



ESG IMPACT

ENVIRONMENT, SOCIAL, & GOVERNANCE

REPORT 2024



Mohammad Nasih
Dian Ekowati





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REPORT 2024



UNIVERSITAS AIRLANGGA
KAMPUS MERR-C
SURABAYA - INDONESIA

Pasal 113 Undang-Undang Nomor 28 Tahun 2014 tentang Hak Cipta

- (1) Setiap Orang yang dengan tanpa hak melakukan pelanggaran hak ekonomi sebagaimana dimaksud dalam pasal 9 ayat (1) huruf i untuk Penggunaan secara komersial dipidana dengan pidana penjara paling lama 1 (satu) tahun dan/atau pidana denda paling banyak Rp 100.000.000 (seratus juta rupiah).**
- (2) Setiap Orang yang dengan tanpa hak dan/atau tanpa izin Pencipta atau Pemegang Hak Cipta melakukan pelanggaran hak huruf c, huruf d, huruf f, dan/atau huruf h untuk Penggunaan secara komersial dipidana dengan pidana penjara paling lama 3 (tiga) tahun dan/atau pidana denda paling banyak Rp 500.000.000 (lima ratus juta rupiah).**
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ENVIRONMENT, SOCIAL, GOVERNANCE IMPACT REPORT 2024

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IMPACT REPORT 2024**



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FOREWORD

Universitas Airlangga (UNAIR) is a public university committed to being a center of education and research while serving as a catalyst for change that brings tangible benefits to society. More than just an academic institution, UNAIR acts as a transformative agent that bridges knowledge with concrete solutions to social, economic, and governmental challenges.

The book “**Universitas Airlangga Social Impact 2024**” is a testament to UNAIR’s dedication to building a more inclusive, self-sufficient, and competitive society. This report illustrates how the university contributes through various innovative programs, impactful research, community empowerment, and collaborations with multiple stakeholders to drive sustainable change.

Through initiatives in health, education, technology, economy, and environment, UNAIR continues to strengthen its role in empowering communities. Programs such as village empowerment, MSME mentoring, improving healthcare access, and technology-driven solutions showcase UNAIR’s active involvement in addressing social challenges.

This book is not merely a documentation of achievements and reports but a reflection of the collaboration and dedication of UNAIR’s academic community and its partners who have contributed to this journey. We hope that the stories in this report inspire future generations to continue innovating, serving, and creating an even greater positive impact.

We extend our deepest gratitude to all those who have actively contributed to UNAIR’s social programs and initiatives. May the spirit of collaboration and innovation embedded in this book further strengthen our collective efforts in building a better, more sustainable, and impactful future for the local, nation, and the world.

Rector Universitas Airlangga,

Prof. Dr. Mohammad Nasih, SE., MT., Ak.

EXECUTIVE SUMMARY

Universitas Airlangga (UNAIR) plays a key role in advancing Indonesia's human capital through education, research, and community service under the Tri Dharma of Higher Education. UNAIR adopts the SMART strategy to enhance academic quality, research, innovation, and community engagement with a technology-driven, efficient, and sustainable approach. This strategy reflects UNAIR's vision to address global challenges through a modern, adaptive, and innovative system.

Through its key sectors Academic, Student Affairs, and Alumni (AMA), Resources (SD), Research, Innovation, and Community Development (RICD), and Internationalization and Digitalization and Information (IDI). UNAIR broadens access to opportunities for students and academics. Each sector fosters academic excellence, global perspectives, and skill development, positioning UNAIR as a bridge for both academic and professional growth.

UNAIR drives economic growth by integrating education, research, and community service. Collaborating with industries and businesses, UNAIR fosters entrepreneurship and industry-driven research. Academic programs and skill training equip students with superior competencies, strengthening workforce quality and productive sectors. Additionally, UNAIR supports Small, and Medium Enterprises (SMEs) through mentorship and technological innovations, boosting competitiveness at local and national levels.

Committed to social welfare, UNAIR leads initiatives that promote solidarity and expand access to education and healthcare. Through community service, UNAIR enhances public health, empowers communities, and develops innovative solutions to social challenges. The university actively engages in health education, policy advocacy, and social empowerment to maximize its impact and drive meaningful transformation.

UNAIR contributes to knowledge-based policy development through academic research and policy studies. Collaborating with government agencies, UNAIR strengthens bureaucratic capacity, supports community programs, and promotes data driven policymaking. Its active participation in academic forums and policy consultations fosters governance that is transparent, efficient, and sustainable. Looking ahead, UNAIR remains committed to driving positive change in economic, social, and governance sectors. Through innovation, cross-sector collaboration, and high quality inclusive education, UNAIR continues to shape a better future for society, the nation, and the world.

INTRODUCTION

1. UNAIR's Role in Driving Economic Growth (Impact on Input and Output)

Universitas Airlangga (UNAIR) stands as one of Indonesia's top institutions, strategically positioned in Surabaya, a rapidly expanding metropolitan area and a key economic center in East Java. As the nation's second-largest city, Surabaya has witnessed remarkable population growth and urban development over the past few decades. UNAIR, as a leading educational institution in this region, plays a pivotal role in shaping the educational, social, and economic dynamics of the area.

As of 2023, UNAIR has enrolled over 40,000 students in undergraduate and postgraduate programs, including more than 2,500 international students from various countries and thousands of domestic students from across Indonesia. Given its high number of applicants annually, UNAIR ranks as the fourth-best university in Indonesia. The institution is supported by approximately 2,117 full-time faculty members and over 2,021 administrative and support staff, underscoring its dedication to delivering top-quality education and fostering advanced research.

Established in 1954, UNAIR was initially known for its specialization in health and medical sciences. Over time, however, it has expanded into a multidisciplinary university, offering diverse academic programs across multiple faculties. In recent years, UNAIR has significantly strengthened its global presence and academic reputation, aiming to become a world-class university. This ambition is evident in the establishment of the Faculty of Advanced and Multidisciplinary Technology (FTMM), which has experienced rapid innovation and development since its founding. Despite its expansion, UNAIR remains deeply committed to its mission of community service, particularly in the fields of public health, social welfare, and environmental sustainability.

Traditionally, higher education institutions uphold three fundamental missions: education, research, and community engagement. UNAIR actively contributes to all three areas, striving to make a meaningful impact both locally and globally. This report highlights UNAIR's role in society, examining how it fulfills these missions while functioning as a driver of community empowerment, a hub for innovation and research, and a contributor to economic development.

UNAIR maintains a strong commitment to Environmental, Social, and Governance (ESG) principles. Environmentally, the university has launched various initiatives to reduce its carbon footprint, including renewable energy adoption, sustainable waste management, and campus greening programs. UNAIR is also involved in the research and development of eco-friendly technologies, benefiting both the campus and the broader community.

On a social level, UNAIR acts as an agent of change by promoting inclusivity and equal access to education. Its scholarship programs and collaborations with national and international institutions have enabled students from underprivileged backgrounds to pursue higher education. Additionally, UNAIR actively engages in community service projects, including healthcare outreach in remote areas and local economic empowerment initiatives.

From a governance perspective, UNAIR upholds high standards of transparency, accountability, and ethical practices in its operations. The university's participatory decision-making process and stakeholder involvement in policy-making reflect its dedication to good governance. Moreover, UNAIR has reinforced its internal monitoring and evaluation systems to ensure adherence to strict academic and non-academic standards.

UNAIR's most evident impact is reflected in the skills and values instilled in its graduates. The university provides pathways to higher education and career success for

students from diverse backgrounds, particularly those from disadvantaged communities. Through its various initiatives, UNAIR plays a crucial role in enhancing social mobility and fostering a culture of inclusivity and academic excellence in Indonesia.

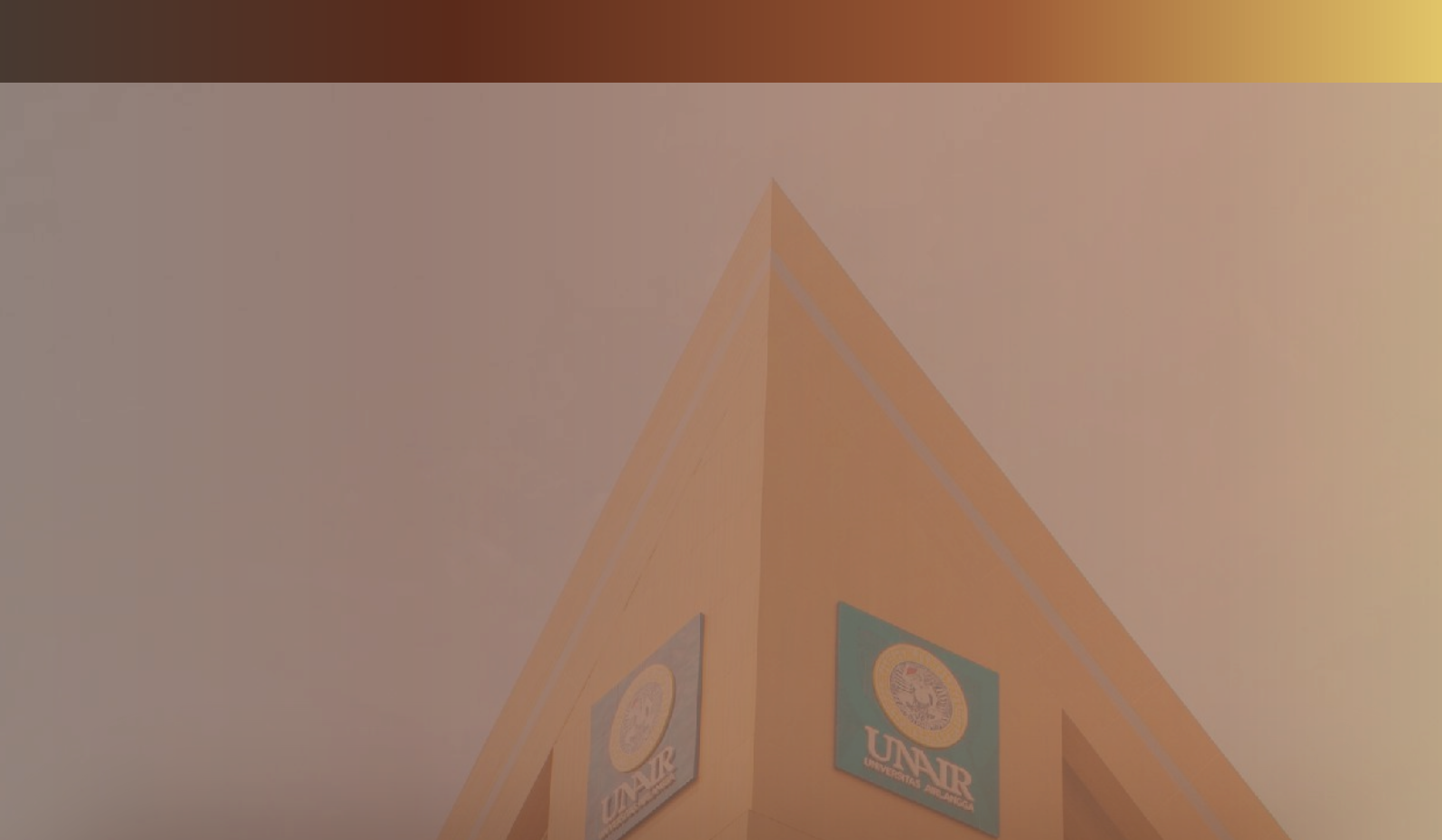
As UNAIR continues to evolve in response to the dynamic educational landscape, its influence extends beyond the university campus. Recent efforts in entrepreneurship, digital transformation, and international collaboration are expected to yield significant social and economic benefits in the years ahead. With its unwavering commitment to innovation and community engagement, UNAIR is set to leave a lasting impact on both regional and global communities.

2. How does this report measure UNAIR's impact on society?

Measuring the “impact” of an institution like UNAIR is a complex process, especially without a clear counterfactual comparison. Some institutions claim that every outcome they produce has a significant impact. While this may hold some truth, it can also be misleading. Various stakeholders, including the government, undoubtedly benefit from investing in universities like UNAIR. However, in impact assessment, there is sometimes a tendency to misinterpret costs as benefits.

To provide a clearer analysis, this report incorporates an economic impact assessment in each discussion. First, we evaluate UNAIR's output—what has the university accomplished in various fields? For example, the number of graduates can serve as a measurable output indicator. Second, we examine additional impacts—what contributions has UNAIR made that create significant differences or add value beyond financial investments? This aspect is particularly challenging to assess, as isolating a counterfactual scenario where UNAIR does not exist is highly complex.

In evaluating UNAIR's influence, we consider these two perspectives: “what UNAIR does” in terms of measurable outcomes and “what makes UNAIR unique” in terms of its added value to society.



A low-angle photograph of a modern building facade, likely a university building, featuring two UNAIR logos on a light-colored wall. The image is overlaid with a semi-transparent orange gradient.

PROFILE

UNIVERSITAS AIRLANGGA PROFILE



Universitas Airlangga is currently led by
Prof. Dr. Mohammad Nasih, S.E., M.T., Ak.,
who has been in office since 2015



Universitas Airlangga was officially established
by Ir. Soekarno on November 10, 1954
based on Government Regulation Number
57/1954.



Campus A



Campus B



Campus C

UNAIR has a total land area of **660,098** hectares
spread across three locations.

Faculty at UNAIR

- Faculty of Medicine
- Faculty of Dentistry
- Faculty of Law
- Faculty of Economics and Business
- Faculty of Pharmacy
- Faculty of Veterinary Medicine
- Faculty of Social and Political Sciences
- Faculty of Science and Technology
- Faculty of Public Health
- Faculty of Psychology
- Faculty of Humanities
- Faculty of Nursing
- Faculty of Fisheries and Marine Science
- Faculty of Vocational Studies
- Postgraduate School
- Faculty of Advanced Technology and Multidisciplinary Studies
- Faculty of Health Sciences, Medicine, and Natural Sciences

H

Humble
Honest
Helpful

E

Excellent

B

Brave

A

Agile

T

Transcendent

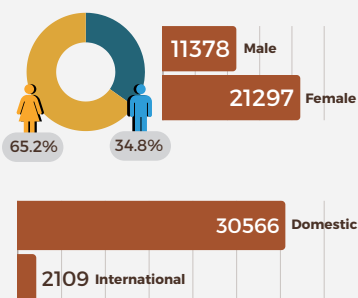
The University Motto

Excellence with Morality

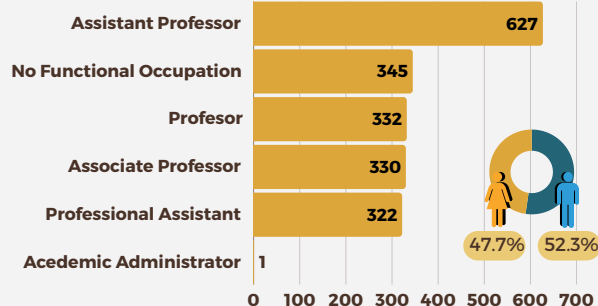
The motto based-on morality principle that emphasizes the importance of considering moral aspects in every decision and activity of the academic community at UNAIR.

UNAIR also has five other core values abbreviated as HEBAT. The HEBAT acronym reflects the character expected of Universitas Airlangga students, both during their studies and after graduation.

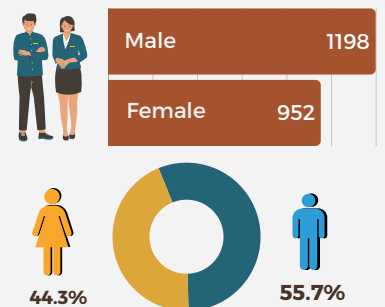
Number of Active Student



Number of Active Lecturer

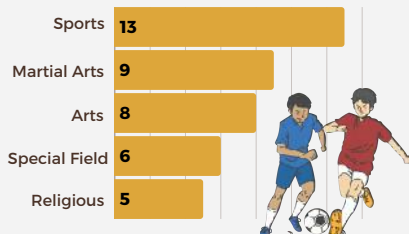


Number of Educational Staff



Student Activity Units

Universitas Airlangga has more than 60 leadership development units and student organizations. There are five categories:



Admission

- National Selection (SNBP)
- National Selection (SNBT)
- Independent Selection
- Higher Education Affirmation
- Achievement Selection
- International Pathway

UNAIR Facilities



Ulul Azmi Grand Mosque



Electric Bikes



Airlangga Hospital



Sports Hall



Airlangga Convention Center



Flash Bus

UNIVERSITAS AIRLANGGA'S PROFILE

1. Universitas Airlangga: A Gateway to Opportunities

Universitas Airlangga (UNAIR) was officially founded on November 10, 1954, by Ir. Soekarno, based on Government Regulation Number 57/1954. As the third public university (PTN) established in Indonesia, UNAIR followed the University of Indonesia (UI) and Gadjah Mada University (UGM), making it a pioneering institution of higher education in eastern Indonesia. When it was first founded, UNAIR was led by its inaugural Rector, Prof. Mr. Abdoel Gaffar Pringgodigdo, and initially comprised five faculties: Medicine, Dentistry, Law, Teacher Training and Education, and Literature. The process of achieving autonomy for UNAIR began with the issuance of its Statute under Minister of National Education Regulation Number 16/2006, which was later replaced by Ministerial Regulation Number 33/2006. Eventually, on September 14, 2006, the government granted UNAIR the status of a State-Owned Legal Entity (BHMN) under Government Regulation Number 30/2006, which was later revised in 2014 with a new regulation governing the university's Statute.

