-550) and Brawijaya University (501-550).

Meanwhile, if you refer to the Times Higher Education web page, in 2021 there will be 6 campuses in Indonesia that will receive a campus license with the QS Ranking By subject Business & Management, the six campuses are: Gadjah Mada University (501-600), University of Indonesia (501 -600), Bandung Institute of Technology (ITB) (601+), University of Brawijaya (601+), Diponegoro University (601+), and Padjajaran University (601+).

Based on the history of FEB Unesa, FEB Unesa's Vision and Mission, phenomena, empirical studies, ranking of QS WUR-AUR Unesa, it is urgent for FEB Unesa to enter QS AUR by Subject, so it is important to do research with the research aim of "Formulating and developing a transformation model of FE Unesa into FEB Unesa QS Ranking By Subject Business and Management".

## **Literatur Review**

### *Organizational Transformation*

An organization or company in order to survive in a competitive business environment must constantly make changes to its business processes, which are adapted to the development of market conditions. The dynamics of the business environment such as competition, globalization, market changes, and continuous technology are the main reasons for organizations to adapt to the business environment. The company actively responds positively to changes that occur, opportunities and threats, strengthens the integration of company resources both internally and externally and optimizes all areas of business functions. The various effects of changes that occur require organizations to open themselves to the demands of change and seek to develop Strategies and policies that are in line with changes in the business environment and will depend on the organization's ability to adapt to environmental changes (Abubakar et al., 2019).

Experience so far shows that organizational transformation is always preceded by a need related to business demands. Business objectives become guidelines in organizational management, including transformation. Business goals that are always evolving, but still within the corridor of vision and mission have an impact on the company's management. One of them is adjustments in the organizational structure, which adjusts to the Strategies that have been set to achieve goals.

Organizational transformation or change is a challenge that requires the organization to develop its ability to adapt to the external environment, and integrate it within by empowering its own resources, especially human resources as the most important asset of the organization. Organizational transformation aims to improve organizational capabilities in accordance with the demands of the business environment (Poerwanto, et al., 2013). The need to transform organizations represents a fundamental shift between the relationship between organizations, individuals and society as a whole. Therefore, organizational transformation is the main challenge of the organization. The success of organizational transformation by integrating various aspects within the company, namely aspects of changing culture, skills, teams, structures, and systems (Khokle, 2017). Changes in organizational structure from the old form to the new form have an impact that does not only involve the pattern of the structure itself, but also various other aspects such as systems, procedures, culture, people and so on.

The success of organizational transformation by integrating various aspects within the company, namely aspects of changing culture, skills, teams, structures, and systems (Khokle, 2017). In addition, Wolf (2011), argues that the implementation of organizational transformation brings the organization from the old forms and systems to new forms and systems by adjusting all the following elements (systems, structures, people, culture) to achieve the goals that have been set in line with the vision. and mission of the organization. Thus it can be concluded that the success of organizational transformation by combining knowledge, innovation, culture, commitment, structure and system as well as technology as the basis for organizational development. successful change requires the application of science and technology (Wang and Ellinger, 2011; Reginato and Guerreiro, 2012; Bartunek, 2017).

Organizational transformation combines various actions, approaches, and time that is well planned, and requires high commitment from organizational members, as well as perfect implementation (Khokle, 2017). Organizational transformation is an important concept and process in organizations, where organizations adapt to rapidly changing challenges and opportunities to improve organizational effectiveness, efficiency, and sustainability (Schalocket, 2017). The need to transform the organization is a fundamental shift between the relationship between organizations, individuals and society as a whole (Soetjitro, 2011). Therefore, organizational transformation is a major challenge in organizational development.

#### *Instrument QS Ranking By Subject*

The direction of development of the Unesa Faculty of Economics and Business will follow indicators which include academic indicators, labor indicators, and student indicators. The international indicator QS World Ranking is an official ranking that is used as a reference for the Ministry of Research, Technology and Higher Education of the Republic of Indonesia to measure the quality of higher education institutions in Indonesia towards World Class University or world-class universities.

