

Standard Establishment to Improve Performance Implementation of Standards of Internal Quality Assurance Systems of Private Universities (IQSA PU)

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Abstract

The title of this research is : "Standard Establishment To Improve Performance Implementation of Standards of Internal Quality Assurance Systems Private Universities", motivated by the fact that the IQAS Standards in private universities generally have not been able to increase the IQAS performance of private universities. This study aims to describe and analyze IQAS in private universities to improve the performance of the IQAS of UNBIS Standard Implementation and is based on: a) theories: System, Goal Setting, basic concepts: Good Vision and Mission, and ISO 21001:2018 Management Model. Descriptive exploratory method with a qualitative approach of case study type has been used in this research, and this is to focus on one particular object as a case and make general conclusions according to scientific facts. The results of the research in general have described the Establishment of IQAS of UNBIS Standards for improving the performance of the Implementation of the IQAS of UNBIS Standards and specific conclusions that: 1) The rationale and background for the preparation of the Organization's Vision and Mission in order to improve the performance of the implementation of the IQAS Standards of UNBIS has been established, and socialized to the stakeholders. The Standard Establishment to improve the Performance of Implementation of IQAS UNBIS Standards has been implemented. Management principles, policies, purpose, goal achievement strategy in Standard Implementation to improve the performance of the UNBIS IQAS Standard have been implemented intergratedly by the the parties involved in UNBIS. The Outputs of Standard Establishment to improve the Performance of Implementation of IQAS of UNBIS Standards have been achieved. The efforts to overcome obstacles in setting standards to improve the performance of the implementation of IQAS Standards have been identified.

Keywords: Standards of internal quality management systems and private university.

I. INTRODUCTION

Quality Assurance (QA): 'ensures the Performance of the established Standards in accordance with the specified requirements'. The function of Higher Education IQAS is: "to create a Standard Establishment process in HE IQAS independently, because Higher Education (HE) has autonomy in the implementation of Higher Education" (IQAS Drafting Team, 2018: 8). Standard Establishment in HE IQAS is intended to be a reference document in the implementation process of HE IQAS with standardized performance. Quality Assurance (QA) emphasizes the responsibility of the process owner more than quality control inspections, although in fact the supervision also has a role in QA.

In order for the goals of IQAS to be achieved on target according to Deming (1982) in (Tjiptono, 2003: 77-79) and as introduced by Muslim and Sururin (2018: 123): "IQAS strategy is needed which is one of the keys to success in implementing the IQAS strategy. developing IQAS in universities by using the TQM model management approach". Other management models used include the Quality Management System (QMS) ISO 9001, Management System for Educational Organization Management Systems/EOMS) - Requirements with Guidance for Use ISO 21001: 2018 (Educational Organization Management System/EOMP); Strategic Management, Balanced Scorecard, Malcolm Baldrige National Quality Award (MBNQA), or Indonesian National Quality Award (INQA); or a combination of these strategies from the above-mentioned management models. Any management model approach used in the IQAS set by the HE requires a strategy of a plan that is intended to achieve certain goals.

Standard Establishment in IQAS can be applied if there is a commitment from the leadership and commitment from all stakeholders, and: "Standard Establishment in IQAS also requires internally directed awareness of each individual to ensure the quality of the implementation of Higher Education" (Nurhayati, 2017: 3). Furthermore, according to Aswitami (2018) in (Putra, et al, 2019:28) states that: "The Achievement of the objectives of Standard Establishment in IQAS will ultimately be controlled and at the audit desk is called accreditation, so that the audit will run in synergy and the quality of HE can be maintained. and improved."

The root of the problem in Standard Establishment is more dominant due to the lack of a quality culture (administrative, organizational and psychological) in HES. Related to the administrative aspect, HE has not had a contribution in improving the performance of Standard Implementation in HE IQAS. The real conditions regarding Standard Establishment in the IQAS show that it is still concerning, as mentioned above, different information is obtained related to the IQAS UNBIS Standard Establishment in the city of Bandung. At this point, the Standards in IQAS have been professionally set, marked by:

First, UNBIS obtained institutional accreditation with an A (Excellent) rating from National Board Accreditation for College (NBAC) in 2017. *Second*, UNBIS has become a companion university for other colleges accredited C following the IQAS Clinic Program from National Accreditation Board for Higher Education (NABHE) which has been launched since 2017. *Third*, the UNBIS has been selected as the best 100 non-Vocational Higher Education Institution (nVHEI) out of 4770 nVHEI. *Fourth*, UNBIS is ranked 44th at the national level and is ranked 15th PC from all over Indonesia; and ranked 3rd best private college (PC) in West Java and Banten (Lukihardianti, 2019:1); *Fifth*, UNBIS is also in the top 13 out of 33 universities whose several study programs have been internationally accredited. *Sixth*, UNBIS is conducting a pilot process towards WCU and the public interest to continue education at UNBIS continues to increase, and continues to be balanced with the increase in the performance of college.