According to the 2024 Audited Financial Report, UNAIR occupies a total land area of 711.995 m² across four main locations: Campus A, Campus B, Campus C, Campus D, and has land assets spread across several cities on the island of Java. Since 2015, UNAIR has been under the leadership of its current Rector, Prof. Dr. Mohammad Nasih, S.E., M.T., Ak. The university has expanded significantly and now consists of 16 faculties and one school, supported by 33 working units, which include Directorates, Institutions, Agencies, Centers, and other administrative units. Its operational areas extend beyond Surabaya to other cities such as Gresik, Lamongan, Pasuruan, Banyuwangi, and Jakarta. To improve accessibility and educational quality, UNAIR developed the Faculty of Health Sciences, Medicine, and Natural Sciences (FIKKIA), formerly known as the Off-Campus Program (PSDKU) in Banyuwangi. Since its establishment in 2014 and official renaming in 2023, FIKKIA has undergone various improvements, including accreditation processes, curriculum updates, and the expansion of practical learning facilities. Additionally, UNAIR has extended its academic offerings by introducing the D3 Nursing Study Program in Gresik and Lamongan, which was inaugurated in 2018.

To address future opportunities and challenges, UNAIR aligns its development plans with the Ministry of Education, Culture, Research, and Technology's 2020-2024 Strategic Plan. Key focus areas include enhancing educational quality, increasing productivity, strengthening competitiveness, fostering character development, contributing to global civilization, and promoting literacy, innovation, and creativity. For the 2021-2026 period, UNAIR has established three main strategic goals: creating a significant impact at individual, local, national, and global levels; providing maximum added value for students and graduates; and optimizing the use of modern technology. To support these strategies, UNAIR has structured its programs around five main themes, ensuring continuous academic growth and institutional excellence.

1) Sustainable Education for All

This strategic initiative focuses on enhancing the global relevance of graduates by strengthening the added value and sustainability of education. The approach emphasizes continuous learning for both lecturers and students, aligning closely with the Independent Learning Campus (Merdeka Belajar-Kampus Merdeka/MBKM) program initiated by the Ministry of Education and Culture. Through this initiative, UNAIR aims to ensure that education remains relevant and accessible for lifelong learning.

2) **Meaningful Research and Community Services**

This initiative aims to enhance the impact of research and community service to support the achievement of the Sustainable Development Goals (SDGs). In addition to producing skilled graduates, universities play a key role in solving societal challenges. By prioritizing impactful research and active community service, UNAIR ensures that its academic contributions address real-world problems. This initiative is a core focus for the 2021-2026 period.

3) **Advancing Innovation, Enterprising, and Industry Linkages**

The goal of this initiative is to drive innovation and entrepreneurship by strengthening collaborations with industries and improving the commercialization of research products. Key focus areas include health sciences, engineering, natural sciences, and social-humanities disciplines. To maintain competitiveness, UNAIR revitalizes its centers of excellence to sustain innovation. Additionally, innovation is supported through entrepreneurial strategies and multi-sector collaboration under the Hexa Helix framework, ensuring that research outputs reach broader markets.

4) **Responsive and Lean Management**

This initiative focuses on creating an efficient, responsive, and environmentally friendly management system. UNAIR is committed to digitalizing business processes, simplifying bureaucratic procedures, and improving cost efficiency across all operational areas. In alignment with the SDGs, the university also integrates eco-friendly and energy-saving practices into its management systems for the 2021-2026 period.

5) **Topping Up Resources Utilization**

This initiative is aimed at achieving institutional independence and enhancing UNAIR's global reputation by effectively managing human, organizational, and informational resources. Strengthening the university's reputation requires strategic utilization of resources. Key efforts include expanding business networks, optimizing the teaching industry, investing in human resource development, refining administrative systems, and advancing international collaborations. These initiatives form the foundation for UNAIR's growth and global presence.

By focusing on these strategic themes, UNAIR remains committed to enhancing educational quality through various initiatives. The university not only develops industry-relevant curricula but also continuously upgrades infrastructure and integrates advanced technology to support learning. Through these efforts, UNAIR ensures that students receive the best educational experience and are well-prepared for the workforce. The ultimate goal is to produce graduates who are highly competent, uphold strong integrity, and can make meaningful contributions at local, national, and global levels.

2. **Vision and Mission of Universitas Airlangga**

Vision:

To become an independent, innovative, and leading university at the national and international levels, a pioneer in the development of science, technology, and humanities based on religious morals.

Mission:

- 1) Organizing and developing academic, professional, and/or vocational education with world-class excellence based on national values and religious morals;
- 2) Conducting basic, applied, and policy research that is innovative with world-class excellence based on national values and religious morals to support the development of education and community services;

- 3) Contributing expertise in the fields of science, technology, and humanities to society;
- 4) Managing the university independently with good governance through the development of institutions oriented towards quality and capable of competing at the international level.

UNAIR's vision and mission demonstrate its commitment to being an inclusive educational institution that welcomes everyone, regardless of social, economic, or geographical background. This commitment positions UNAIR as an independent, innovative, and leading university at both the national and international levels. The vision is not just an ideal but also a driving force that guides UNAIR in pioneering advancements in science, technology, and the humanities. At the same time, the university remains firmly rooted in moral and religious values, which serve as the foundation for all academic and non-academic activities within the campus.

To bring this vision to life, UNAIR is dedicated to providing and developing education at various levels, including academic, professional, and vocational programs. The university not only aims to maintain high educational standards in Indonesia but also strives for international recognition of its excellence. While pursuing these goals, UNAIR continues to uphold national values and strong moral principles, ensuring that graduates are not only highly skilled but also possess strong character and integrity.

This vision and mission are guided by UNAIR's motto, **"Excellence with Morality."** This principle is implemented through the **BEST** values, which stand for **Based on Morality, Excellence in Academic, Research, Community Services, and Holding University, Strong Academic Culture, and Target-Oriented**. The **Based on Morality** principle highlights the importance of ethical considerations in every decision and activity within the university. **Excellence in Academic, Research, Community Services, and Holding University** reflects UNAIR's commitment to excelling in education, research, community service, and business operations. **Strong Academic Culture** emphasizes the need for a solid academic environment that fosters continuous learning and development. **Target-Oriented** ensures that all activities are measurable and aligned with performance-based management. If these four principles are successfully implemented, UNAIR's broader goal—being ranked among the top 20 universities in the world—can be achieved.

In addition to the **BEST** principles, UNAIR upholds five core values represented by the acronym **HEBAT**, which stands for **Humble-Honest, Excellent, Brave, Agile, and Transcendence**. These values define the character that UNAIR expects from its students, both during their academic journey and after graduation. Through these principles, UNAIR continues to shape individuals who are not only academically outstanding but also ethical, courageous, adaptable, and visionary in their contributions to society.

3. Faculties and Study Programs at UNAIR

UNAIR provides a diverse range of faculties and study programs across multiple fields of study. Each faculty offers various programs designed to help students pursue education aligned with their interests and abilities. Some of the faculties at UNAIR include:

- 1) Faculty of Medicine
- 2) Faculty of Dentistry
- 3) Faculty of Law
- 4) Faculty of Economics and Business
- 5) Faculty of Pharmacy
- 6) Faculty of Veterinary Medicine
- 7) Faculty of Social and Political Sciences
- 8) Faculty of Science and Technology

- 9) Faculty of Public Health
- 10) Faculty of Psychology
- 11) Faculty of Humanities
- 12) Faculty of Nursing
- 13) Faculty of Fisheries and Marine Science
- 14) Faculty of Vocational Studies
- 15) Postgraduate School
- 16) Faculty of Advanced Technology and Multidisciplinary Studies
- 17) Faculty of Health Sciences, Medicine, and Natural Sciences

4. Universitas Airlangga's Commitment to Accessibility for All

UNAIR is dedicated to ensuring that higher education is accessible to all Indonesians, regardless of their social or economic background. This commitment is reflected in various programs and initiatives designed to support students in pursuing their education, including:

1) Scholarship Opportunities

UNAIR provides a range of scholarships from government agencies, private companies, and the university itself. These scholarships cover tuition fees, living expenses, and other academic needs, helping both high-achieving students and those from underprivileged backgrounds to continue their education without financial constraints.

2) Multiple Admission Pathways

To give more students the opportunity to enroll, UNAIR offers several selection methods, including the National Selection Based on Achievement (*Seleksi Nasional Berbasis Prestasi/SNBP*), National Selection Based on Tests (*Seleksi Nasional Berbasis Test/SNBT*), and an independent admission program. These various pathways enable students from different backgrounds to gain access to UNAIR.

3) Higher Education Affirmation Program

UNAIR actively supports the Higher Education Affirmation Program (*Program Afirmasi Pendidikan Tinggi Disabilitas/ADik*), which provides opportunities for students from remote, outermost, and disadvantaged areas (*Tertinggal, Terdepan, Terluar/3T* regions) as well as those from low-income families. This initiative ensures that students facing financial or geographical challenges still have the opportunity to receive a quality education at UNAIR.

4) Fostering an Inclusive Campus Environment

UNAIR is deeply committed to cultivating an inclusive and supportive campus environment that ensures equal opportunities for all members of its academic community. To this end, UNAIR has implemented various initiatives to enhance accessibility and inclusivity, particularly for students with disabilities. These efforts include continuous improvements in physical infrastructure, such as wheelchair-accessible facilities and adaptive learning technologies. Beyond physical accessibility, UNAIR has established dedicated units and centers to address the well-being and rights of students, faculty, and staff. These include the Inclusive Education Center, which provides tailored support and resources for students with disabilities; the Help Center, which offers guidance and assistance for various student concerns; and the Center for the Prevention and Response to Sexual Violence, which ensures a safe and respectful campus environment by handling reports and implementing preventive measures. Through these comprehensive initiatives, UNAIR reaffirms its commitment to fostering an equitable, respectful, and inclusive academic community where every individual can thrive.

5) Collaboration and Partnerships

To expand educational access, UNAIR works with various institutions and local governments, especially in areas where higher education opportunities are limited. These partnerships help provide more students with the chance to pursue university-level education.

6) Online Learning Programs

To further increase accessibility, UNAIR offers online learning programs that enable students from across Indonesia and even from abroad to attend classes without needing to be physically present in Surabaya. This initiative provides flexibility for those who may face geographical or personal limitations.

Through these efforts, UNAIR continues to promote equal and inclusive access to higher education for all members of society. With a strong vision and mission emphasizing inclusivity, UNAIR remains committed to being a university that welcomes students from all backgrounds and ensures that higher education is within everyone's reach.

5. Number of Students, Lecturers and Education Personnel

1) Students

UNAIR is home to tens of thousands of students from different regions across Indonesia and various countries. This diverse student body makes UNAIR a dynamic and inclusive learning environment.

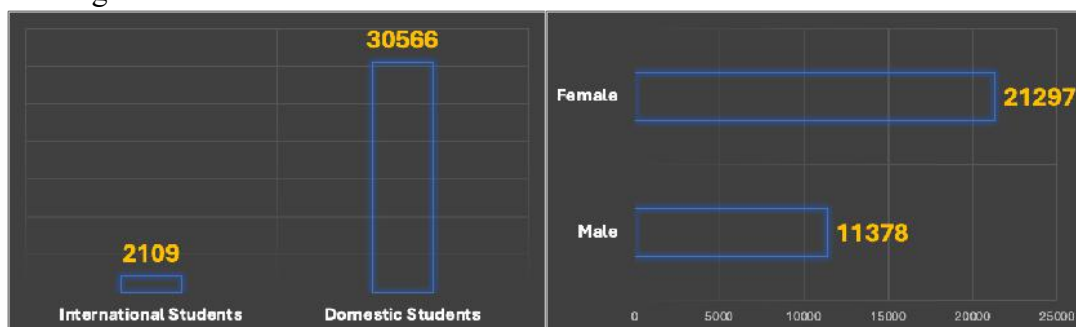


Figure 1. Distribution of Domestic and International Students

Source: *Submission Data of QS WUR/AUR*, December 2024

2) Lecturers

UNAIR has a team of highly qualified lecturers, including many with doctoral degrees and professorships. Additionally, several lecturers hold professional certifications, ensuring expertise in their respective fields.

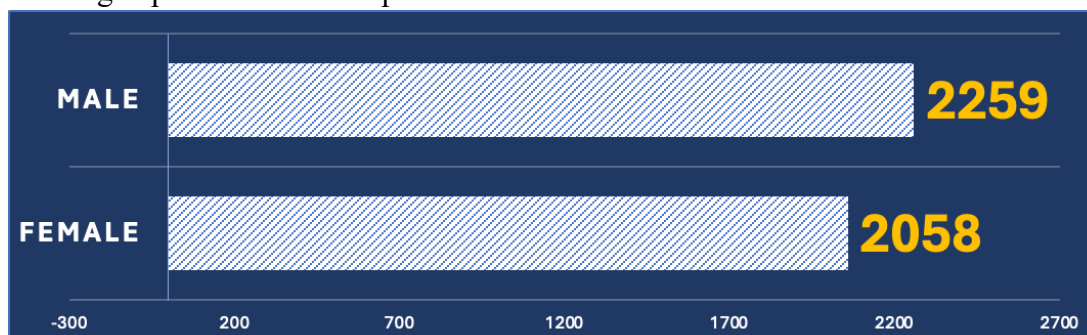


Figure 2. Number of Lecturers Based on Gender

Source: *Submission Data of QS WUR/AUR*, December 2024

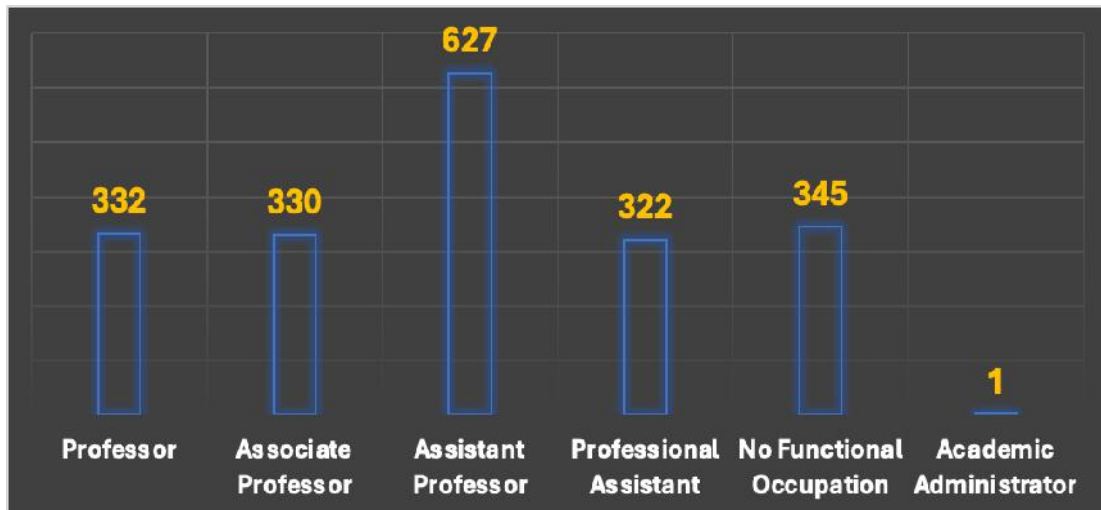


Figure 3. Number of Lecturers and Functional Positions

Source: satudata.unair.ac.id, December 2024

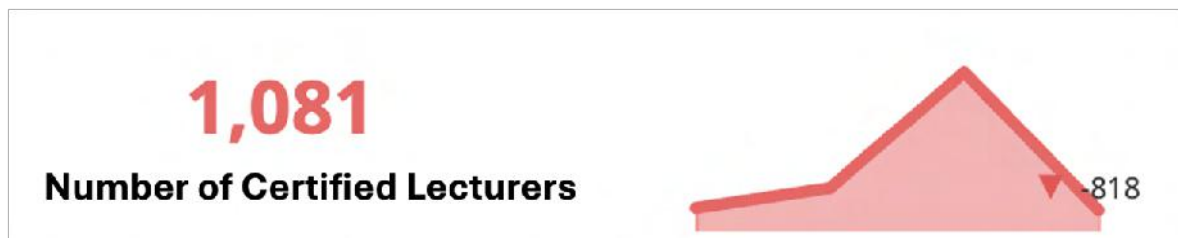


Figure 4. Number of Certified Lecturers

Source: satudata.unair.ac.id, December 2024

3) Educational Staff

Beyond its lecturers, UNAIR is also supported by dedicated educational staff who play a crucial role in managing academic and administrative operations. Their contributions help maintain the smooth functioning of university activities.