Referring to the QS Top Universities website, QS World University Ranking by Subject. Four components are used to rank universities in the QS World University Rankings by Subject 2021: (1) Academic reputation; (2) Employer reputation; (3) Research citations per paper; and (4) H-index.

The QS World University Rankings by Subject ranks the world's top universities in each field of study, covering 51 subjects. The rankings aim to help prospective students identify the world's leading schools in their chosen field in response to the high demand for subject-level comparisons.

Each subject rating was compiled using four sources. The first two are the QS global survey of academics and employers, which is used to assess the institution's international reputation in each subject. The second two indicators assess the impact of research, based on research citations per paper and h-index in relevant subjects. It is sourced from the Scopus Elsevier database, the world's most comprehensive

database of research citations. These four components are combined to produce results for each subject rating, with weighted adjusted for each discipline.

#### 1. Academic reputation

The QS global survey of academics has been at the heart of the QS World University Rankings® since its founding in 2004. In 2021, the QS World University Rankings by Subject draws responses from more than 100,000 academics worldwide.

After providing their name, contact details, title, and institution of residence, respondents identify the country, region, and faculty area they are most familiar with, and up to two narrower disciplines in which they have expertise. For each (up to five) of the faculty areas they identified, respondents were asked to list up to 10 domestic and 30 international institutions that they considered excellent for research in that field. They cannot choose their own institution.

For the QS World University Rankings by Subject, survey results are filtered according to the narrow area of expertise identified by the respondent. While academics can select up to two narrow areas of expertise, greater emphasis is placed on respondents identifying only one.

#### 2. Employer reputation

The QS World University Rankings are unique in incorporating employability as a key factor in the evaluation of international universities. In 2021, the QS World University Rankings by Subject drew nearly 50,000 survey responses from graduate employers worldwide.

Employer reputation surveys work on a similar basis to academic surveys, but without distribution to different faculty areas. Employers are asked to identify up to 10 domestic institutions and 30 international institutions that they consider excellent for graduate recruitment. They were also asked to identify the disciplines they chose to recruit. By examining the intersection of these two questions, we can conclude a measure of excellence in a particular discipline.

#### 3. Research citations per paper

For the QS World University Rankings by Subject we measure citations per paper, not citations per faculty member. This is due to the impracticality of gathering a reliable number of faculties broken down by discipline for each institution.

A minimum publication threshold was set for each subject to avoid potential anomalies stemming from a small number of heavily cited papers. Both the minimum publication threshold and the weighting applied to the citation indicators are adjusted to reflect the publication and citation patterns prevalent within the particular discipline. All citation data is sourced from Scopus, covering a five year period.

#### 4. H-Index

Since 2013, scores based on the 'h-index' have also been included in the QS World University Rankings by Subject. The H-Index is a way to measure the productivity and impact of the published work of scientists or scholars. This index is based on a collection of the most cited academic papers and the number of citations they have received in other publications.

The H-Index can also be applied to the productivity and impact of a group of scientists, such as a department, university or country, as well as scientific journals. The index was proposed by Jorge E. Hirsch, a physicist at UCSD, as a tool for determining the relative qualities of theoretical physicists, and is sometimes called the Hirsch index or Hirsch number.