Based on the phenomena and facts above, there are: 1) there are gaps in the management of Standard Establishment in IQAS and the achievement of performance in the implementation of IQAS Standards in Indonesia, there are big problems that need to be resolved; and 2) there are facts of advantages that are contradictory and different from the gaps in point 1) above, as has been done by those who are able to set the Standards in IQAS "professionally" and have made the private college (PC) with superior achievements in West Java and at the national level.

The two facts of the gaps and unique advantages mentioned above become an attraction for researchers to conduct research with the title: *"Standard Establishment To Improve Performance Implementation of Standards of Internal Quality Assurance Systems Private Universities"*.

II. METHODS

The method used in this study is a descriptive exploratory method with a qualitative approach to the type of case study. This research focuses intensively on one particular object as a case. Case study: "is a more suitable strategy for research whose main research questions are related to how or why" (Yin, 2013: 1). In this study, researchers seek to understand and examine Standard Establishment management in IQAS using a system approach of inputs (inputs), processes, outputs (outputs) and outcomes (outcomes) and the cycle repeats endlessly, not the final product/service. considered more relevant in exploring the above is a qualitative approach.

The research was conducted through direct observation at the research site and communicative interaction with stakeholders. IQAS is part of a university policy that will not succeed if it is not implemented in the form of a process of fulfilling the Higher Education Standards and other standards that have been set by the university and carried out continuously. Taking into account the management of IQAS Standard Establishment as a system that includes inputs, processes, outputs and achievements and the cycle is repeated and continuous, not the final product, the approach that is considered more relevant in exploring the above is a qualitative approach.

III. RESULT AND DISCUSSION

1. Rationale and background in the preparation of the organization's Vision and Mission (VM) to improve the performance of the Implementation of the UNBIS Internal Quality Assurance System Standards

The commitment of the top leadership and all levels of the organization and their involvement (leaders) to the motivation of employees/lecturers (behavioral beliefs) in implementing IQAS in an effort to improve UNBIS performance is explained according to the interview excerpt as follows: "The role of leadership commitment and the entire structure is very large".

The Strategic Plan program is described in detail and in detail in the UNBIS operational plan, so all leaders and staff must continue to refer to the vision and mission. UNBIS, which contains Islamic values, as well as in every movement and daily action, must be based on the intention of "sincere and righteous deeds" in worshipping Allah The Almighty (Setiadi, 2021:72). The Rector of UNBIS is committed to implementing IQAS in the implementation of HE Three Dharma in accordance with the requirements of the Regulations and Legislation and the International Standard ISO 21001: 2018" (UNBIS BQA, 2021:7). In one cycle, Research and Community Service Institute (RCSI) activities include: Preparation of Research Proposals, Implementation of Research, Dissemination of Research Results and Application of Research Results. Maintaining and improving the quality of research conducted, both by lecturers and/or students, requires a Research Quality Standard. This standard will serve as a reference for assessing the quality of any research conducted by lecturers and/or students, starting from topic selection, proposal writing, research implementation, report writing to dissemination of research results in the form of seminars and exhibitions.

The formulation of the Goals UNBIS has provided specific and accountable measures. All long-term goals so that they become short-term goals have KPIs and AKIs set which are really specific numbers in percentages; nominal figure; frequency, and rating, all of which have been measured for achievement. UNBIS goal is a description of the mission, in fact the goals of UNBIS have been aligned with their respective VM. Each item of UNBIS Mission has been translated into long-term, medium-term and short-term goals, and has been described in the form of KPI and AKI.