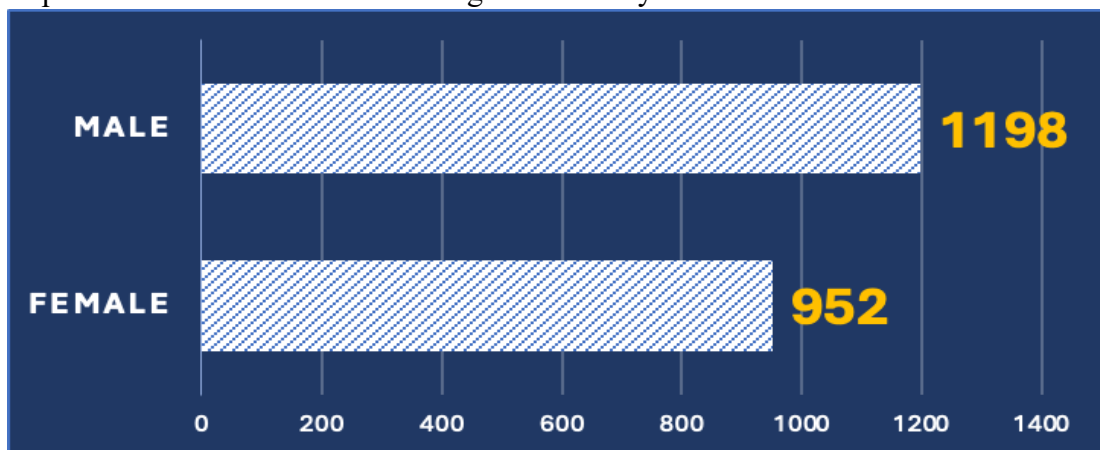


Figure 5. Number of Education Personnel

Source: satudata.unair.ac.id, December 2024

6. Number of Student Activity Units

UNAIR has over 60 student organizations and leadership development units. These organizations operate at different levels, from study programs and faculties to the university level. Among them are Student Activity Units (*Unit Kegiatan Mahasiswa/UKM*), which

provide students with opportunities to enhance their soft skills based on their interests and talents.

UNAIR's UKM is divided into five categories: Special Interest UKM (6 organizations), Arts UKM (8 organizations), Sports UKM (13 organizations), Martial Arts UKM (9 organizations), and Religious UKM (5 organizations). These groups cater to a wide range of student interests, allowing them to develop skills beyond the classroom.

Student organizations at UNAIR not only help students grow personally but also serve as a space to build networks and contribute to society. Overall, UNAIR is committed to providing inclusive, high-quality education while supporting students' academic and non-academic development. Below are the student organizations available at UNAIR:

- 1) UKM of Special Category
 - a. Student Regiment
 - b. UKM of Reasoning
 - c. UKM of Scouting
 - d. UKM of KSR-PMI
 - e. UKM of Concern for NAPZA and HIV/AIDS Prevention
 - f. UKM of Demography
- 2) UKM of Art
 - a. UKM of Photography
 - b. UKM of Cinematography
 - c. UKM of Theater "Mata Angin"
 - d. UKM of Student Choir
 - e. UKM of Orchestra
 - f. UKM of Religious Art
 - g. UKM of Dance and Karawitan
 - h. UKM of Tahfizhul Qur'an
- 3) UKM of Sports
 - a. UKM of Outdoor Enthusiasts
 - b. UKM of Soccer
 - c. UKM of Futsal
 - d. UKM of Basketball
 - e. UKM of Volleyball
 - f. UKM of Bridge
 - g. UKM of Archery
 - h. UKM of Badminton
 - i. UKM of Softball
 - j. UKM of Tennis
 - k. UKM of Aquatics
 - l. UKM of Chess
 - m. UKM of Table Tennis
- 4) UKM of Martial Arts
 - a. UKM of Setia Hati Terate
 - b. UKM of Ju-jitsu
 - c. UKM of Kempo
 - d. UKM of Karate-Do
 - e. UKM of Tae Kwon-Do
 - f. UKM of Merpati Putih
 - g. UKM of Perisai Diri
 - h. UKM of Tapak Suci

- i. UKM of Pagar Nusa
- 5) UKM Bidang Spirituality
 - a. UKM of Islam
 - b. UKM of Christianity
 - c. UKM of Hindu Dharma
 - d. UKM of Buddhism
 - e. UKM of Catholicism

7. Universitas Airlangga Accessibility Factors

1) The Location of UNAIR Campus in Eastern Indonesia and Campus Facilities

Located in Surabaya, East Java, one of Indonesia's major hubs for education and economic activity, Universitas Airlangga (UNAIR) serves as a vital link between the country's western and eastern regions. Its strategic location provides excellent accessibility, supported by an international airport, seaports, and a well-connected land transportation system, making it easy to reach from different areas, including Eastern Indonesia. To enhance both academic and extracurricular experiences, UNAIR provides a range of facilities for its students. Below are some of the key facilities available:

a. Education Facilities:

a) Universitas Airlangga Hospital



This hospital serves a dual purpose: delivering medical care to the community while also acting as a training ground for medical and healthcare students to hone their clinical skills.

b) Dental and Oral Hospital



Serves as a teaching hospital dedicated to dental care, while also advancing education and research in dentistry.

c) Teaching Veterinary Hospital



Operates as a teaching hospital specializing in animal healthcare, while contributing to veterinary education and research.

d) Special Infection Hospital



Acts as a teaching hospital offering medical services to the public, with a primary emphasis on the prevention and treatment of infectious diseases.

e) Ethnography Museum



The museum serves as a valuable resource for students, researchers, and the general public, offering insights into culture and ethnography. It plays an essential role in supporting education, particularly in anthropology, sociology, and cultural studies.

f) Airlangga Surgical Anatomy Development Center (ASAD-C)



At UNAIR, the Surgical Anatomy Development Center, overseen by the Histology Anatomy Department, provides state-of-the-art facilities, including a 3D surgical video system, pendant, and a fresh cadaver refrigeration unit. This facility operates within the Faculty of Medicine.

g) UNAIR Library



UNAIR's library is well-equipped with an extensive collection of books, journals, e-books, and other digital materials. Designed for convenience, it features a comfortable reading space and computer access for online research.

h) Language and Multicultural Center



A center dedicated to enhancing language proficiency and fostering cross-cultural awareness within a university setting, offering comprehensive language-related services. This unit administers three main programs: Language Training, Language Assessment, and Translation Services.

i) Airlangga Sharia & Entrepreneurship Education Center Tower (ASEECT)



A facility at UNAIR designed to facilitate academic activities, serving as a shared lecture hall.

j) Airlangga Medical Education Center



Serves multiple purposes, including functioning as a common lecture hall, a computer lab, and the headquarters for the Faculty of Medicine's Digital Data Management Unit (UPeDDi).

b. Research Facilities

Each faculty at UNAIR is equipped with specialized laboratories that facilitate practical learning and research. These include labs for medicine, pharmacy, science, technology, and social sciences, ensuring students and researchers have access to essential facilities.

a) Animal Biosafety Level-3



UNAIR provides specialized research facilities designed for handling animals exposed to hazardous pathogens. These facilities comply with international biosafety standards to safeguard both researchers and the public from potential risks associated with infectious diseases.

b) Book Publishing Center



The publication and distribution of academic and scientific materials at UNAIR are managed by the Institute for Innovation, Journal Development, Publishing, and Intellectual Property Rights (LIPJPHKI). This institution oversees various aspects of academic publishing and intellectual property management.

c) Publication Services and Intellectual Property Rights



Under the guidance of LIPJPHKI, UNAIR offers a range of services, including new journal registration, DOI activation, support for key scientists, SINTA account verification, manuscript editing with ENAGO, as well as assistance with patents, copyrights, trademarks, and industrial design protection.

d) Teaching Industry



UNAIR actively promotes the transformation of research and innovation by faculty members and students into tangible products beneficial to society. The teaching industries managed by BPBRIN include Dentolaser, Glucosamine, Stem Cell products, BHA, Seaweed Capsule Shell, Excelzyme, Allergen Extract, and Artemia.

c. Health Facilities

a) Universitas Airlangga Hospital



UNAIR operates a teaching hospital that provides healthcare services to the community while serving as a clinical training ground for medical and health sciences students.

b) Dental and Oral Hospital



Another teaching hospital specializes in dentistry, integrating health services, education, and research in the field of oral and dental care.

c) Teaching Veterinary Hospital



A veterinary teaching hospital is dedicated to animal healthcare while also supporting education and research in veterinary medicine.

d) Special Infection Hospital



Additionally, UNAIR has a hospital focusing on the treatment and management of infectious diseases, offering specialized medical care to the public.

e) Health Service Center



Located on Campuses B and C, PLK delivers essential healthcare services to students, faculty, staff, and the general public. It functions as a primary healthcare facility, offering general medical check-ups and dental examinations.

d. Sports Facilities

a) Stadium / Sports Hall and Sports Field:



Stadium



Basketball Court



Soccer Field



Badminton Court



Volleyball Court



Wall Climbing Center

Universitas Airlangga (UNAIR) boasts a variety of sports facilities to support student activities, including a stadium, football and basketball courts, badminton and tennis courts, a wall-climbing area, and a fitness center. These amenities encourage a healthy and active lifestyle among students.

e. Meeting Hall

a) Airlangga Sharia & Entrepreneurship Education Center Tower (ASEECT)



Beyond its academic functions, one of the buildings on Campus B also serves as a hub for business activities and gatherings. It frequently hosts major events such as university ceremonies, concerts, seminars, and student-related programs, including orientation sessions and graduations.

b) Airlangga Convention Center (ACC)



This building is usually used for large events such as campus ceremonies, events, concerts, and seminars, including New Student Admissions, New Student Inauguration and Graduation.

c) Graha BIK IPTEKDOK



The Faculty of Medicine features a dedicated educational facility, complete with a Student Activity Center, an auditorium, a prayer room, a library, and specialized laboratories for language and computer studies. While primarily used for academic activities like exams and seminars, it also accommodates external events such as weddings, public discussions, and graduation ceremonies.

f. Transportation Facilities

a) FLASH Bus



The UNAIR FLASH Bus provides an essential transport service connecting Campuses A, B, and C, along with key locations around the university. This service enhances accessibility for students, faculty, and staff, particularly those without private vehicles, ensuring seamless travel for academic and extracurricular activities.

b) UNAIR Bikes and Electric Bikes



These Electric Bikes facilitate quick and efficient mobility on campus. As an environmentally friendly alternative, these bicycles reduce carbon emissions and

dependence on fossil fuels. Additionally, they assist students and staff who experience mobility difficulties and help overcome parking and congestion issues.

c) Parking Area



To improve accessibility and minimize traffic congestion, UNAIR provides well-organized parking spaces across its campuses. These facilities ensure security, ease of access, and a comfortable environment for students, staff, and visitors.

d) Suroboyo Bus



The university facilitates public transportation by hosting Suroboyo Bus stops at multiple locations. These stops are strategically placed in front of the Airlangga Convention Center (ACC) on Campus C and the Business Incubator Building on Campus B, making it easier for students and staff to commute.

g. Accommodation Facilities

a) Student Dormitory



UNAIR offers dormitory accommodations for both domestic and international students on Campus C. These living spaces are equipped with essential amenities such as a spacious parking area, reliable internet access, and round-the-clock security.

b) Khadijah House



This specialized program nurtures students to become well-rounded individuals with strong character, entrepreneurship skills, and a deep understanding of the Quran, with a goal of memorizing at least five chapters. Participants receive accommodation and mentorship to support their academic and personal development.

c) Guest House



UNAIR provides a guest house to accommodate university visitors, students, and guests in need of lodging. This facility ensures a comfortable and convenient stay within the campus environment.

h. The facilities for developing interests and talents

a) Student Center



The Student Center serves as a hub for student activities, offering spaces for academic, artistic, and athletic pursuits. It also houses various Student Activity Units (UKM), fostering talent development and extracurricular engagement.

b) Business and Technology Incubator



As part of its commitment to entrepreneurship, UNAIR runs a Business and Technology Incubator under the Business Development and Start-up Incubation Agency. This facility nurtures tech-based start-ups, offering professional guidance until they are ready for market launch. Some notable start-ups from this incubator include Alinamed, Legal Hub, and Markas Walet.

i. Religious Facilities

a) Masjid (Ulul Azmi, Masjid Nuruzzaman, Masjid Ulul Albab) and Musala



UNAIR ensures that religious needs are met by providing mosques across its campuses. Masjid Ulul Azmi (Campus C) is located near the Management Building and UNAIR Lake, Masjid Nuruzzaman (Campus B) is adjacent to the Faculty of Economics and Business, and Masjid Ulul Albab (Campus A) is situated near the Airlangga Medical Education Center (AMEC). Additionally, each faculty has a designated prayer room for worship activities.

j. Student Activity Center



The university supports student-led organizations and extracurricular groups by providing dedicated spaces for various fields, including sports, arts, culture, and entrepreneurship.

k. Canteen and Cafeteria



UNAIR's cafeterias and canteens offer a variety of affordable food and beverages, ensuring that students have access to convenient dining options on campus.

l. Center for Information and Communication Technology

To support digital learning, UNAIR provides Wi-Fi access throughout its campuses, along with an e-learning platform that facilitates academic activities and online resources.

m. Career Development and Counseling Services Center

Students at UNAIR have access to career guidance and counseling services, helping them with academic planning, career preparation, and personal development. These resources enhance the overall university experience by supporting both educational and professional growth.

n. New Facilities in 2024

a) Soetandyo Building at FISIP UNAIR



Soetandyo Building at FISIP UNAIR, officially established in 2024, aims to enhance campus facilities for academic and non-academic activities. The first floor will house administrative offices, the Integrated Service Unit (ULT), a server room, and a coworking space for students. The second floor will accommodate the dean's office, faculty rooms, and meeting spaces, while lecture halls will be on the fourth floor. The fifth floor will feature three stage-style halls for various events. Designed with a student-centered approach, the building will also serve as a meeting space for student organizations and is built to be inclusive and accessible for individuals with disabilities.

b) Pringgodigdo Building



The newly constructed building in 2024 has been officially named the Abdoel Gaffar Pringgodigdo Building, commonly referred to as Pringgodigdo Building. It is located on the west side of Building A at the Faculty of Law, Universitas Airlangga, on Campus B. The building consists of 12 floors and two ground floors. Pringgodigdo Building is designed to enhance campus facilities and provide adequate infrastructure to support various academic activities at UNAIR. It will serve multiple functions, including lecture halls for teaching and learning, meeting rooms for academic discussions and faculty meetings, and conference halls.

2) Types of Admission Selection at Universitas Airlangga

Universitas Airlangga (UNAIR) provides multiple admission options through its New Student Admissions Center (PPMB). These pathways include:

a. National Selection Based on Achievement (SNBP):

This pathway evaluates students based on their academic records and accomplishments in secondary school. Schools recommend candidates, and the selection is conducted on a national scale.

b. National Selection Based on Test (SNBT):

Admission through this pathway requires students to take a standardized test assessing their quantitative, verbal, and logical reasoning skills. Eligibility is determined by test results.

c. Independent Selection of Universitas Airlangga (SMUA):

This UNAIR-specific selection route considers national exam scores, university entrance exams, or a combination of both. It is open to students who were not admitted through SNBP or SNBT.

d. Higher Education Affirmation Program (ADik):

A special admission route designed for students from underprivileged (3T) areas or economically disadvantaged backgrounds, including Papua. It considers both academic performance and socio-economic factors.

e. Achievement Selection (Outstanding Scholarships):

This pathway is for students excelling in academics, sports, arts, or religious fields. Selection is based on portfolios and documented achievements, often linked to scholarships.

f. International Pathway:

A dedicated option for international students or those from international programs. Admission is based on English proficiency, interviews, and academic credentials, promoting a global student community at UNAIR. These pathways aim to ensure

fairness and accessibility, allowing students from diverse backgrounds to pursue higher education at UNAIR.