The following is a Roadmap for the Development of the Faculty of Economics and Business Unesa 2020-2024:

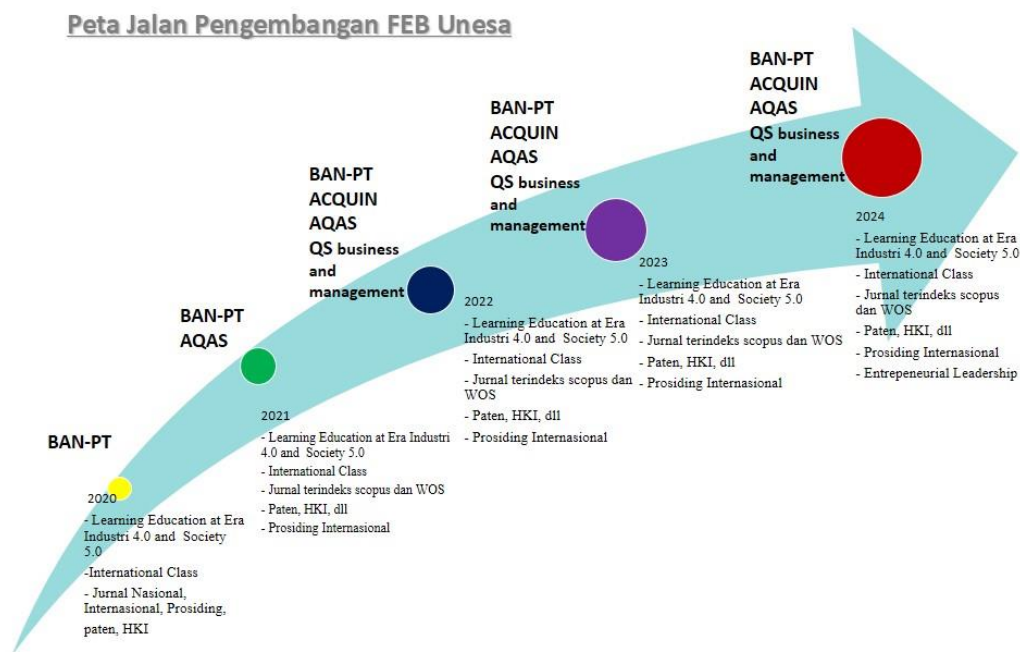


Figure 1. Roadmap for the Development of FEB Unesa for 2020-2024

## Methodology

The type of research used is descriptive qualitative research. Informants in this study were FEB leaders, members of AFEBI. Data collection techniques in this study were carried out by means of documentation, surveys, interviews, group discussion forums, and drafting and reviewing academic manuscripts. The research method is carried out through a qualitative descriptive approach using secondary data and primary data

Validation of the truth of the informant's answers was carried out using the triangulation method, namely the same observations and questions were carried out on different occasions. The answers obtained from the same informant were compared or not with the previous answers, then compared with the results of field observations. Data from the field was transcribed into general writing, then sorted based on emerging topics. Data processing is done by grouping the topics obtained into certain themes, data processing is done to make it easier to conclude the propositions of the research. Because this research uses a descriptive qualitative approach, the presentation or processing of data is based on a common opinion, and the equation is made in numerical form in the form of percentages, amounts, averages and so on. These data are used as the basis for making a model of the research problem. There are 2 (two) main activities that are the focus of this research, namely producing renop (operation plan) and resi (action plan): (1) Workshop related to strategy/best practices/AUR QS series ranked by Subject; Resource persons: AFEBI (Prof. Suharnomo: Dean of FEB Undip and Dean of FEB Unair); Implementation in a hybrid 1 or 2 days; Participants from the Dean, Head of Study Program, and other lecturers offline and coordinators and sub-coordinators online; (2) Prepare drafts of renop and review; (3) FGDs; Participants from the leadership of the dean, head of study programs, SPF, GPM and offline rating units; (4) Reviews or rubrics from experts; Resource person Prof. Suharnomo: Dean of FEB Undip and Dean of FEB Unair; and (5) Preparation of the final draft.