The objectives of UNBIS have been translated into Quality Targets stating what specific activities will be completed and when they will be completed. The above objectives cover the fields of Education, Research and CS. The 25-year, five-year and annual stages have been set by including the person in charge through Management Review Meeting activities per year. The formulation of the goals of the system will make it easier to draw a boundary line from the system of concern, so that it can cause and/or directly contribute to the achievement of the system's goals, then it is categorized as an element. The aim of UNBIS is to align with and at the same time explain the VM and the values of the organization.

This is reinforced from the results of the documentation study of the UNBIS Rector's Performance Report for the 2020/2021 year (Setiadi, 2021) that the manifestation of UNBIS's commitment is in the form of equalizing perceptions of re-accreditation preparation using the Conversion Supplementary Instrument (SCI) or with the 4.0 Study Program Accreditation Instrument (SPAI). 4.0 on 24-03-2021 which was attended by all Heads of Study Programs and Deans in the UNBIS environment, attended by the director and opening the UNBIS Deputy of Rector I event. The implementation of Internal Quality Audit (IQA) was continued by Management Meeting Review (MMR) at the faculty level on 11-11-2020 as a form of commitment in carrying out the audit process to the follow-up that must be done.

UNBIS BQA was formed based on the Rector's Decree No. 5/E.3/SK/-Rek/II/2007 dated 3/02/2007 regarding the establishment of BQA of UNBIS confirmed by the Rector's Decree Number 024/D.01/SK-rek/III/2008 dated 13 March 2008 concerning Changes in the Structure of BQA (Faridl, 2008:16). Based on the explanation of the Secretary of BQA that the objectives of UNBIS include: "1) long-term goals according to Development Master Plan (DMP); 2) The medium-term objectives; and 3) short-term goals are stated in the UNBIS Quality Goals".

Furthermore: "effective strategies to achieve goals and are prepared based on systematic analysis using relevant and documented methods and monitoring and evaluation are carried out in their implementation and followed up" (Arifin, 2017:2). Regarding the effectiveness of the strategy, UNBIS has implemented the Four Pillars of UNBIS's Strategy: a) Improving the Quality of Academic, Non-Academic and Religious Spirit (Ruhuddin); b) Improving the Quality of Resource Management; c) Improving the quality of students, alumni & promotions; and d) Organizational Quality Improvement & Quality Assurance.

In an effort to achieve VM of UNBIS, the Strategic Plan Drafting Team for the 2017-2021 Strategic Plan Revision has set targets with policies in each field and work program within UNBIS as follows:

First, in the Education Sector. *Second*, in the Field of Research and Community Service (CS). *Third*, in the field of the Islamic Spirit. *Fourth*, in the Field of Cooperation. *Fifth*, in the field of IS and Management. *Sixth*, in the field of improving the managerial quality of leadership at HE. *Seventh*, in the BQA for the IQAS Development Program (National and International). *Eighth*, in the Financial Sector, there are: 1) Medium-Term Budget Policy; 2) Income Projection and 3) Expenditure Projection.

2. Standard Establishment to Improve the Performance of the Implementation of UNBIS IQAS Standards

The Rector of UNBIS is committed to implementing IQAS in the implementation of HE Three Dharma in accordance with the requirements of the Regulations and Legislation and the International Standard ISO 21001: 2018” (UNBIS BQA, 2021:7). In one cycle, Research and Community Service Institute (RCSI) activities include: Preparation of Research Proposals, Implementation of Research, Dissemination of Research Results and Application of Research Results. Maintaining and improving the quality of research conducted, both by lecturers and/or students, requires a Research Quality Standard. This standard will serve as a reference for assessing the quality of any research conducted by lecturers and/or students, starting from topic selection, proposal writing, research implementation, report writing to dissemination of research results in the form of seminars and exhibitions.

Apart from the fact that there are no regulations that oblige them to choose a particular model, also because each university has differences in terms of historical background, organizational values or basic values, resource capabilities, number of staff, number of students etc., so it is not appropriate if a university imitate the organizational and institutional model of IQAS from other universities. According to the 2018 IQAS Guidelines (QA Directorate; 2018) that college can form its IQAS organizational model as follows:

First, "Forming a special IQAS unit at the university level". This is as done by UNBIS BQA with the task and function of facilitating the implementation of IQAS in universities. UNBIS BQA has an organizational structure, work mechanism, personnel and budget. At the Postgraduate/Faculty level, Faculty BQA is appointed, each assisted by a Secretary and 4 (four) staff who are tasked with assisting Vice Dean I in implementing quality assurance at the Postgraduate/Faculty level. Faculty BQA is responsible to the Dean. Faculty level (Faculty BQA) and IQAS unit managers may not be held concurrently by other structural position holders. At the university level, UNBIS BQA is directly under the coordination of the Rector, having a line of coordination with the Vice Rector I for Academic Affairs. UNBIS BQA which is placed directly under the Rector provides convenience in terms of IQAS has been applied to all aspects of UNBIS. This gives strength: 1) "This model is seen as a way of organizing the proper implementation of IQAS, because the IQAS unit which is separated from various structural positions in theory and practice is seen as more independent" (QA Directorate, 2018:42). The independence inherent in the BQA will support the implementation of Monitoring and Evaluation (including IQA) objectively. 2) The existence of BQA can be seen as a way for UNBIS to implement one of the Good University Government (GUG) principles. 3) The independent and accountable UNBIS BQA will make it strong and respected by various parties whose performance will be monitored, evaluated, and audited by the BQA. Named the Board of Quality Assurance (BQA), a special unit within the organizational structure of UNBIS has the task and function of facilitating the implementation of IQAS of UNBIS. BQA are also formed in each faculty, hierarchically responsible to BQA of UNIBIS). The organizational structure of UNBIS Quality Assurance consists of : 1) Rector, 2) QMR of University (Deputy of Rector I); 3) UNBIS BQA. University BQA of University in charge of: 1) Secretary; 2) Head of Data Analysis Division; 3) Head of Standards Division; and 4) Head of Monev; and Implementing Staff; and Faculty BQA (7 faculties).

The principles that underlie the implementation of IQAS of UNBIS have been fulfilled by: *Autonomous*, IQAS is developed and applied autonomously or independently by UNBIS, both at the level of the Study Program Management Unit and at the PT level (University, Institute, College, Polytechnic, Academy, Community Academy). UNBIS independent management of IQAS is in the BQA of University

directly responsible to the Chancellor and in operational coordination with QMR, while Facultu BQA which oversees Study Program Management is directly responsible to the related Dean. *Standardized*, IQAS uses the Higher Education Standards which consist of HE National Standard set by the Minister and Higher Education Standards set by UNBIS. These standards include HE Standards, and Derivative Standards and International Standards such as ISO ISO 9001:2008 and 21001:2018. Accuracy, IQAS uses accurate data and information on HE Data-base. *Planned and sustainable*, IQAS is implemented using 5 (five) quality assurance steps, namely Establishment, Implementation, Evaluation, Control and Improvement (EIECI) Standards of HE which forms a cycle and is applied continuously. UNBIS has established, implemented, evaluated, controlled and improved according to the IQAS Manual. *Documented*, every step of EIECI in IQAS has been written in a document, and documented systematically according to the 2018 IQAS Handbook. Documentation of IQAS of UNBIS is controlled by BQA in soft files and hard files but not yet in the form of an application system equipped with SOP for Document Control and SOPs for Control Records, as well as SOP for other activities in the Section that have not been established in the form of standard documents. Strategy for Achieving IQAS's Goals in Efforts to Improve UNBIS Performance.

The IQAS of UNBIS implementation strategy has been established in an effort to achieve institutional goals in the Document of IQAS Policy. In more detail, in an effort to achieve the established Standards, it is ensured that the achievement strategy has been completed. The basic concept of "strategy" according to Arifin (2017: 2) states that: "Strategy functions as an organizational effort to differentiate itself positively from its competitors by using organizational strengths to be able to meet customers better". Based on the basic concept of "strategy". "According to Arifin (2017: 2), the criteria can be matched with examples of strategies set by UNBIS. Strategies for fulfilling Learning Management Standards: 1) Conducting scientific activities that are scheduled to be carried out every month, including public lectures, scientific seminars, and book reviews. 2) IQAS Implementing at the Study Program Management Unit level related to learning programs. 3) Provide a report on the results of the learning program every semester which is used as a source of data and information in making decisions to improve and develop the quality of learning. Strategy for Compliance with Research Management Standards: There are several ways to achieve Research Results Standards, namely: 1) Forming research groups per area of expertise to produceresearch umbrella between lecturers and students. 2) Strengthening and revitalization of groups/research centers. 3) Integration of research with graduate program. 4) The university encourages integrated research activities or synergies between and cross-disciplinary, in efforts to improve research performance. 5) Increase the participation of lecturers, especially those with titles Doctoral and Professor, especially in conducting research development for young lecturers, and research activities must involve the participation of students from socialization management standard os CS Process Standard.