3) Types of Financial Support for Students at Universitas Airlangga

To support students from different economic backgrounds, UNAIR's Directorate of Student Affairs provides various financial aid programs, including:

a. Educational Scholarships

- a) **Achievement-Based Scholarships:** Awarded to students demonstrating outstanding academic or extracurricular achievements at local, national, or international levels.
- b) **Need-Based Scholarships:** Designed for students from financially disadvantaged families who require assistance to continue their education.
- c) **Government Scholarships:** Includes programs like the Kartu Indonesia Pintar Kuliah (KIP Kuliah), which covers tuition and living expenses for students from low-income families.

b. KIP (Kartu Indonesia Pintar / Indonesia Smart Card) College Program

This government initiative supports students from underprivileged backgrounds by covering tuition fees and living expenses, ensuring wider access to higher education.

c. Scholarships from Institutions or Companies

- a) **Corporate Social Responsibility (CSR) Scholarships:** Funded by companies as part of their social initiatives, often requiring recipients to study specific fields or fulfill post-graduation commitments.
- b) **Foundation and Donor Scholarships:** Sponsored by private foundations or individual benefactors to assist students with education expenses.

d. Internship Programs and Industry Partnerships:

Provide students with financial support while they gain hands-on experience through industry partnerships.

e. Subsidies and Tuition Fee Discounts:

Available for students meeting specific criteria, such as exceptional academic performance or significant financial need.

4) The Distribution of Universitas Airlangga Students Across Indonesia

UNAIR attracts students from all over Indonesia, with representation from nearly every province. While a significant number of students come from East Java, many others hail from different regions, reflecting the university's inclusive and diverse environment. This multicultural composition enriches the academic experience at UNAIR, making it a vibrant hub for students nationwide.



Figure 6. The distribution of students from Universitas Airlangga across Indonesia

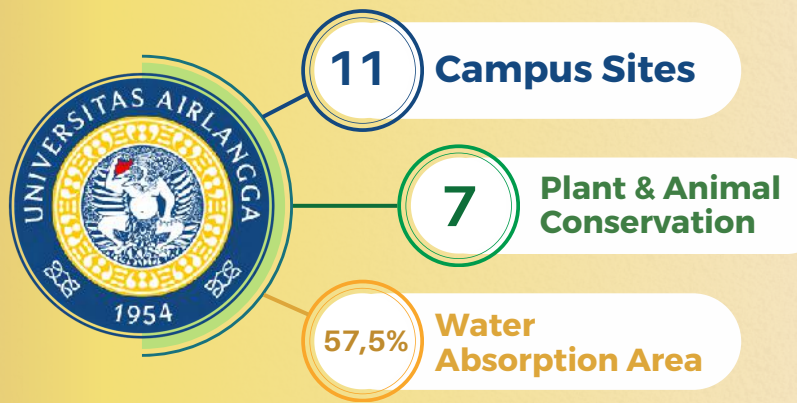
Source: satudata.unair.ac.id, December 2024



ENVIRONMENT

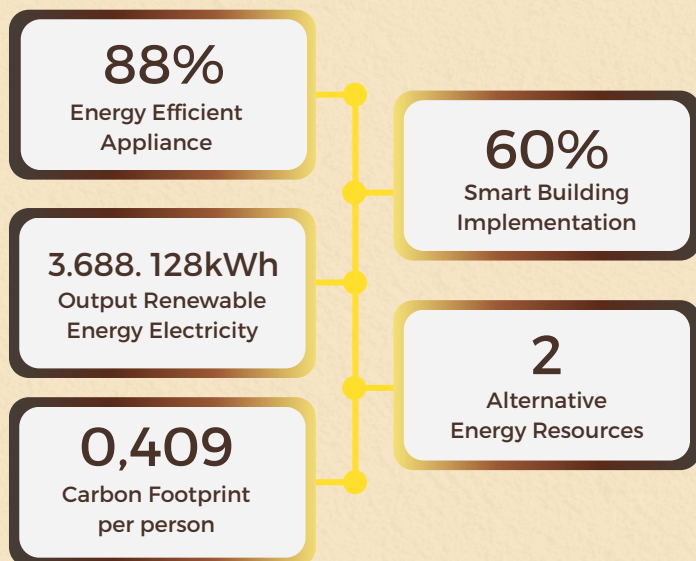


UNIVERSITAS AIRLANGGA ENVIRONMENT



Energy & Climate Change

General information of UNAIR's achievements in sustainable energy



Water Management

General Information on the Achievements of Universitas Airlangga Regarding Water Management



In its efforts to conserve water, the university has a lake and fish ponds on the C campus



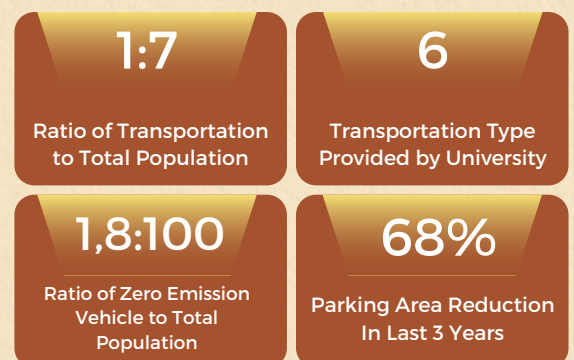
Waste Management

General Information on Universitas Airlangga's Achievements in Waste and Wastewater Management



Transportation

General Information on Universitas Airlangga's Transportation Management



UNAIR is committed to managing vehicles and limiting the number of private vehicles within the university area to reduce greenhouse gas emissions.



In 2024, between 7.500 and 8.000 vehicles entered the UNAIR area daily. This number accounts for 14% of the total population at UNAIR or one vehicle for every seven people.

ENVIRONMENT

1. Setting & Infrastructure

UNAIR has 11 campus sites spread across Surabaya, Gresik, Lamongan, Banyuwangi, Jakarta, and Pasuruan, covering a total area of 752,204 m². As of 2024, UNAIR has 7 conservation sites for plants and animals, including areas such as the lake on Campus C, the animal conservation site at the Faculty of Veterinary Medicine, the garden at the Faculty of Science and Technology, the fishpond at the Faculty of Fisheries and Marine Science, a greenhouse at Campus C, and several other locations. Generally, these conservation sites are used for education, research, and the breeding of flora and fauna.

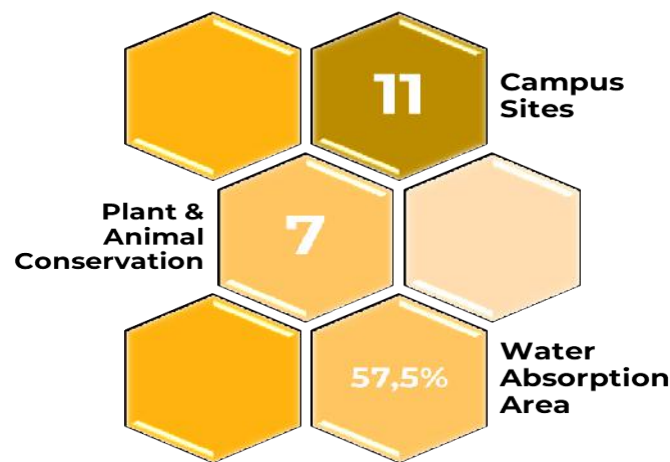


Figure 7. General Information on Universitas Airlangga Facilities Related to Infrastructure Management

Source: Directorate of Logistics, Security, Order, and Environment, 2024

UNAIR has adopted a vertical construction policy as a forward-thinking approach to infrastructure development, balancing expansion with environmental sustainability. By constructing taller buildings rather than spreading outward, UNAIR minimizes its land occupation, thereby preserving vital green spaces and maintaining essential water catchment areas. This strategy not only supports ecological conservation but also ensures that future campus growth remains environmentally responsible.



Figure 8. Greenhouse UNAIR

Source: Directorate of Logistics, Security, Order, and Environment, 2024

A key aspect of this initiative is the integration of a Building Automation System (BAS) in newly developed facilities. This advanced technology optimizes energy consumption, enhances resource management, and strengthens building security, contributing to a more

efficient and sustainable campus environment. By implementing smart systems, UNAIR demonstrates a strong commitment to reducing its ecological impact while promoting modern, technology-driven campus operations.

Beyond sustainability, UNAIR places great emphasis on inclusivity in its infrastructure plans. Newly constructed buildings are designed to be accessible to individuals with disabilities, incorporating features that facilitate ease of movement and usability for all members of the university community. Furthermore, UNAIR is actively upgrading older structures to align with accessibility standards, ensuring that students, faculty, and staff with disabilities can fully participate in academic and campus life without physical barriers.

Through this comprehensive approach, UNAIR is creating a campus that is not only environmentally conscious but also inclusive and adaptable to the needs of its diverse community. By prioritizing both sustainability and accessibility, the university fosters a learning environment that supports academic excellence while upholding social responsibility and ecological stewardship.

2. Energy & Climate Change

UNAIR is committed to advancing sustainable energy practices through both formal policies and direct implementation. By 2024, UNAIR has incorporated energy-efficient technologies into 88% of its support equipment, including LED lighting, inverter air conditioners, and solar panels. These efforts aim to optimize energy use while maintaining or even increasing energy output. Additionally, UNAIR has implemented smart building systems in 60% of its buildings, enhancing energy efficiency and automation. UNAIR plans to expand these systems to existing structures that have yet to adopt them and integrate them into all future buildings.

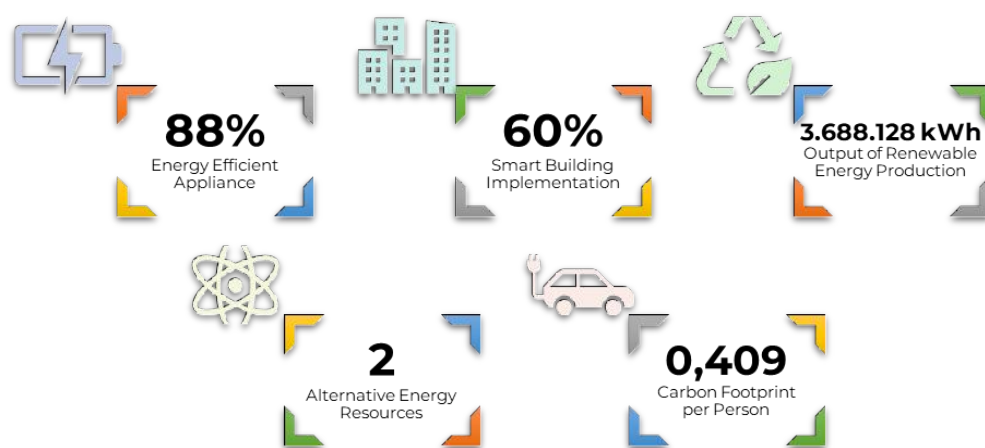


Figure 9. General Information on UNAIR's Achievements in Sustainable Energy

Source: Directorate of Logistics, Security, Order, and Environment, 2024

Beyond efficiency measures, UNAIR actively invests in alternative energy sources to reduce dependence on conventional electricity. UNAIR currently utilizes wind turbines and solar panels as alternative energy producer, generating a combined energy output of 3,688,128 kWh per year. This production accounts for 13.4% of UNAIR's total annual electricity consumption. By diversifying its energy sources, UNAIR strengthens its commitment to sustainability and long-term energy resilience.

UNAIR's dedication to renewable energy extends beyond campus operations, as the university also implements alternative energy initiatives in community service projects.

Through its supported village programs, UNAIR promotes the adoption of renewable energy technologies to benefit local communities. Looking ahead, the university remains focused on expanding its use of sustainable energy sources, reinforcing its role as a leader in environmental responsibility and innovation.



Figure 10. Solar Panel in Rooftop of Female Dormitory UNAIR
Source: Directorate of Facilities and Infrastructure, 2024

UNAIR remains committed to managing its emissions in relation to its population size. In 2024, the university's carbon footprint per person reached 0.409, marking an increase from the previous year due to the activation of several newly constructed buildings. To address this rise, UNAIR focuses on maximizing space utilization and enhancing energy efficiency. These strategies are designed to minimize environmental impact while supporting the university's ongoing development and expansion.

3. Waste Management



Figure 11. General Information on Universitas Airlangga's Achievements in Waste and Wastewater Management

Source: Directorate of Logistics, Security, Order, and Environment, 2024

UNAIR is strongly committed to managing its waste and byproducts responsibly, both through internal initiatives and partnerships with third-party services. UNAIR implements the 3R Program (Reduce, Reuse, Recycle) as part of its sustainability policies, ensuring that waste

is minimized and repurposed wherever possible. This program is reinforced by various practical initiatives, such as the use of Black Soldier Flies (BSF) to process food waste and the transformation of plastic waste into finished products. Additionally, UNAIR takes proactive steps to reduce paper and plastic consumption by digitizing administrative processes, reusing single-sided printed paper, and encouraging the use of eco-friendly alternatives like tumblers and reusable utensils. By 2024, the university has successfully integrated the 3R program across all waste streams, reinforcing its dedication to environmental sustainability.



Figure 12. Program to reduce the use of plastic and paper at Universitas Airlangga
Source: Directorate of Logistics, Security, Order, and Environment, 2024

Organic waste management remains a major focus for UNAIR, with 65% of organic waste now being processed—equivalent to 59.6 tons out of the 90.66 tons produced annually. This marks a significant improvement from the previous year when only 36.72 tons were processed. All garden waste across the campus is composted, while food waste is processed using BSF technology, which not only produces compost but also generates maggot larvae that serve as a valuable source of fish feed. The BSF-based composting process typically takes around 51 days. These measures contribute to reducing the environmental impact of organic waste while promoting resource recovery and circular waste management practices.



Figure 13. Organic Waste Treatment through Rumah Kompos
Source: Directorate of Logistics, Security, Order, and Environment, 2024

UNAIR has also made notable progress in processing non-toxic inorganic waste, successfully managing 68.6% of its total inorganic waste output. A significant contributor to this achievement is the university's plastic waste processing initiative, which converts discarded plastic materials into useful products such as tables, chairs, and cups. As part of its waste management efforts, 70% of plastic waste and business card boxes are collected through

the university's waste bank and processed by third-party recycling services. Meanwhile, other recyclable materials like scrap metal, used beams, and outdated office equipment are sorted based on their usability—50% are repurposed for new construction projects, while the remaining 50% are sent to temporary waste disposal sites (TPS) for further handling. Cleaning service staff, who have undergone specialized training in waste sorting, play a crucial role in ensuring the proper management of both organic and inorganic waste across the campus.



Figure 14. Non-Toxic Inorganic Waste Treatment at Universitas Airlangga
Source: Directorate of Logistics, Security, Order, and Environment, 2024

For hazardous waste, UNAIR has established a comprehensive treatment system to ensure safe and environmentally compliant disposal. The university collaborates with a licensed third-party service provider, certified by the Ministry of Environment and Forestry, to handle the processing of hazardous materials. Before these materials are sent for external treatment, UNAIR carefully sorts and packages them in designated hazardous waste containers, storing them securely in a dedicated hazardous waste facility. In addition to solid waste management, the university also prioritizes responsible wastewater treatment through the use of a Wastewater Treatment Plant (IPAL) and tertiary treatment processes. These efforts underline UNAIR's ongoing commitment to sustainability, ensuring that all forms of waste are managed effectively while minimizing environmental harm.

4. Water Management

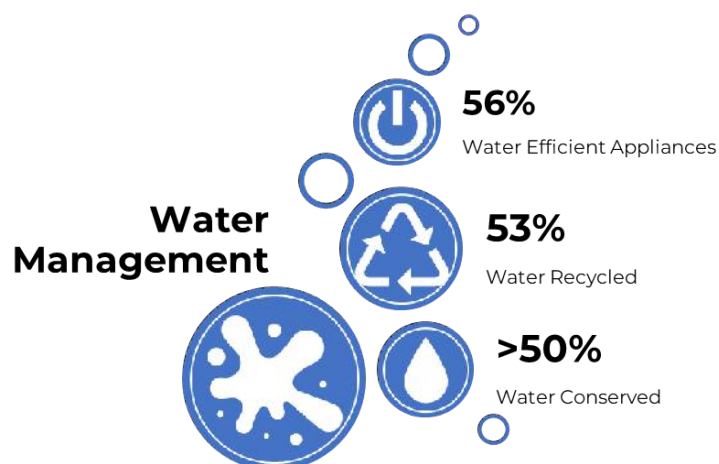


Figure 15. General Information on the Achievements of Universitas Airlangga Regarding Water Management

Source: Directorate of Logistics, Security, Order, and Environment, 2024

UNAIR is strongly committed to water conservation and management, implementing various strategies to optimize water usage and sustainability. As part of its conservation efforts, the university has established a lake and fishpond on the C campus, which serve as natural water reservoirs and contribute to ecosystem balance. Beyond these water bodies, UNAIR has taken proactive measures to maintain infiltration areas, recharge wells, and drainage systems, all of which help improve groundwater absorption and reduce surface runoff. Another key aspect of its conservation strategy is the reuse of wastewater from air conditioning units, allowing water to be repurposed rather than wasted. These collective efforts have enabled UNAIR to conserve 50% of its total water usage, significantly contributing to environmental sustainability.