## Result

### *Formulation of QS Ranking Roadmap/Milestone*

The following is the QS Roadmap for the Ranking of the Faculty of Economics and Business, Unesa 2022-2027:

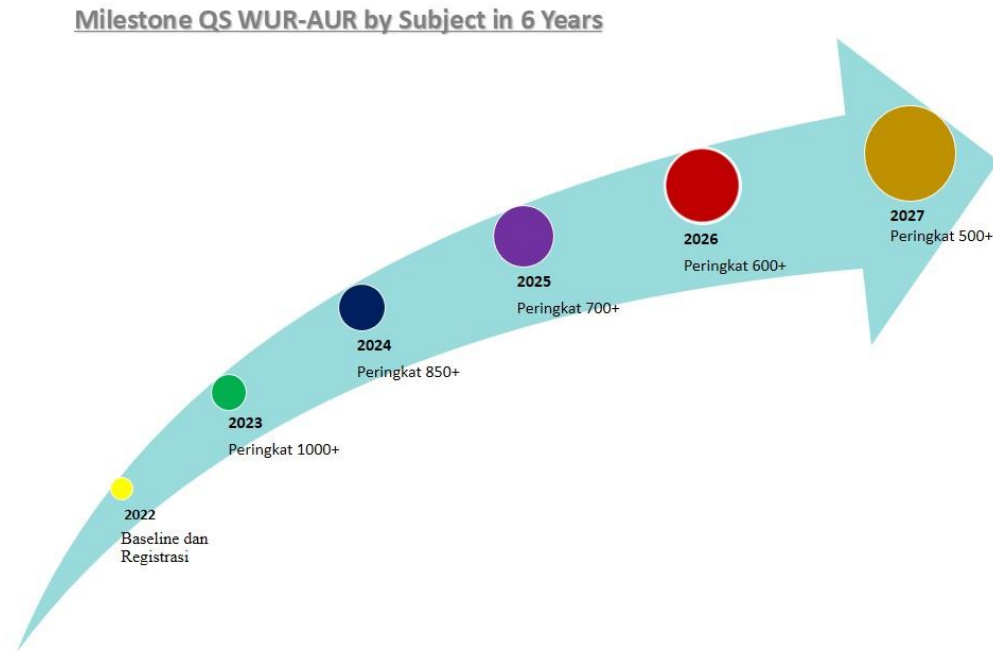


Figure 2. QS Roadmap FEB Unesa Ranking 2022-2027

### *Strategy Development*

Strategies and activities in the process of transforming the QS FEB Unesa Ranking in 2022-2027 as shown in the following table:

**Table 1. Strategy for the QS Transformation Process FEB Unesa Ranking 2022-2027**

QS Indicator	Strategy	Implementation
<b>Academic Reputation</b>	Summer Course to LN	WD1 and Kaprodi
	Dosen / Profesor from LN	WD1 and Kaprodi
	Collaborative research LN	WD1 and Kaprodi
	Collaboration articles LN	WD1 and Kaprodi
	Lecturer assignment to LN	WD1 and Kaprodi
	Lecturer to LN by invitation	WD1 and Kaprodi
	Postdoc LN – Participant	WD1 and Kaprodi
	Alumni DN (Treasure study, Gathering, WS)	WD3 and Kaprodi
	Alumni LN (Treasure study, Gathering, WS)	WD3 and Kaprodi
	Sit in/Transfer credit – Out	WD1 and Kaprodi



QS Indicator	Strategy	Implementation
Employee Reputation	Lecturer to LN – assigned	WD1 and Kaprodi
	Alumni DN (Treasure study, Gathering, WS)	WD3 dsan Kaprodi
	Alumni LN (Treasure study, Gathering, WS)	WD3 and Kaprodi

QS Indicator	Strategy	Implementation
Faculty Student	Dosen/Profesor from LN	WD1 and Kaprodi
	Joint Degree, double degree	WD1 and Kaprodi

QS Indicator	Strategy	Implementation
Staff with Ph.D	Dosen/Profesor from LN	WD1 and Kaprodi
	Joint Degree, double degree	WD1 and Kaprodi