3. The Output of Establishment of Standards Output to Improve Performance of Implementation of IQAS UNBIS Standard

The output of Standard Establishment includes: 1) the availability of other IQAS Standards and Documents, and 2) the implementation of IQAS of UNBIS is a combination of the implementation of HE Standard. IQAS UNBIS Standard Documents are managed by UNBIS BQA and assisted by Facultu BQA for faculties. In accordance with the requirements of the Higher Education that every HE that organizes the Tridharma of HE is obligated to establish, implement, evaluate, control and improve the HE Standard and other standards set by UNBIS. Based on the information gathered that in implementing IQA, BQA has issued the following documents: IQAS Policy, IQAS Manual, and Standards. Each Institution/Section, lecturers and staff have been given access according to their authority, but they are not allowed to make changes, except according to the SOP for Document Control and SOP for Controlling Quality Records Manually.

After the Higher Education Standards (both HE Standard and HE Standards set by the college itself), are established and enforced at all levels of a university, the next step is for the parties who are the

subject or audience of the standard to start implementing the contents of the Higher Education Standard. It aims to fulfill or realize what are the ideals or criteria or desires listed in the contents of the Higher Education Standards. This subject can be different depending on the content of each Standard of Higher Education, for example the Rector, Chairman or Director, Dean, Head of Bureau, Head of Department, Lecturer, Staff, or even student. The implementation of the contents of the Higher Education Standards is the duty of every PT management party, both as structural officials, not structural officials, lecturers, non-lecturers and students, in accordance with the contents of each standard. It is not true that the implementation of the Higher Education Standards or IQAS documents as a whole is only the duty and responsibility of the Quality Assurance Agency or Office. In order for the Higher Education Standards to be implemented, a Standard Implementation Manual is needed which can be compiled into the IQAS Manual along with other manuals.

The Establishment of Standard IQAS of UNBIS is a combination of the implementation of HE Standard in accordance with the Ministry of Higher Education Regulation Number 44 of 2015 and now according to Ministry of Education and Culture Regulation Number 3 of 2020, the requirement for accreditation of study programs and ISO 9001:2008 (2012-2021). In 2021 an update to ISO 21001:2018 is being carried out covering academic and non-academic fields, the implementation is through a Work Program (WP) and is supported by Quality Procedures or Work Instructions from Education NS, Research NS and Community Service NS as well as Exceeding Standards to support in the Implementation of Work Program, Financial and Expenditure Plan as well as the achievement of Key Performance Indicator (KPI) and Additional Performance Indicator (API) of each standard and in an effort to support the achievement of the established UNBIS Quality Goals.

4. Achievements of Standard Establishment to Improve the Implementation of UNBIS IQAS Standards

The achievement of Standard Establishment is expressed in the form of an Evaluation of the Implementation of the IQAS Standard, which has been carried out by UNBIS using an application to conduct surveys. The implementation of these surveys has used Information System Application to handle customer complaints, including internal customers (students, lecturers, staff) and other external stakeholders who have used Information System Application (ISA). Complaint Handling Application, which is an application used to handle customer complaints including internal customers and other external stakeholders. It was further explained that: The purposes of using this Complaints Handling Application.

In addition to the two types of evaluation of the IQAS implementation above, UNBIS also conducts Supervision/Control over the Financial Management and University Assets. This supervision is carried out by the Internal Monitoring and Control Unit (IMCU). This supervision is carried out by competent personnel in the Accounting Sector and has received training as an Internal Supervisor from the Personnel Certification Training Institute. Every year a Financial Audit is carried out by a Public Accountant, as an internal responsibility to the UNBIS Foundation. To ensure the implementation of the audit, UNBIS provides audit training to the Auditors. The Head of BQA is assisted by the Secretary of BQA, the Monev Sector coordinates the IQA activities by using IQA Auditors who have been briefed and graduated with grades that meet the requirements in training by the Quality Auditor from Gajah Mada University. The appointed Internal Quality Auditors have received a decree from the Rector of UNBIS on the recommendation of the Head of BQA whose performance is part of the achievement of the KPI and API in the Monev Sector. The Corrective and Preventive Action Request (CPAR) application contains a corrective action plan for services that will be recorded, managed, and analyzed for their progress and status.