Figure 16. Rain Water Harvesting (RWH) in Universitas Airlangga
Source: Directorate of Logistics, Security, Order, and Environment, 2024

In addition to conservation, UNAIR prioritizes effective water treatment through a range of specialized programs designed to improve efficiency and reduce waste. UNAIR operates a Wastewater Treatment Plant (WWTP) alongside wastewater filtration and water circulation systems within its lake. These initiatives ensure that treated water is repurposed for irrigation purposes, supporting plant growth while minimizing the need for additional water resources. Excess treated water is also redirected back into the university's lake and fishpond, maintaining ecological balance and further optimizing water use. Moreover, these efforts help lower UNAIR's dependence on the Regional Drinking Water Company (PDAM), reducing both water consumption costs and the university's overall environmental footprint.



Figure 17. Wastewater Treatment Plant (WWTP) in UNAIR
Source: Directorate of Logistics, Security, Order, and Environment, 2024

UNAIR has also expanded the use of automated water management technologies to enhance efficiency and reduce unnecessary water waste. The installation of automatic faucets and smart irrigation systems has grown significantly in recent years, improving the precision of water distribution across campus facilities. Currently, 56% of UNAIR's buildings are equipped

with automated water systems, ensuring that water is used more efficiently in both academic and residential spaces. By integrating technology-driven solutions, UNAIR not only conserves water but also strengthens its long-term commitment to sustainability. These ongoing initiatives reflect the university's dedication to responsible resource management, ensuring that water conservation remains a key priority in campus operations.

5. Transportation

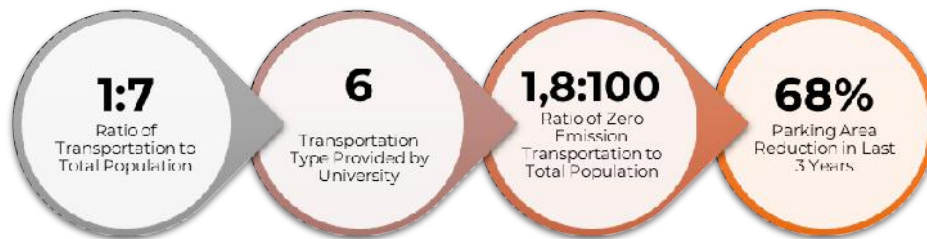


Figure 18. General Information on Universitas Airlangga's Transportation

Source: Directorate of Logistics, Security, Order, and Environment, 2024

UNAIR is dedicated to regulating campus transportation and minimizing private vehicle use to reduce CO₂ emissions. In 2024, approximately 7,500 to 8,000 vehicles entered the university daily, accounting for 14% of UNAIR's total population, or one vehicle for every seven individuals. To address this, UNAIR has implemented several traffic control policies, including designating motor vehicle-free zones in strategic areas, centralizing parking facilities, restricting access for online taxis and motorcycle taxis in certain locations, and imposing a parking fee for cars entering the campus. These initiatives aim to create a more organized, eco-friendly, and pedestrian-friendly environment.



Figure 19. General information on Universitas Airlangga's environmentally friendly vehicles

Source: Directorate of Facilities and Infrastructure, 2024

To further support sustainable mobility, UNAIR provides six alternative transportation options: buses, minibuses, cars, golf carts, electric bikes, and bicycles. Buses and minibuses facilitate inter-campus travel, while golf carts, electric bikes, and bicycles serve as convenient transportation within the university grounds. Students and staff can borrow electric bikes and bicycles through a mobile app, while golf carts, buses, and minibuses are operated by dedicated drivers to assist with mobility across and between campuses. Additionally, UNAIR has introduced a special bus service to accommodate employees commuting from Sidoarjo and Gresik. To encourage public transportation use, designated bus stops for Surabaya's public bus

system are strategically located around Campuses A, B, and C, making it easier for students and staff to opt for more sustainable travel options.



Figure 20. General Information on Universitas Airlangga's Transportation Facilities
Source: Directorate of Facilities and Infrastructure, 2024

As part of its broader commitment to reducing emissions, UNAIR has incorporated zero-emission vehicles into its transportation system. The university currently operates around 971 zero-emission vehicles, including golf carts, electric bikes, and bicycles, which collectively represent 1.8% of the university's population. These eco-friendly vehicles are available for student and staff use and are permitted in motor vehicle-free zones, ensuring smooth campus mobility while reducing environmental impact. Another major step toward sustainability is the significant reduction in parking space. Over the past three years, UNAIR has cut parking areas by 68% by eliminating faculty-specific parking and shifting to a centralized multi-story parking system. This approach has maintained parking capacity while significantly reducing the physical space occupied by parking lots, aligning with UNAIR's long-term sustainability goals.

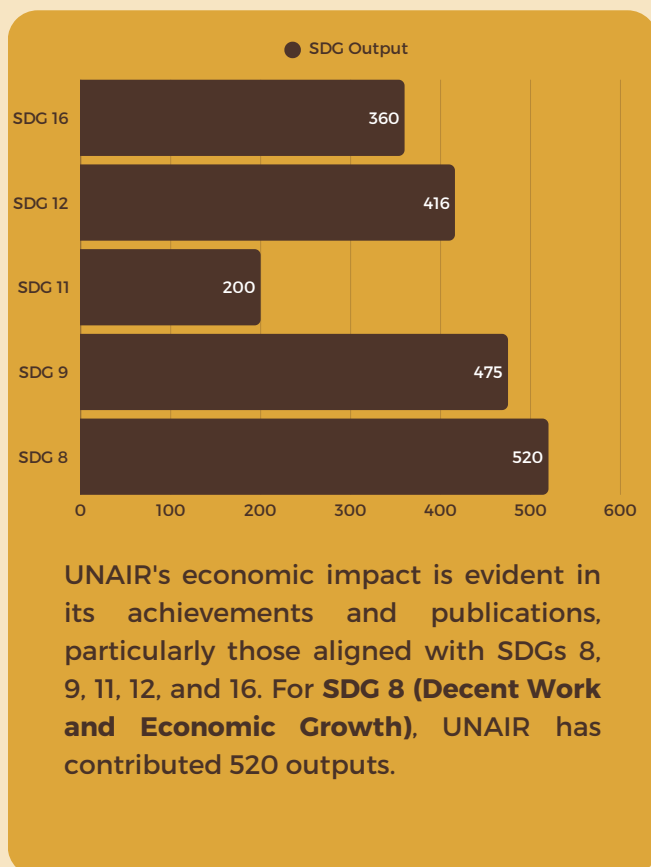


SOCIAL



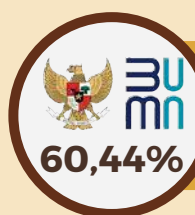
ECONOMIC IMPACT

Based on data from the Directorate of Human Resources in 2024, the total expenditure for salaries and allowances for lecturers and staff reached IDR **354,663,080,088**. The average salary per person per year is IDR **57,493,180**. This rise in income is expected to influence spending in Surabaya and nearby areas.



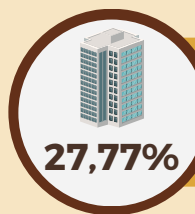
According to the Tracer Study 2024, the average starting salary of UNAIR graduates in 2024 stands at IDR **4,935,896** per month, representing a slight 0.08% decline from IDR **4,940,409** in 2023.

The UNAIR Tracer Study 2024 tracks the career paths of **4,335 graduates from 2023**, revealing that most have secured jobs in key sectors driving economic and social development. Their careers fall into three main industry categories:



60,44%

2,620 alumni work in national companies/self employed legal entities



27,77%

1,204 alumni work in local/regional companies/non-legally incorporated entrepreneurs



11,79%

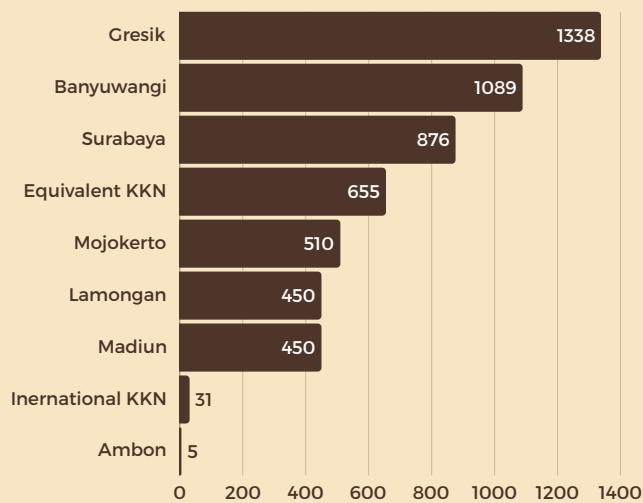
511 alumni work in multinational/international companies



SOCIAL IMPACT



The Number of Students Participating in the Community-Based Learning Program



Community-Based Learning Program is a mandatory course for undergraduate and diploma students. It focuses on applying knowledge, technology, and humanities through community service and training programs. A total of **5,404** students participate in Community-Based Learning activities, both locally and internationally.

International Community Service Activities Location

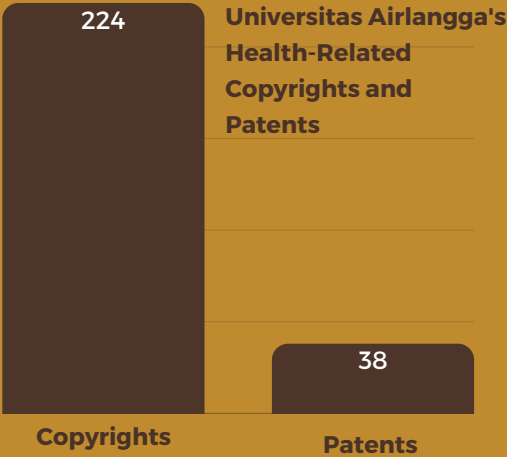


In 2024, UNAIR partnered with foreign institutions on **14** international community service activities.

Student internships are Universitas Airlangga's (UNAIR) way of supporting economic and social growth. In 2024, **5,117** students interned at various organizations, from local and international companies to hospitals and schools. These internships took place not only in Surabaya but also across **Indonesia** and abroad, including the **United States, the Netherlands, Singapore, and Malaysia.**



HEALTH IMPACT



In 2024, UNAIR registered **224** copyrights and **38** patents that related to health care, reflecting its contributions to health innovations and technology.

Contribution to Universitas Airlangga's Health Services



UNAIR Hospital

UNAIR Hospital published **32** studies and partnered on **276** hospital research projects. UNAIR Hospital also had an **84.5%** patient satisfaction rate showing its commitment to healthcare.



UNAIR Dental and Oral Hospital

UNAIR Dental and Oral Hospital treated **57,846** patients, earning a **3.5/4** satisfaction rating, reflecting its commitment to excellent dental care.



UNAIR Teaching Veterinary Hospital

UNAIR Teaching Veterinary Hospital treated **5,176** animals, earning a **3.61/4** satisfaction rating. It also contributed to **20** research projects, strengthening its role in veterinary medicine.

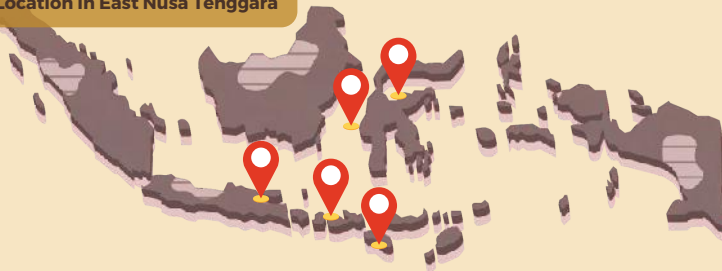


In 2024, UNAIR is developing a **Foot and Mouth Disease (FMD) vaccine**. UNAIR has been researching FMD since the issue emerged, with an official collaboration with PT Biotis starting in 2024. While further testing is required, production is expected to begin in early 2025, supporting national food security and livestock health.

Mapping the Mission Locations of Universitas Airlangga's Floating Hospital

From **2018** to **2024**, Universitas Airlangga's Floating Hospital has served **21** remote and disaster-affected areas, providing essential healthcare, including disease prevention, maternal care, and specialized treatments. It also offers medical and psychological support in disaster zones, addressing public health needs effectively.

- 2 Location in Central Sulawesi
- 2 Location in West Sulawesi
- 2 Location in Madura Island
- 5 Location in West Nusa Tenggara
- 10 Location in East Nusa Tenggara



EDUCATION IMPACT



Merdeka Belajar Kampus Merdeka (MBKM) is one of UNAIR's flagship programs for honing hard and soft skills. It focuses on developing students' talents and interests through hands-on work experience, preparing them for their future careers.

UNAIR's Recap in Education Impact



Employment Waiting Time

<3 Months



Student Inbound in 2024

1,776 Students



Student Outbound in 2024

1,457 Students

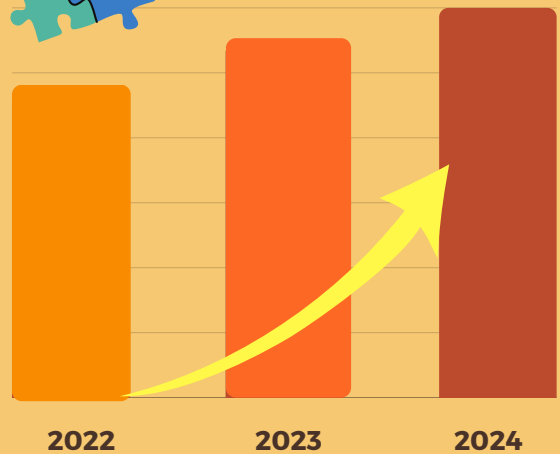


Participating MBKM Program in 2024

14,267 Students



Emancipated Learning Program at UNAIR



UNAIR advances Emancipated Learning by enabling 44.01% of students to learn off-campus and welcoming 2,174 international students, reinforcing its global and practical education commitment.

Alumni Impact on Society



Ari Sufiati

An alumna of the Faculty of Social and Political Sciences who now drives digital innovation at Apple Inc., leading UI/UX projects and Indonesian content for Apple Music and the App Store.

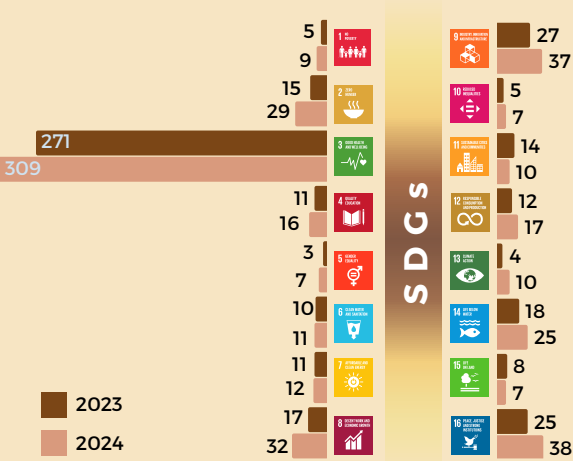


Audrey Maximilian Herli

An alumnus of the Faculty of Science and Technology who co-founded Riliv, a digital mental health platform recognized by Forbes 30 Under 30, providing accessible counseling and meditation services across Indonesia.



Research Related to SDGs



SDG 3 is the most highlighted SDG with 14% growth from previous year and the total research projects are 309. In 2023, there were 456 studies connected to the SDGs and rose to 576 in 2024, representing a 26.3% increment.