QS Indicator	Strategy	Implementation
Citation Per Paper	Lecturer's article to Scopus	WD1 and Kaprodi
	LN collaboration lecturer articles	WD1 and Kaprodi
	Article citation	WD1 and Kapreodi
	Postdoc DN - Organizer	WD2 and Kaprodi
	Postdoc LN - Participants	WD2 and Kaprodi

QS Indicator	Strategy	Implementation
International Faculty	Dosen/Profesor from LN	WD1 and Kaprodi
	Joint degree, double degree	WD1 and Kaprodi
	Sit in/ Transfer credit - Out	WD1 and Kaprodi

QS Indicator	Strategy	Implementation
International Student	Summer Course in LN	WD1 and Kaprodi
	Regular foreign student	WD1 and Kaprodi
	Sit in/ Transfer credit - In	WD1 and Kaprodi

QS Indicator	Strategy	Implementation
Inbound Exchange Student	Summer Course DN	WD1 and Kaprodi
	Sit in/ Transfer credit - In	WD1 and Kaprodi

QS Indicator	Strategy	Implementation
Outbound Exchange Student	Summer course ke LN	WD1 and Kaprodi
	Riset kolaborasi LN	WD1 and Kaprodi
	Joint degree, Double degree	WD1 and Kaprodi
	Sit In/ Transfer credit - Out	WD1 and Kaprodi

Source: Author (2021)

Based on table 1, the strategy development in the context of transforming FEB Unesa to FEB Unesa QS Ranking by Subject Economic and Business through policies, namely academic reputation policy,

alumni reputation policy, student policy, lecturer development policy, lecturer citation development policy, lecturer internationalization policy, and student internationalization policies.

The academic reputation policy is directed at improving academic reputation at the international level through several activities or work programs, namely summer courses abroad, lecturer/professor visiting, research collaborations and publications with universities abroad, and assignment of lecturers abroad. In addition, credit transfers or international student exchanges, both in-bond and outbound, as well as double/joint degree programs.

The alumni reputation policy is directed at developing networks with the business world and industry, both domestically and abroad, especially with multinational companies (MNCs). In addition, conducting domestic alumni (treasure study, gathering), and overseas alumni (treasure study, gathering).

The policy of student internationalization is directed at the development of global-scale student organizations. Collaboration of student activities with universities abroad such as international competitions, international seminars, international judges, international student workshops, global entrepreneurship, international speakers and invited speakers, and international webinars. The exchange of student organizations to foreign campuses is also important for student internationalization.

The lecturer development policy is directed at developing further doctoral studies abroad and post-doctoral programs abroad. In addition, it also accelerates the number of lecturers with doctoral qualifications (S3) by eighty percent of the total number of lecturers.

The policy of developing lecturer citations is directed at developing and optimizing scientific clusters in collaboration with writers from foreign universities so that relevant scientific works can be cited from each other. Besides that, it also increases the number and quality of scientific works with high novelty and special issues produced by lecturers.

The policy of internationalization of lecturers is directed at increasing the network of institutions and lecturers so that they are able to do lecturers/professors to overseas campuses, become keynote speakers and invited speakers abroad. In addition, there is also an internship program for lecturers in multinational companies abroad.

#### *Formulation of Matrix, Work Program and Cost Estimation*

Mapping the minimum priority program for supporting FEB Unesa towards the QS Ranking by Subject with the program tasked with activities in 2022, after obtaining an additional budget ceiling from the addition of the new student ceiling for the 2022/2023 academic year as follows:

Table 2. Mapping of Minimum Priority Programs for Supporting FEB UNESA QS Ranking by Subject in 2022

NO	PROGRAM	Vol (Target)	Satuan	Harga Satuan	Dana Penugasan	Koordinator Utama	Pelaksana
1.	Jumlah Mahasiswa Internasional	9	Mahasiswa	7.783.784	70.054.056	Dekan	WD1 dan Kaprodi
2.	Transfer Kredit Bertempat Di PT-Luar Negeri	18	Mahasiswa	10.000.000	180.000.000	Dekan	WD1 dan Kaprodi
3.	Pembimbing Transfer Kredit Ke LN	9	Dosen	8.000.000	72.000.000	Dekan	WD1 dan Kaprodi