5. Efforts to Overcome the Obstacles of Standard Setting to Improve the Implementation of the UNBIS IQAS Standard

Efforts to Overcome Obstacles in Standard Establishment to Improve Performance of Implementation of IQA UNBIS Standards Constraints in Standard Establishment to improve the

performance of the UNBIS IQAS Standard Implementation. *First*, "The obstacle faced in IQAS Standard Establishment is the unequal quality culture in the mindset, attitude and work of lecturers and staff in accordance with the provisions of the Higher Education Standards". *Second*, related to UNBIS, problems were found with changes from outside the organization. Changes that have occurred include: 1) In 2014 the Minister of Education and Culture Regulation Number 49 concerning HE Standard, instructions have been issued that the regulation be postponed. Not long after, the Minister of Research, Technology and Higher Education Regulation of Republic of Indonesia concerning HE Standard; 2) Adjustment to the Regulation of the Minister of Education and Culture No. 3 of 2020 as a substitute for Regulation of the Ministry of Education and Research and Technology Number 50 of 2018. The issuance of the Accreditation Rating Monitoring and Evaluation Instrument (ARMEI) in the framework of EQA both by National Accreditation Board for Higher Education (NABHE) and Independent Accreditation Agency (IAA); 3) Study Program Performance Report (SPPR), the culmination of the mentoring process is the implementation of the NABHE Field Assessment (FA) which is carried out online. Third, according to the Head of BQA Faculty of Communication that the obstacles faced in the Implementation of IQAS Standards are related to the learning process, especially during the Covid-19 Pandemic.

In addition to the development of IQAS, UNBIS consistently maintains and continues to carry out activities to comply with policies and provisions related to EQAS. The manifestation of the UNBIS commitment is carried out in the form of equalizing perceptions of preparation for re-accreditation using the Conversion Supplement Instrument (CSI) or with the Study Program Accreditation Instrument 4.0 (SPAI 4.0) on March 24, 2021, which was attended by all Heads of Study Programs and Deans within UNBIS and attended as the director and the one who opened the event was the Vice Rector I. In relation to efforts to overcome obstacles to cooperation both at home and abroad, UNBIS has been since the beginning of 10/2021. Reinforced from the results of the documentation study that: "UNBIS has made changes to the Organizational Structure by adding the position of Vice Rector IV in charge of: a) Domestic Cooperation Division; b) Communication and Public Relations Division; and (c) the Office of International Affairs".

IV. CONCLUSION

The rationale and background have been considered in the preparation of the organization's vision and mission according to the criteria for a good vision and mission, Government Regulation of the Republic of Indonesia Number 4 of 2014 concerning the Implementation of HE and Management of HE and Strategies to build university education in the Islamic World, and Challenges of achieving SDGs in 2030.

The Standard Establishment to improve the Performance of Implementation of IQAS UNBIS Standards has been established in an organizational structure that includes QMR at the University level, Faculty level, under the rector, Faculty BQA under the Dean. Meanwhile, the study programs at UNBIS have QAS activities facilitated by the QMR of the Faculty and assisted by appointed lecturers. Management principles, policies, purpose, goal achievement strategy in Standard Implementation to improve the performance of the UNBIS IQAS Standard have been implemented intergratedly by the the parties involved in UNBIS in accordance with the basic concept of "policy implementation according to Grindle in Tachan" (2008: 30) and in line with Locke's Goal Establishment Theory.

The Outputs of Standard Establishment to improve the Performance of Implementation of IQAS of UNBIS Standards have been achieved in the form of having even exceeded the required documents conformed with the Guidelines of QA, the Grand Theory of Edward III's policy implementation and Strategic Management. The efforts to overcome obstacles in setting standards to improve the performance of the implementation of internal quality assurance system standards have been identified, namely: 1) the quality culture has not been instilled to the employee level and has made efforts to overcome the obstacles faced. which is continuously part of various actions through MRM and its follow-up as a culture of quality and inculcation of the University's Core Values; 2) gradual integration of the application system; 3)

breakthroughs in cooperation with external parties including International Cooperation in the fields of Education and Learning, Research and Community Service.

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