Research Collaborators

2019-2023



UNAIR had collaborated with **3,378** institutions in **141** countries

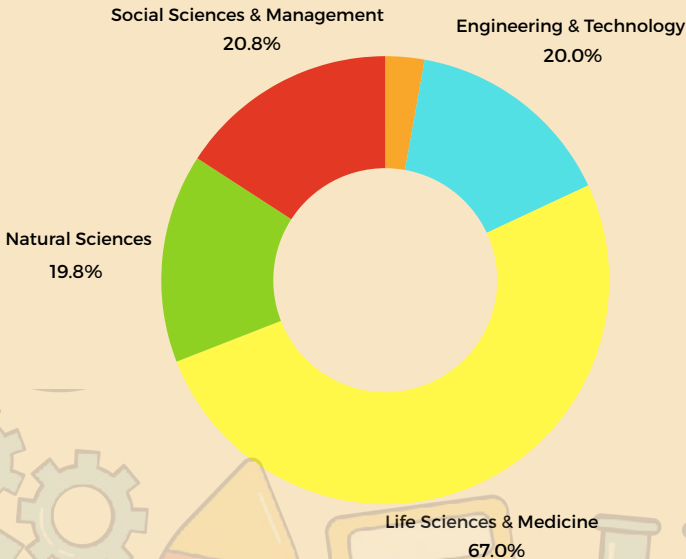
International Collaboration **6,948** publications

RESEARCH & PUBLICATION IMPACT

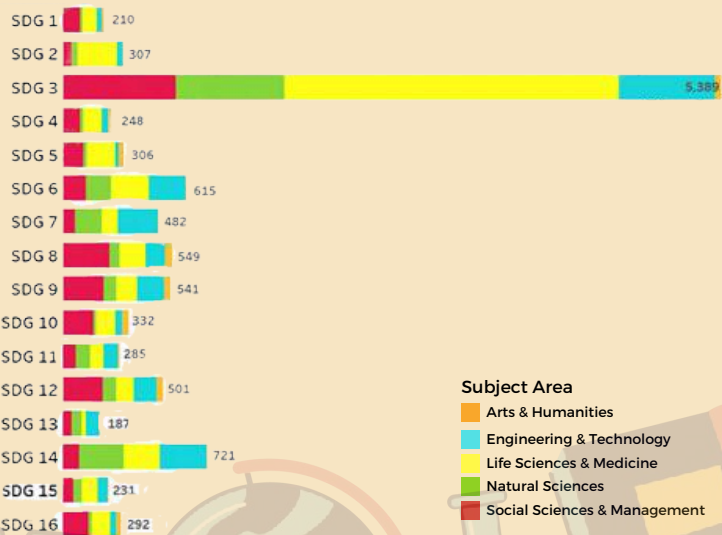
Universitas Airlangga (UNAIR) has shown an outstanding performance in academic productivity during the period 2019 to 2023, as reflected in the increasing trend in the number of publications.

SDGs Publication Areas at Universitas Airlangga

UNAIR Publications based on Subject Area 2019-2023



Publications for Each Subject Area of SDGs 2019-2023



Subject Area

- Arts & Humanities
- Engineering & Technology
- Life Sciences & Medicine
- Natural Sciences
- Social Sciences & Management

SOCIAL

1. Economic Impact

The number of active students at UNAIR in 2024 will reach 39,134 students from all provinces in Indonesia. Thousands of students are spread throughout the archipelago. During the COVID-19 pandemic that began to hit Indonesia in early 2020, the number of students domiciled in Surabaya decreased. However, after the pandemic ended, students returned to Surabaya, which impacted local consumption and the economy. Demographic and geographical differences certainly cause student consumption patterns to vary. A study noted that by 2024, there were 12,357 students domiciled in Surabaya, an increase of more than 50% compared to 2023. Some students live in Surabaya; others travel daily from nearby cities such as Sidoarjo and Gresik. Whether they live in Surabaya or travel, all students transact to purchase goods and services in the town. This study aims to determine the spending patterns of UNAIR students and their impact on the community's economy.



Figure 21. Distribution of Students Domiciled in Surabaya

Source: satudata.unair.ac.id, March 2025

As an organization, UNAIR has both tangible and intangible resources, including human resources, organizational assets, systems, and financial resources. These resources are managed independently to support the implementation of the Tri Dharma of Higher Education and the achievement of UNAIR's vision and mission. Regarding resource achievements, in 2024, the total percentage of UNAIR professors will reach 300, which is a decrease of 2.59%. Meanwhile, the total number of senior lecturers is 324, a reduction of 6.6% compared to the previous year. This dynamic development of human resources reflects a focus on improving staff quality. The main challenge in human resources lies in enhancing the professionalism of lecturers and staff, which aligns with UNAIR's 2021-2026 strategic plan. Improving human resource performance remains a priority, in addition to ensuring fair remuneration and career development that aligns with competencies. Fair compensation enhances the workforce's welfare, performance, and purchasing power (Brown, 1999), the foundation of economic sustainability from the micro level to the regional aggregate. Based on data from the Directorate of Human Resources in 2024, the total expenditure for salaries and allowances for lecturers and staff reached Rp354,663,080,088. The average salary per person per year is Rp57,493,180 (Table 1); this reflects the absorption and average income received by UNAIR lecturers and education staff in 2024.

Table 1. Budget Absorption for Salaries and Employee Benefits 2024

No	Description	Quantity	Budget Absorption (Rp)	Average Income (Rp)
1	Full Time Teaching Staff	783	37.867.000.594	48.361.431
2	Part Time Teaching Staff	484	18.476.337.013	38.174.250
3	Full Time Lecturer	421	21.763.002.954	51.693.641
4	Part Time Lecturer	168	4.283.670.560	25.230.182
5	Civil Servant Staff (Lecturers and Staff)	2196	272.318.048.967	124.006.398
	Total	4052	354.663.080.088	57.493.180

Source: Directorate of Finance, March 2025

The growth in UNAIR's workforce, including both lecturers and education staff, from 3,786 to 4,052 (a rise of approximately 7%), naturally contributes to increased shopping activity in Surabaya and nearby areas. In 2024, the number of administrative staff residing in the Surabaya area totaled 1,047, showing variations from the previous year. Meanwhile, the number of lecturers in the same region reached 1,184. This information plays a crucial role in assessing the economic influence of income generated by educational sector professionals. The immediate effect includes the employment of 2,231 individuals.

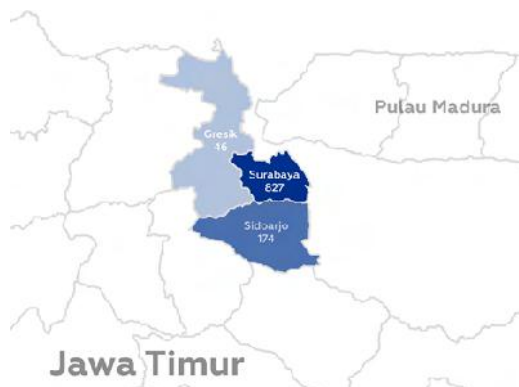


Figure 22. Distribution of Domicile Academic Staff around Surabaya
Source: Directorate of Human Resource



Figure 23. Distribution of domiciled lecturers around Surabaya
Source: Directorate of Human Resource

UNAIR's economic influence is also evident through the accomplishments and scholarly contributions of its academic community, particularly in alignment with SDGs 8, 9, 11, 12, and 16. With 520 published works under SDG 8, which focuses on promoting *decent work and economic growth*, UNAIR demonstrates its commitment to fostering inclusive and sustainable development, ensuring productive employment, and upholding fair labor practices. These publications underscore the university's role in driving economic progress and fulfilling its duties as an employer. Furthermore, UNAIR has contributed 475 publications under SDG 9, which emphasizes improving *infrastructure and modernizing industries to enhance sustainability and resource efficiency*.

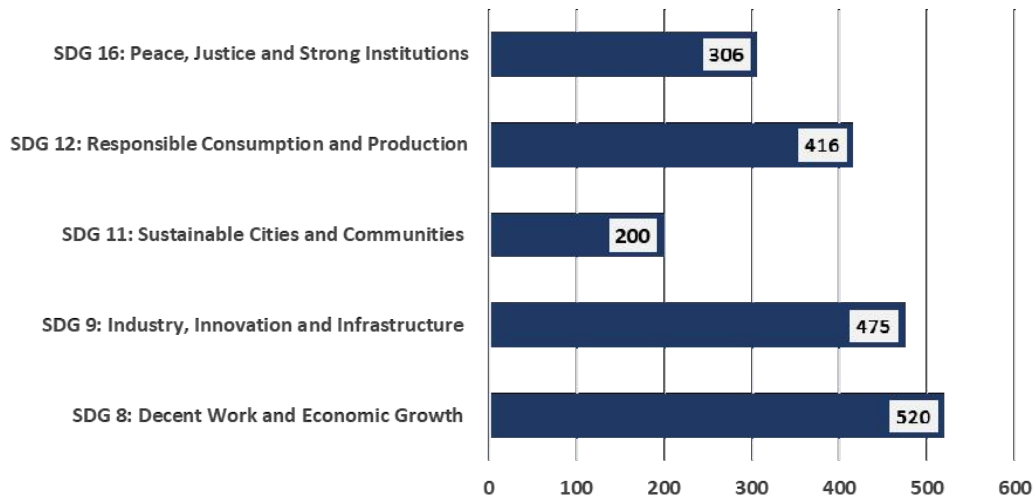


Figure 24. SDGs publication data 2019-2024

Source: SDGs Center of Universitas Airlangga, March 2025

UNAIR's academic community is also actively engaged in research and publications related to SDG 12, which focuses on promoting sustainable consumption and production practices. Within the university, efforts under this goal prioritize optimizing resource use and minimizing waste. One of UNAIR's key contributions to SDG 12 is its commitment to reducing waste by 2025. In line with Indonesia's "Clean Indonesia 2025" initiative set by the Ministry of Environment and Forestry, the country aims for a 30% reduction in waste generation and 70% effective waste management. Achieving this target requires collaboration across multiple sectors, including government bodies, private enterprises, industries, and communities. Responsibility for SDG 12 extends beyond the government and calls for active participation from institutions such as universities. To support these objectives, UNAIR has introduced various educational and research programs focused on sustainable production and consumption. A notable initiative in this regard is the establishment of the UNAIR Compost House, designed to reduce waste while fostering a sustainable economic ecosystem.



Figure 25. Compost House UNAIR

Source: sdgscenter.unair.ac.id, March 2025

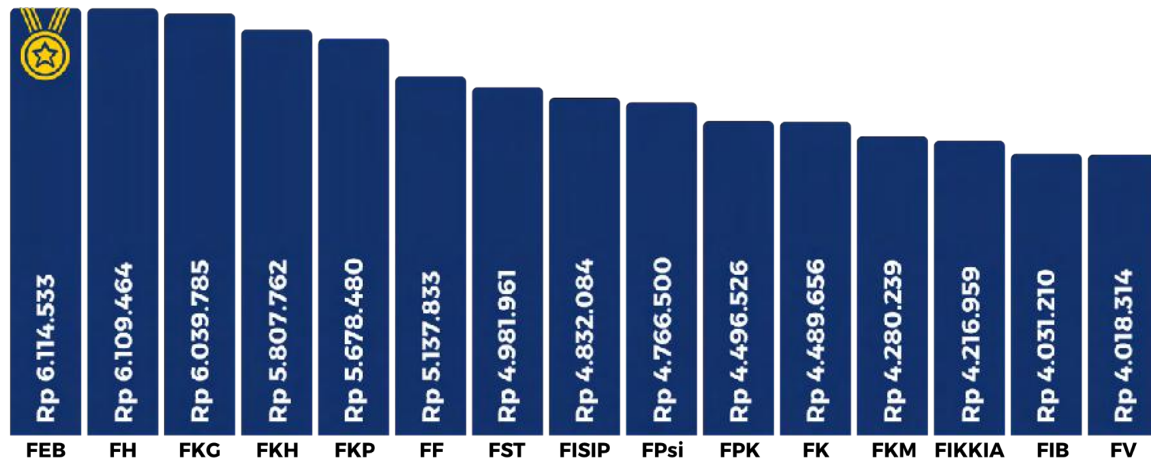


Figure 26. Average income
Source: DPKKA, March 2025

Universitas Airlangga (UNAIR) remains dedicated to producing high-quality graduates who are well-prepared for the industrial sector. The strong reputation of UNAIR alumni in the job market is evident from the attention they receive from employers, as reflected in their starting salaries. These salaries encompass various components, including base pay, overtime allowances, bonuses, and other earnings. According to the Tracer Study 2024, the average starting salary of UNAIR graduates in 2024 stands at IDR 4,935,896 per month, representing a slight 0.08% decline from IDR 4,940,409 in 2023. On an annual basis, this equates to IDR 74,106,138. The economic contribution of UNAIR alumni can also be assessed by examining their earnings across different employment sectors. Each industry has its own income multiplier, which, when applied to the average annual salary of alumni, helps measure their broader economic impact. The extent of this contribution varies depending on the industrial sector in which graduates are employed.

The UNAIR Tracer Study 2024 focuses on alums who graduated in 2023 to assess their career paths and professional contributions. The study reveals that a total of 4,335 UNAIR alums completed their studies in that year. Survey results indicate that most alums have secured employment in influential sectors that drive economic and social development. The career distribution of UNAIR alums can be categorized into three main sectors, each playing a significant role in various industries:



Figure 27. Graduate Employment Sector
Source: DPKKA, March 2025

A graduate of the Faculty of Law at Universitas Airlangga (FH UNAIR), class of 2018, along with his team, played a key role in a national strategic project and earned a nomination at the ALB Indonesia Law Awards 2024 in the Best Energy and Resource In-House Team of the Year category. Asian Legal Business (ALB), a business and legal industry platform under Thomson Reuters, annually recognizes outstanding professionals in business law across national and Southeast Asian levels through its prestigious awards event.



Figure 28. Achievements of Outstanding alumni
Source: DPKKA

The in-house legal team of the Java 9&10 project (PT Indo Raya Tenaga)—comprised of Hanna Meliana (Head of Commercial Legal), Yudhistira Wardhana (Head of Internal Legal), Cristian (Senior Legal Counsel), and Djuan Sihotang (Legal Counsel)—secured a nomination. At the ALB Indonesia Law Awards ceremony on October 24, 2024, the team achieved a significant milestone by ranking among the top five finalists. Cristian, an FH UNAIR alumnus, consistently demonstrated exceptional performance throughout his academic journey, reflecting his dedication and expertise in the field of law.

a. Regional Impact (East Java Area)

The Role of the Academic Community in Regional Public Policy

FISIP UNAIR and the Regional Government Planning, Research, and Development Agency (Bappeda) of Madiun City have established a collaboration. The collaboration is to conduct an in-depth study of public opinion and expectations regarding development in Madiun City. This collaboration explores direct community voices as a basis for formulating more effective and sustainable development policies. The first process in conducting a study involves the community in building trust. Suko, one of the FISIP practitioners, explained that public confidence in the government is necessary to ensure that policy results can be accepted and implemented correctly. Therefore, a series of public discussions and citizen forums are needed to accommodate various views and input from multiple levels of society.



Figure 29. Collaboration between FISIP and Bappeda Madiun Studies Public Opinion for Participatory Development”

Source: unair.ac.id, March 2025

b. National Impact

The Role of the Academic Community in Public Policy at the National Level

Universitas Airlangga (UNAIR) has played an active role in shaping public policy at the national level, as demonstrated by the Human Rights Law Studies (HRLS) of the Faculty of Law. One of their recent initiatives was a public discussion on the high-profile corruption case involving export permits, which was widely debated at the end of 2023. This case, linked to the scarcity and soaring cooking oil prices in Indonesia, prompted HRLS to re-examine the court’s verdict. The discussion featured key speakers, including Andi Muttaqien, Executive Director of Satya Bumi, and Sekar Banjaran Aji, a Forest Campaigner from Greenpeace Indonesia. The cooking oil crisis resulted in significant economic losses for the state and contributed to environmental destruction, leading to deforestation and severe damage to ecosystems across Indonesia.