4.	Jumlah <i>International Visiting Scholar</i> Di FEB Unesa Setiap Tahun	9	Orang	20.000.000	180.000.000	Dekan	WD1 dan Kaprodi
5.	Jumlah Dosen FEB Unesa Sebagai <i>Internasional Visiting Scholar</i> Di LN Setiap Tahun	9	Orang	20.000.000	180.000.000	Dekan	WD1 dan Kaprodi
6.	Jumlah Praktisi Industri Yang Mengajar Di FEB Unesa	45	Orang	6.800.000	306.000.000	Dekan	WD1 dan Kaprodi
7.	Jumlah Penelitian Kerja Sama Internasional	18	Judul	50.000.000	900.000.000	Dekan	WD1 dan Kaprodi
8.	Jumlah Publikasi Terindeks Scopus	27	Artikel	5.000.000	135.000.000	Dekan	WD1 dan Kaprodi
9.	Jumlah HKI Terdaftar	18	Buah	2.000.000	36.000.000	Dekan	WD1 dan Kaprodi
10.	Jumlah Prototip Industri	1	Judul	75.000.000	75.000.000	Dekan	WD1 dan Kaprodi
11.	Jumlah Seminar Internasional	1	Cluster	100.000.000	100.000.000	Dekan	WD1 dan Kaprodi
12.	Persentase Doktor	35	Orang	16.666.667	583.333.345	Dekan	WD1 dan Kaprodi
13.	Jumlah Dosen Bersertifikat Kompetensi	18	Orang	5.000.000	90.000.000	Dekan	WD1 dan Kaprodi
14.	Jumlah Mahasiswa Berwirausaha Internasional	18	Wirausaha	6.800.000	122.400.000	Dekan	WD1 dan Kaprodi
15.	Jumlah Prodi Terakreditasi Internasional	8	Prodi	70.000.000	560.000.000	Dekan	WD1 dan Kaprodi

16.	Pengembangan Prodi Terakreditasi Internasional	5	Prodi	37.500.000	187.500.000	Dekan	WD1 dan Kaprodi
17.	Jumlah Prodi Dengan Kelas Internasional	9	Orang/Prodi	250.000	2.250.000	Dekan	WD1 dan Kaprodi
18.	Memorandum Of Agreement (Dalam Masa Aktif) LN	9	MOA	50.035.000	450.315.000	Dekan	WD1 dan Kaprodi
19.	Pembuatan Manual Indikator Peningkatan	9	K	5.000.000	45.000.000	Dekan	WD1 dan Kaprodi
20.	Pembuatan Manual Join Degree / Dual Degree, Join Curriculum	9	K	15.000.000	135.000.000	Dekan	WD1 dan Kaprodi
21.	Pengelolaan Sistem Sitasi Artikel	1	OK	30.000.000	30.000.000	Dekan	WD1 dan Kaprodi
22.	Branding FEB Unesa Di Media Internasional	1	K	50.000.000	50.000.000	Dekan	WD1 dan Kaprodi
23.	Koordinasi Untuk Submit Indikator Peningkatan Internasional	1	K	5.000.000	5.000.000	Dekan	WD1 dan Kaprodi
24.	Penyelenggara QS Subject	1	K	1.500.000.000	1.500.000.000	Dekan	WD1 dan Kaprodi
25.	Program Rintisan Akademik WCU	2	K	125.000.000	250.000.000	Dekan	WD1 dan Kaprodi
26.	Pembuatan Dokumen Program Peningkatan	1	OK	125.000.000	125.000.000	Dekan	WD1 dan Kaprodi
27.	Mengikuti Event QS APLE, WW, Dan APEI	3	K	350.000.000	1.050.000.000	Dekan	WD1 dan Kaprodi
<b>Total Penugasan</b>		<b>294</b>		<b>2.695.835.451</b>			<b>792.575.622.594</b>

Source: Author (2021)

Mapping the minimum priority program for FEB Unesa supporters towards the QS Ranking by Subject with the 2023 Activity Assignment Program:

Table 3. QS Asia University Ranking Indicators 2023

QS Asia University Ranking	Penjelasan	Strategi	Program	Volume	Satuan	Dana Penugasan	PIC	Pelaksanaan
1. Academic Reputation (30%)	1. Skor reputasi akademik institusi berdasarkan survey akademik dengan mengumpulkan pendapat ahli, data diperoleh dari list yang dikumpulkan oleh institusi (peer academic)	PPT initial meeting Kerjasama UiTM	Merujuk matrik renstra yang relevan dengan QS	Baseline 2022	Dosen/ Mhs/ Judul/ orang/ artikel/ prodi/ dll	Volume kali harga satuan	WD1/ WD2/ WD 3	Prodi/ Ormawa/ Tim KWU/ Tim Publikasi/dll
2. Employee Reputation (10%)	2. Skor reputasi <i>employer</i> berdasarkan survey dengan mengumpulkan <i>peer employer list</i> institusi, data diperoleh dari list yang dikumpulkan oleh institusi (peer employer)	Pengembangan kelas internasional		1.			1. WD I	
3. Faculty-Student Ratio (15%)	3. Rasio perbandingan antara dosen penuh waktu per mahasiswa untuk mengukur kualitas pengajaran			2.			2. WD I	
4. Staff with PhD (5%)	4. Jumlah dosen yang telah menempuh jalur pendidikan S3, data diperoleh dari list yang dikumpulkan institusi			3. (1:27)			3. WD I; WD II	
5. Citations per paper (15%)	5. Jumlah sitasi per paper yang diterbitkan, data diperoleh dari Scopus Database			4. (40%)			4. WD II	
6. Papers per faculty (5%)	6. Jumlah paper penelitian yang diterbitkan per dosen, data diperoleh dari Scopus Database			5. (650)			5. WD I	
7. International Research Network (10%)	7. <i>Using data provided by Scopus, this indicator assesses the degree of international openness in terms of research collaboration for each evaluated institution.</i>			6. (80)			6. WD I/Kaprodi	
8. International Faculty (2,5%)	8. Jumlah dosen asing di institusi <i>Parttime/Fulltime</i>			7.			7. WD I/Kaprodi	
9. International Students (2,5%)	9. Jumlah mahasiswa asing di institusi			8. (8)			8. WD I/Kaprodi	
10. Inbound Exchange Students (2,5%)	10. Jumlah mahasiswa asing yang masuk di institusi melalui skema pertukaran			9.			9. WD I/Kaprodi	
11. Outbound Exchange Students (2,5%)	11. Jumlah mahasiswa yang keluar di institusi luar melalui skema pertukaran			10. (12)			10. WD I/Kaprodi / UIA	
				11. (12)			11. WD I/Kaprodi / UIA	
	Jumlah penelitian yang didanai pihak eksternal (QS)	Pengembangan penelitian multi disiplin		4	Judul		WD I	Dosen; Tim Kerjasama
	Luaran PKM yang dipublikasikan pada media massa Nasional /Internasional (QS)	Pengembangan kegiatan tindak lanjut Ipteks dan sosial yang berdaya guna		17	Publikasi		Prodi	Dosen;
	Luaran PKM yang dipublikasikan pada jurnal Internasional (QS)			2	Publikasi		Prodi	Dosen;
	Jumlah Prodi memiliki akreditasi atau sertifikat Internasional yang diakui pemerintah (QS)	Pengembangan kurikulum berbasis <i>Output Base Education</i> (OBE)		5	Prodi		WD II	WD II; Kaprodi
	Jumlah kerjasama Nasional/ Internasional yang memberikan manfaat (QS)	Pengembangan <i>double degree</i>		30	MoU/ MoA		WD II	WD I; WD II; WD III; Kaprodi; Tim Kerjasama
	Tingkat Kepuasan Stakeholders (QS)	Pengembangan sarana dan prasarana penunjang		75%			WD II	WD II; GPM; UPM