Figure 30. HRLS UNAIR Opens Public Discussion, Dissecting Trial Decision of CPO Export Permit Corruption Case

Source: unair.ac.id, March 2025

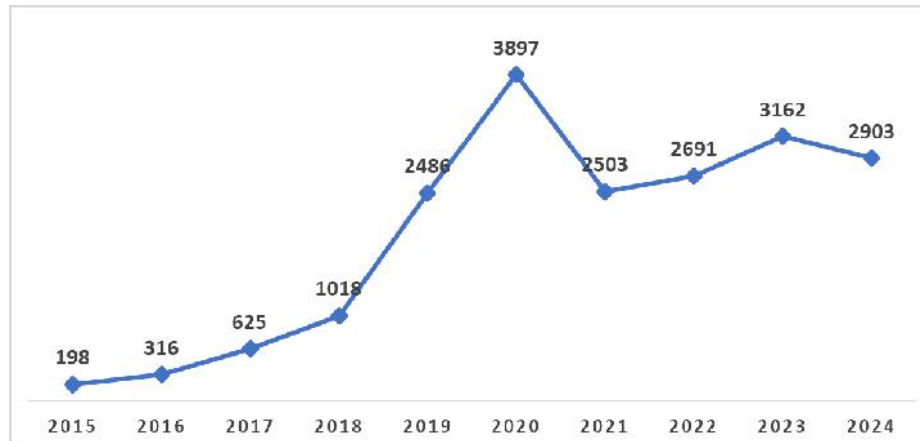


Figure 32. Number of journal articles (SINTA)

Source: sinta.kemdikbud.go.id, March 2025

Over the past eight years, UNAIR has experienced significant growth in the number of articles registered in SINTA, reflecting the institution's commitment to research development and quality. In 2015, UNAIR only recorded 195 articles, but this number grew significantly in the following years. This trend continued in 2018, with the number of journal articles as many as 1,030, then increased to 2,484 in 2019 and reached 3,853 journal articles in 2020. Although there was a decline in 2021, with the number of journal articles as many as 2,460, the number of publications increased again to 2,628 articles in 2022 and 3,112 journal articles in 2023. At the end of 2024, UNAIR's journal article achievement decreased by 8.19% to 2903.

This consistent growth shows UNAIR's commitment to increasing the number of journal articles and indicates an increase in the quality and impact of research conducted by academics and researchers. The increasing number of journals registered in SINTA is a tangible manifestation of UNAIR's efforts to establish its position as a competitive and influential research center at the national and international levels.

c. International Impact

Public policy issue

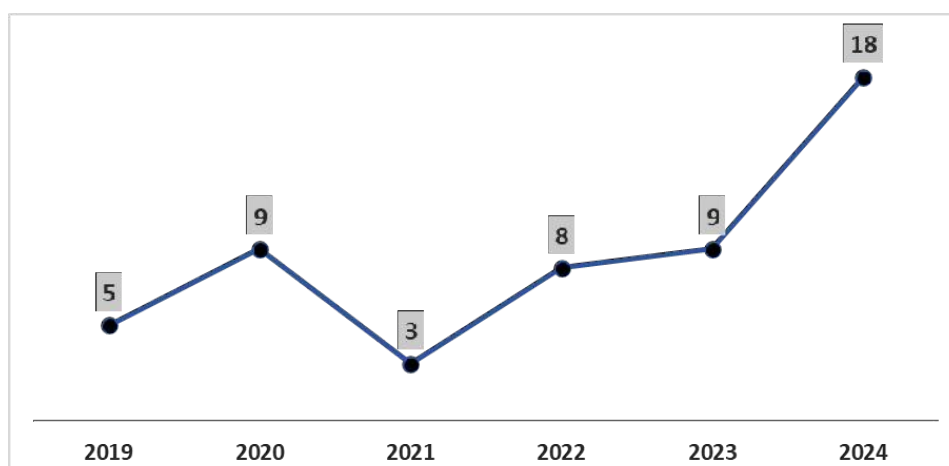


Figure 33. Citation of publications in reputable international journals in the field of public policy

Source: Scopus, March 2025

The dedication of UNAIR academics to public policy is evident in their growing presence in reputable international journals. Citation data from these publications reflects their

commitment to global discussions in the field. In 2019, UNAIR made its initial contribution with five citation-based articles. This momentum grew in 2020, as the number of cited articles nearly doubled to nine, signaling greater recognition of their research. By the end of 2024, UNAIR had achieved 18 citation-based publications, surpassing its 2023 record.

This upward trend demonstrates the resilience and adaptability of UNAIR scholars in addressing research and publication challenges. The surge in citations in certain years highlights the increasing relevance and quality of their studies, as well as their ability to respond to evolving public policy issues. It also showcases the university's active participation in global academic conversations, offering valuable perspectives on public policy development at an international scale. Ultimately, this citation data underscores UNAIR's significant contribution to the public policy discourse, solidifying its role in shaping global academic thought. By consistently producing impactful and relevant research, UNAIR's academic community remains dedicated to influencing public policy at both national and international levels.



Figure 34. National and International Collaborative Research Partners
Source: Scival, 2025

Between 2019 and 2024, UNAIR has significantly expanded its academic collaboration network, both domestically and internationally. Over this period, the university has partnered with 43 institutions, resulting in joint publications that reflect its dedication to enhancing research quality through cooperation. These partnerships also highlight the breadth and diversity of UNAIR's collaborative efforts. Notably, nine of these institutions are international, with key collaborations established in Malaysia and Australia. UNAIR's global partnerships play a crucial role in amplifying the impact of its research, fostering knowledge exchange, and strengthening connections between academics across different countries. The university's strategic collaborations with institutions in Malaysia and Australia demonstrate a deliberate effort to engage with leading academic and research-focused nations. These alliances enrich research with international perspectives and create opportunities for larger, more intricate projects.

By actively contributing to global scientific knowledge, UNAIR boosts its academic presence and influence on an international scale. Additionally, these partnerships provide access to advanced resources, technologies, and methodologies, further elevating the quality of its research and publications. Through collaborative efforts, UNAIR explores topics relevant to global challenges, driving innovation across multiple disciplines.



Figure 35. Universitas Airlangga holds an International 3rd Green Symposium
Source: unair.ac.id, March 2025

Universitas Airlangga (UNAIR) continues to play a pivotal role in shaping international public policy, particularly in advancing the circular economy agenda. Through the 3rd Green Symposium: “Strengthening the Circular Economy Through Sustainable Green Chemistry”, UNAIR has reinforced its position as a global thought leader, fostering transnational dialogues that influence policy directions on sustainability. The symposium, held in collaboration with national and international partners, convened experts from Indonesia, Japan, Thailand, and Malaysia, as well as key government agencies such as Bappenas. This initiative underscores UNAIR’s commitment to integrating scientific research into actionable public policies, addressing critical global challenges such as climate change, pollution, and biodiversity loss.

By engaging in multi-stakeholder partnerships, UNAIR is bridging the gap between academia, government institutions, and industry to implement circular economy principles in national and international policies. The event served as a policy advocacy platform, where the Director of Environmental Affairs at Bappenas, alongside international scholars, emphasized the urgency of sustainable economic transformation. As a recognized leader in THE Impact Ranking 2023, UNAIR has not only strengthened Indonesia’s role in sustainable development but also provided a global policy framework for integrating green chemistry innovations into environmental and economic strategies. Through this symposium, UNAIR reaffirms its influence in shaping future economic policies that drive sustainability at both regional and global levels.

2. Social Impact

a. Community Service

One of the community service activities involving the central government and national institutions is the National Community Learning (BBK). Universitas Airlangga, through the Institute for Research and Community Service (LPPM), is actively involved every year in sending students and field supervisors. In 2024, the National BBK was held in Maluku; Universitas Airlangga sent 5 students and 1 field supervisor who were placed in Ambon Village. These students and supervisors, through their BBK activities, made a significant impact on the local community. In addition to the National BBK, UNAIR also implements three other types of BBK, namely

1. Regular BBK

2. International BBK

3. Equivalency BBK

Community Learning (BBK) is one of the compulsory courses for undergraduate and diploma students. Specifically, BBK activities implement scientific, technological, and humanities products, which are manifested in community service and training programs. Community service activities by academics in the form of BBK provide contributions in the form of materials and knowledge, especially for village communities. In total, 5,404 students contribute to community service in the form of BBK both domestically and abroad. Universitas Airlangga has an impact on communities in several areas, especially Banyuwangi, Gresik, Lamongan, Madiun, Mojokerto and Surabaya. The number of students and areas where student KKN will be held in 2024 can be seen in the following table:

Table 2. Number of students and location of BBK 1 January-July 2024

No	Type of KKN	Province	Total District	Total Subdistricts	Total Villages	Total Students	Total Supervisors
1	Regular KKN	East Java	Banyuwangi	7	65	649	34
			Surabaya	7	31	556	31
			Gresik	4	91	858	47
Total		1	3	18	187	2063	112

Source: LPPM, 2024

Table 3. Number of students and location of BBK 2 July-December 2024

No	Type of KKN	Province	Total District	Total Subdistricts	Total Villages	Total Students	Total Supervisors
1	Regular KKN	East Java	Banyuwangi	5	44	440	23
			Gresik	2	27	480	25
			Lamongan	2	36	450	23
			Madiun	3	36	450	23
			Mojokerto	3	51	510	26
			Surabaya	3	16	320	16
Total		1	6	18	210	2650	136
2	Nationality KKN	Maluku	Ambon	-	-	5	1
Total		1	1	-	-	5	1
3	Equivalent KKN	-	-	-	-	655	-
Total		-	-			655	-
4	International KKN	-	-	-	-	31	6
Total		-	-	-	-	31	6
Total		-	7	18	210	3341	143

Source: LPPM, 2024

Universitas Airlangga has established five strategic initiatives, one of which is increasing the impact of research and community service to support the achievement of the Sustainable Development Goals (SDGs). To support this, Universitas Airlangga, through the Institute for Research and Community Service (LPPM), has included this program in one of its themes, namely meaningful research and community development.

As part of implementing the community service program, UNAIR has formed fostered villages in collaboration with the local government. By 2024, there will be 407 fostered villages spread across several areas in East Java, such as Banyuwangi, Gresik, and Surabaya. In addition to the national level, UNAIR is also involved in international community service activities. Through LPPM and the World University Association for Community Development (WUACD), UNAIR has strengthened global cooperation to support various community service

activities nationally and internationally. In 2024, UNAIR will implement 265 national community service programs, consisting of 109 programs at the local level, 118 at the regional level, and 38 at the national level.

Meanwhile, in international community service, UNAIR collaborates with foreign partners in organizing domestic programs involving foreign partners and in activities abroad. Overall, the number of Community Service (PKM) programs in 2024 includes the following schemes:

- 229 programs in the PKM scheme
- 19 programs in the New PPDB scheme
- 9 programs in the Advanced PPDB scheme
- 9 programs in the PKM scheme (DRTPM Kemendikbudristek)
- 4 Programs in the ACDH scheme of Universitas Airlangga

In addition, throughout 2024, UNAIR also held 14 international community service activities. Details of the activities and their locations can be found in the following table.

Table 4. International Community Service and Location

No.	International Community Service	Location
1	Fed-Air Program 2024	Kota Surabaya
2	International Community Development with Kasetsart University, Thailand	Kota Surabaya
3	International Community Development with Prince Songkla University, Thailand	Kota Surabaya
4	International Community Development with Universiti Teknologi Malaysia, Malaysia	Hiroshima, Jepang
5	International Community Development with Universiti Kuala Lumpur, Malaysia	Terengganu, Malaysia
6	International Community Development with Univesidade Nacional Timor Lorosa'e	Johor Bahru, Malaysia
7	International Community Development with Universiti Malaysia Sabah, Malaysia	Kuala Lumpur, Malaysia
8	BBK International Malaysia	Kota Surabaya
9	BBK International Jepang	Kota Surabaya
10	BBK International Australia	Kota Surabaya
11	Kembara Rahman ke Surabaya: International Student Mobility Program	Kota Surabaya Kota Banyuwangi
12	WUACD and WASD International Joint Conference: "Implementation of Artificial Intelligence in Digital Health to Support Sustainable Development."	Kota Banyuwangi

No.	International Community Service	Location
13	WUACD International Student Mobility in Community Development: Universiti Malaysia Terengganu Cultural and Heritage Preservation Empowerment Activities in FIKKIA, Banyuwangi	FIKKIA, Kota Banyuwangi
14	WUACD Executive Board Meeting	Universitas Nasional di Bangkok, Thailand

Source: WUACD, 2024



Figure 36. Fed-Air Program 2024
Source: wuacd.unair.ac.id, January 2024



Figure 37. International Community Development di Kasesart University, Thailand
Source: wuacd.unair.ac.id, April 2024



Figure 38. International Community Development in Universidade Nacional Timor Lorosa'e (UNTL) - Timor Leste
Source: wuacd.unair.ac.id, June 2024

b. Financial aid for student education

As part of its commitment to Corporate Social Responsibility (CSR), UNAIR extends financial aid to academically gifted students who face economic challenges. In 2024, the university introduced three scholarship programs: the Student Activist Scholarship (Beasiswa Pelaksana Kegiatan Kemahasiswaan) 2024, which benefited 126 students; the Quran Memorization Scholarship (Beasiswa Tahfidz Al-Quran UNAIR), granted to 20 students; and the Dies Natalis Scholarship, awarded to 69 recipients in celebration of UNAIR's 69th anniversary. Altogether, these scholarships supported 215 students with a total disbursement of IDR 873,600,000.

Beyond its internal scholarships, UNAIR actively collaborates with various institutions to expand scholarship opportunities. A network of 66 funding entities, including government agencies like the Ministry of Research, Technology, and Higher Education (which provides support through Bidikmisi, KIP, Affirmation, and Superior Scholarships), the Ministry of Religious Affairs, Baznas, local governments, state-owned enterprises (BUMN), private companies, and foundations, contribute to these efforts. As a result of these efforts, 8,517 students, making up 25% of UNAIR's total enrollment, received scholarships in 2024, with a combined funding amount of IDR 204.771.752.000. UNAIR through Social Fund Management Center also give other financial aid like living allowance, achievement improvement funds, and financial assistance for hospital costs with total disbursement of IDR 279,242,000.

Additionally, UNAIR provides tuition fee (UKT) assistance to financially struggling students. In 2024, the university allocated IDR 16,849,618,700 in UKT waivers, benefiting 9,992 applicants across the even semester of 2023/2024 and the odd semester of 2024/2025. This initiative underscores UNAIR's dedication to making higher education more accessible and reducing financial constraints for students in need.

Table 5. List of Scholarship Providers in 2024

Scholarship Provider	Total Awardee
Government (Ministry of Research and Technology/DIKTI)	7380
Government (Ministry of Religious Affairs)	10
National Baznas Scholarship	42
City/Regional Government	329
State-Owned Enterprise	268
UNAIR	215
Foundation/Institution	136
Private Company	137
TOTAL	8517

Source: SPMS Directorate of student affairs, 2024

c. Labour

Internships play a vital role in UNAIR's efforts to drive economic and social progress. According to data from the Directorate of Education, in 2024, a total of 5,117 students engaged in internships at various organizations. These opportunities were not confined to Surabaya but extended across multiple provinces in Indonesia and even internationally, with placements in countries such as the United States, the Netherlands, Singapore, and Malaysia. The host institutions encompassed a broad spectrum, including government offices, private enterprises, state-owned corporations, healthcare centers (hospitals and public health clinics), and educational establishments.

The benefits of internships extend to students, host organizations, and society at large. For students, internships serve as a bridge between academic learning and professional experience, equipping them with practical skills and problem-solving abilities. Companies and institutions, on the other hand, gain access to fresh talent that enhances productivity at a lower cost. The broader community also reaps the rewards, particularly those residing near educational and healthcare facilities that frequently host interns. These mutually beneficial experiences demonstrate how internships contribute to personal growth, institutional efficiency, and societal well-being.

d. Dynamic Alumni

Alumni have a strategic role in dealing with various social issues through advocacy, public education, and real action in the form of social programs. The Universitas Airlangga Alumni Association (IKA UNAIR) continues to prove its dedication to helping the community by initiating various social activities that broadly impact multiple regions.

One of their flagship programs is IKA UNAIR PEDULI, which held, in April 2024, distributed aid to residents affected by the hydrometeorological disaster in Lumajang Regency. This program provides emergency assistance in logistics, health services, and support for communities affected by the tragedy, helping them recover quickly and get back on their feet.

In addition to disaster response, IKA UNAIR is active in other humanitarian programs. For example, the Social Service held by IKA UNAIR South Sulawesi focuses on providing assistance to orphans and breaking the fast together. This program benefits children who need attention and affection not only economically but also emotionally.

In the health sector, the local health office appreciated the health education program held at CFD Bontang. This program aims to increase public awareness of maintaining health and implementing a healthy lifestyle to prevent diseases. In the infrastructure sector, IKA UNAIR also provides access to clean water by constructing drilled wells in Tulungagung. These drilled wells are a solution for people who have had difficulty obtaining clean water sources, an essential daily need. In addition, in an effort to support the community's economic resilience, IKA UNAIR participated in a cheap bazaar in Bondowoso, where people could buy basic necessities at more affordable prices. This activity is a tangible form of alumni concern for people experiencing economic difficulties.

IKA UNAIR also prioritizes environmental sustainability by implementing greening and disaster mitigation programs in Tulungagung. This activity aims to maintain ecological balance and reduce the negative impacts of future disasters.