	Jumlah dosen melakukan studi lanjut di LN (QS)	Meningkatkan kerjasama internasional;  Menjaring peluang kerjasama internasional melalui dosen yang sedang studi lanjut di LN		2	Dosen		WD II	WD II; Kaprodi
	Jumlah tim inkubasi/Startup (QS)	Pengembangan start up mahasiswa	Program Japri	12	Start up		WD III	WD III; Tim KWU FEB;
	Prosentase penyerapan lulusan (QS)	Optimalisasi pelaksanaan tracer study	Menyelenggarakan FEB Career Fair	50	Persen		WD III	WD III; Tim tracer study

Source: Author (2021)

### *Supporting System Ecosystem Development*

In addition to developing strategies through strategic policies as described in the previous sub-chapter, ecosystem development is also important to support the transformation of FEB Unesa towards the QS Ranking by Subject Economic and Business, namely the development of group research, providing assistance for further study abroad, scholarship bailout assistance. further study abroad, and improvement of English competence for young lecturers.

Other ecosystem developments are the provision of attractive remuneration for lecturers who contribute to the achievement of the QS Ranking indicators, awarding every year for outstanding lecturers based on the QS Ranking.

In order to develop the transformation ecosystem of FEB Unesa towards the QS Ranking by Subject Economic and Business, it is important to prepare Lecturer Performance Targets (SKP) based on the QS Ranking indicator other than the PTN KPI which is the PTN performance target.

The development of a special organ that handles the internationalization program of the faculty is important to be established at the faculty level. This organ should have membership in presenting all study programs and directly under the coordination of the Dean. Empowerment and flexibility of this organ is important in order to quickly respond to changes and global demands.

### **Conclusions And Recommendations**

This research is motivated by the transformation process of FE Unesa to FEB Unesa which must also be balanced with significant leaps, the leap in question is FEB Unesa with QS Ranking Subject Business and Management. The purpose of this research is to formulate and develop a transformation model of FE Unesa into FEB Unesa QS Ranking Subject Business and Management. This type of research is qualitative. The data in this study are data from the analysis of documentation studies on research topics and types of research that refer to the QS Ranking instruments. The research data were analyzed through the stages of data reduction, data presentation, and conclusions. In reduction, the data is organized so that it is ready to be processed. The mandatory output of this basic research is in the form of article documents published in international proceedings and academic manuscripts. The status of the technology readiness level (TKT) of this research are: the basic principles of research have been observed and reported; and support for preliminary data, hypotheses, R&D design & procedures have been explored.

The results of this study were formulated based on 4 main stages, namely (1) Formulation of the roadmap/milestone of the QS Ranking of the Faculty of Economics and Business Unesa 2022-2027, (2) Strategy Development, (3) Formulation of Matrix, Work Program and Cost Estimation, and (4 ) Development of the Supporting System Ecosystem. The results of strategy development in the context of the transformation of FEB Unesa to FEB Unesa QS Ranking by Subject Economic and Business through the implementation of policies; namely academic reputation policy, alumni reputation policy, student policy, lecturer development policy, lecturer citation development policy, lecturer nationalization policy,

and student internationalization policy. This research is useful for the transformation model of FE Unesa to FEB Unesa QS Ranking By Subject Business and Management. As a recommendation, this research can be used as a research reference, especially in the transformation model in this case the Faculty at Higher Education in terms of QS Ranking By Subject Business and Management.

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