Of the various programs implemented, IKA UNAIR PEDULI in Lumajang is one of the most impactful because it directly targets disaster victims who need immediate assistance. In the IKA UNAIR Peduli Lumajang activity, IKA UNAIR, together with the UNAIR Faculty of Medicine and the Ksatria Airlangga Floating Hospital (RSTKA), have opened a disaster care post at one of UNAIR's alumni houses. This post will distribute assistance from alums and the general public to several evacuation points for the Mount Semeru natural disaster. Even through this post, private companies have contributed to disaster victims in the form of 200 cartons of masks, 200 cartons of milk, 200 blankets, 100 eye drops, and 500 ready-to-eat meals. However, overall, the various IKA UNAIR activities show how UNAIR alumni continue to contribute to improving social welfare and supporting sustainable development in multiple regions.

3. Health Impact

a. Healthy Environment through Green Campus

UNAIR's participation in the UI Green Metric ranking reflects its commitment to supporting global sustainability by creating an environmentally friendly campus. In the 2024 UI Green Metric rankings, UNAIR achieved 56th place globally and 7th place in Indonesia, showcasing its dedication to sustainable and eco-friendly campus management.



Figure 39. Total CO2 Emissions of Universitas Airlangga by Year
Source: Directorate of Logistics, Security, Order, & Environment, 2024

Between 2021 and 2024, CO₂ emissions at Universitas Airlangga fluctuated. In 2021, emissions stood at 14,507.31 tons due to reduced campus activity during the pandemic. As in-person classes resumed and campus infrastructure expanded, emissions rose, reaching a peak of 22,018.37 tons in 2023. In 2024, sustainability initiatives brought emissions down to 20,641.33 tons though still above UNAIR's target range of 15,000 to 19,000 tons. Nonetheless, through measures such as carbon trading and green space management, and with third-party evaluations in place, net emissions dropped to 16,107.47 tons. This achievement allowed Universitas Airlangga to meet its emission reduction goals and reaffirm its dedication to reaching net-zero carbon emissions.

a. Green Open Space (GOS) of Universitas Airlangga

Table 6. Green Open Space in Universitas Airlangga Environment

Green Open Space (GOS) Location	GOS Area (m ²)	Emission Absorption Capacity (ton CO ₂ -eq/year)
Campus A, B, dan C UNAIR Surabaya	651.993	3.585
FIKKIA	159.430	877
Universitas Airlangga Gresik Campus	7.050	39
Universitas Airlangga Lamongan Campus	6.204	34
Forest with Green Plants and Livestock Education Park Universitas Airlangga	940.000	53.486
Geopark Ijen	4.723.000.000	268.738.700
Wonosalam Jombang	1.000.000	56.900

Source: Directorate of Logistics, Security, Order, & Environment, 2024

UNAIR demonstrates its commitment to environmental sustainability by maintaining extensive Ruang Terbuka Hijau (Green Open Spaces) across its three campuses in Surabaya, as well as at its Banyuwangi campus (FIKKIA), Universitas Airlangan in Gresik and Lamongan Campus, the Forest with Green Plants and Livestock Education Park, Geopark Ijen, and Wonosalam in Jombang. These green spaces reflect UNAIR's dedication to fostering sustainable environments that support both ecological balance and educational activities.

b. Improving Air Quality through Reducing Carbon Emissions



Buggy Car



Electric Bike



Solar Panel



Windmill

UNAIR reaffirms its commitment to being a green campus by providing environmentally friendly transportation options, including electric bicycles, conventional bicycles, and buggies, to reduce carbon emissions within the campus. As part of its renewable energy initiatives, UNAIR has installed solar panels and wind turbines to meet eco-friendly electricity needs. The solar panels produce an annual output of 808,128 kilowatts, contributing significantly to renewable energy generation. In comparison, the wind turbines generate a much higher annual output of 2,880,000 kilowatts, highlighting their greater capacity and efficiency in harnessing wind energy. Together, these two sources play a crucial role in supporting sustainable power production and reducing reliance on fossil fuels.

c. Strategy for Improving Sanitation and Water Quality at UNAIR



Ecobrick



Compos House



Wastewater Treatment



Automatic Faucet

In 2018, Universitas Airlangga (UNAIR) established a composting facility. Since its inception, approximately 28.8 tons of organic waste have been recycled into compost each year, including in 2024. This initiative supports campus sustainability by converting waste into fertilizer for campus plants. Additionally, UNAIR initiated the Ecobrick movement, promoting the use of eco-friendly building materials. Last year, UNAIR introduced a Wastewater Treatment Installation (WWTI) utilizing biological and chemical systems to process domestic wastewater. The system also repurposes gray water from sinks and ablution areas for toilet flushing and plant irrigation, demonstrating a commitment to efficient water usage and sustainability.

b. Universitas Airlangga's Foot and Mouth Disease (FMD) Vaccine

Universitas Airlangga (UNAIR) is currently developing a Foot and Mouth Disease (FMD) vaccine, which is set to be launched soon. During UNAIR's 70th Dies Natalis ceremony on Monday, November 11, 2024, UNAIR Rector, Prof. Dr. Mohammad Nasih, SE, MT, Ak,

symbolically handed over the results of the vaccine development to PT Biotis Pharmaceutical Indonesia. This symbolic handover marks a significant collaboration between UNAIR and PT Biotis Pharmaceutical Indonesia in the production of the FMD vaccine. The handover was carried out directly by Prof. Dr. Mohammad Nasih, SE, MT, Ak, and FX Sudirman, the President Director of PT Biotis Pharmaceutical Indonesia. The development of this vaccine is expected to become a strategic program supporting the government's initiatives, particularly in strengthening national food security, including the health of livestock¹.

Prof. Dr. Mohammad Nasih, SE, MT, Ak explained that UNAIR had been conducting research on Foot-and-Mouth Disease (FMD) since the issue first emerged. He emphasized that the collaboration with PT Biotis to produce the FMD vaccine officially began in 2024. UNAIR is committed to contributing to the health sector through the development of the FMD vaccine. While the vaccine still needs to undergo various testing phases, Prof. Nasih expressed hope that production will begin in early 2025.



Figure 40. The symbolic handover of FMD Vaccine as collaboration between UNAIR and PT Biotis Pharmaceutical Indonesia

Source: <https://unair.ac.id/unair-segera-luncurkan-vaksin-pmk-bersama-pt-biotis/>

c. Contribution to Universitas Airlangga's Health Services

a) Universitas Airlangga Hospital

A total of 32 research studies have been published and internationally indexed, demonstrating a strong dedication to producing high-quality scientific work. Furthermore, 276 research collaborations with hospitals have been established, highlighting active partnerships in healthcare research development and application. These joint efforts reflect a shared commitment to improving healthcare quality and research outcomes. Regarding patient satisfaction, Rumah Sakit Universitas Airlangga (University Hospital, RSUA) recorded an 84.5% satisfaction rate among patients and their families. This achievement underscores ongoing efforts to deliver responsive and high-quality healthcare services that meet patient and family expectations.

b) Dental and Oral Hospital

Throughout the year, Rumah Sakit Gigi dan Mulut Universitas Airlangga (Dental Hospital, RSGM UNAIR) provided care to 57,846 patients. A customer satisfaction survey

¹ UNAIRNEWS, 2024, "UNAIR Segera Luncurkan Vaksin PMK Bersama PT Biotis", diakses melalui unair.ac.id

rated the hospital at 3.5 out of 4, indicating a strong positive perception of the services offered. This result affirms RSGM UNAIR's commitment to maintaining excellence in dental and oral healthcare.

c) Teaching Veterinary Hospital

Meanwhile, the UNAIR Veterinary Teaching Hospital treated 5,176 animals in 2024. Customer feedback was highly favorable, with a satisfaction index of 3.61 out of 4, reflecting the hospital's dedication to high-quality veterinary care. Additionally, the hospital contributed to 20 collaborative research projects, further reinforcing its role in advancing veterinary medicine through scientific research.



UNAIR Hospital

Special Infections Hospital



Dental and Oral Hospital

Teaching Veterinary Hospital

d. Establishment of PUAPT to support research and health services

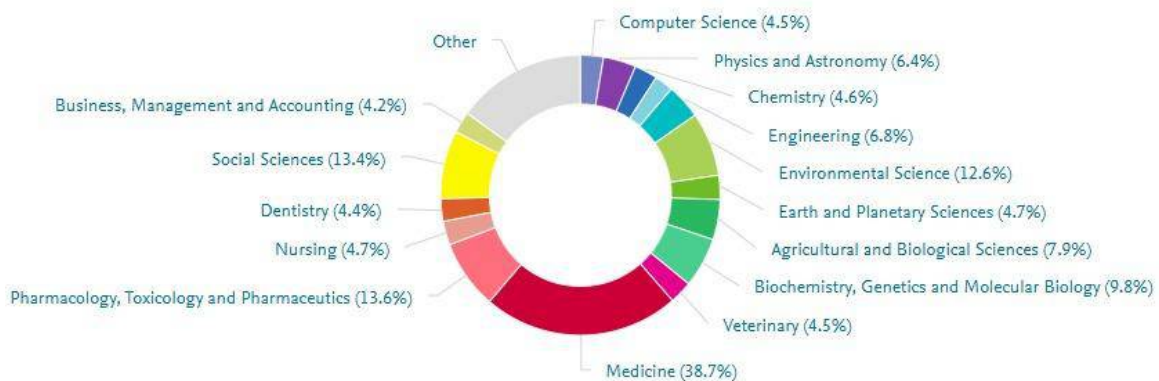


Figure 41. Universitas Airlangga publications based on research subjects

Source: SciVal, 2024

UNAIR has demonstrated outstanding research performance in health autonomy and the Circular and Green Economy. Over the past six years (2018–2024), UNAIR has produced 13,978 publications with 64,038 citations, with Medicine (36.9%) and Life Sciences as dominant fields. Research in Conservation and Green Technology, including Environmental Sciences, Agricultural and Biological Sciences, and Energy, highlights UNAIR's role in sustainable development.

From the figure, UNAIR's strong research focus on medicine (38.7%), supported by related health sciences such as pharmacology (13.6%), biochemistry (9.8%), nursing (4.7%), and dentistry (4.4%), demonstrating a commitment to health autonomy and medical innovation. Additionally, environmental science (12.6%), agriculture (7.9%), and earth sciences (4.7%) reflect UNAIR's dedication to sustainability and the Circular and Green Economy. Contributions in engineering (6.8%), computer science (4.5%), and chemistry (4.6%) indicate technological advancements that support healthcare and environmental solutions. Meanwhile, social sciences (13.4%) and business (4.2%) suggest research on economic and policy aspects of healthcare and sustainability. Overall, UNAIR's research output integrates health, technology, and sustainability, reinforcing its global impact and interdisciplinary approach.

In alignment with global standards, UNAIR integrates research with education, enhancing student competencies and workforce readiness. International collaborations, accreditations (FIBAA, ASIIN, AUN-QA), and rising global rankings (#345 in QS WUR 2024) affirm UNAIR's leadership in research excellence. The university's commitment to health autonomy and sustainability continues to drive meaningful scientific contributions, reinforcing its role in advancing healthcare and the green economy.

e. Innovations in Healthcare: Copyrights and Patents from Universitas Airlangga

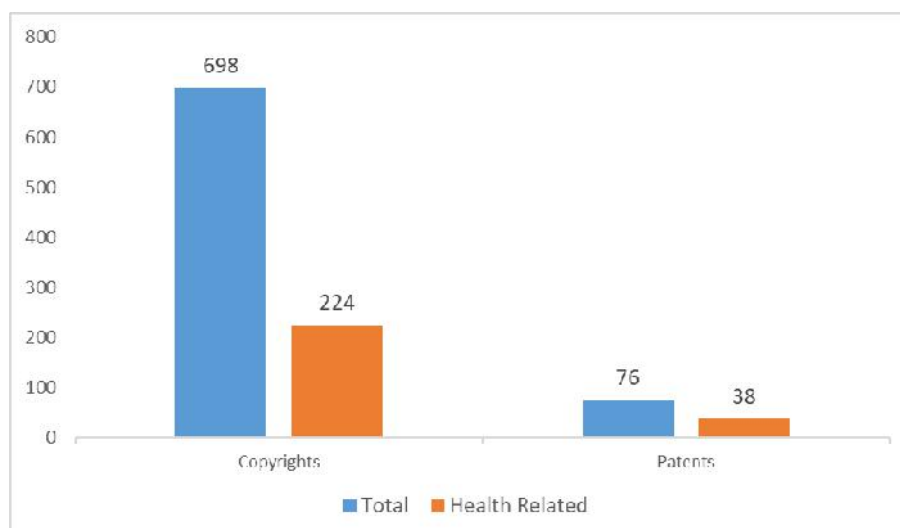


Figure 42. Data on Health-Related Copyrights and Patents from Universitas Airlangga
Source: SPMS ITD and LIPJPHKI, 2023

The data on copyrights and patents from Universitas Airlangga demonstrates a strong emphasis on intellectual property, particularly in the healthcare sector. In 2024, there were 224 healthcare-related copyrights and 38 patents. This indicates that while a significant amount of research is conducted in healthcare, fewer innovations reach the stage of patentable inventions. This could be attributed to challenges such as commercialization barriers, regulatory constraints, or limited industry collaboration.

Given the large number of healthcare-related copyrights, there is considerable potential to increase patent filings by facilitating the transformation of research into practical and marketable solutions. Enhancing collaboration with industry partners and providing greater support for patent applications could help address this gap.

Overall, Universitas Airlangga has established a strong presence in healthcare-related intellectual property, but there is still room to expand its patent portfolio. Increasing the number of patents could further strengthen the university's role in healthcare innovation, technology development, and commercialization, ultimately driving progress in the field.

f. Airlangga Floating Hospital: Ksatria Airlangga (RSTKA)



Figure 43. Mapping the RSTKA UNAIR Mission Locations
Source: rstka.id, 2024

From 2018 to 2024, UNAIR's Rumah Sakit Terapung Ksatria Airlangga (Airlangga Floating Hospital/RSTKA) has been actively sailing to various locations to conduct humanitarian missions, with a strong emphasis on healthcare services and community empowerment in remote and disaster-affected areas. Over these years, RSTKA has carried out numerous community service initiatives aimed at preventing infectious diseases, conducting health and nutrition screenings, reducing stunting rates, performing pregnancy check-ups, and working to lower maternal and infant mortality rates. Moreover, RSTKA has provided specialized healthcare services, including ultrasound examinations, eye surgeries, neurology, dermatology, and ENT (ear, nose, and throat) care, as well as other surgical procedures. In island regions, the hospital has also engaged in training, research, and community development efforts. Additionally, RSTKA has played a crucial role in delivering medical and psychological assistance to disaster-affected communities, demonstrating a comprehensive and sustained commitment to addressing public health challenges in underserved areas.²

4. Education Impact

Since its founding in 1954, UNAIR has played a crucial role in shaping its students' futures. By equipping them with essential knowledge and skills, the university fosters both personal growth and career readiness. On average, UNAIR graduates secure employment within less than three months upon graduation, reflecting the institution's effectiveness in preparing students for competitive opportunities on national and global scales³.

One of UNAIR's key programs for cultivating both hard and soft skills is the Emancipated Learning [MBKM] initiative. This program offers students extensive opportunities to enhance their abilities and explore their interests through practical work experiences, effectively preparing them for their professional careers. The various emancipated learning schemes available to students include:

- a. Cross-disciplinary learning within UNAIR
- b. Student exchanges
- c. Internships or work placements

² Rumah Sakit Terapung Ksatria Airlangga, 2024, "Mengarungi Samudera Menyelamatkan Anak Bangsa" diakses melalui <https://rstka.id/>

³ Directorate of Career Development, Entrepreneurship Incubation, and Alumni, 2024.

- d. Teaching assistance
- e. Research projects
- f. Humanitarian projects
- g. Entrepreneurship
- h. Independent studies or projects
- i. Rural area/village development or thematic community service
- j. National defense activities

These programs go beyond academic learning by offering practical experiences that equip students with a competitive edge in the job market or entrepreneurship. In 2024, 14,267 students, representing 79% of eligible participants, engaged in emancipated learning programs aligned with their interests and career goals⁴. Between 2021 and 2024, various study programs at UNAIR received funding from the Ministry to enhance Emancipated Learning implementation, further enriching students' experiences and skill development. The program has played a crucial role in improving graduate employability, fostering entrepreneurial initiatives, and encouraging higher education pursuits. Beyond its national impact, UNAIR contributes globally, particularly by supporting students from developing nations. By 2024, 253 international students from these countries were studying at UNAIR, demonstrating the university's commitment to global education⁵.

Universitas Airlangga (UNAIR) demonstrates its commitment to sustainable and inclusive education by providing internal funding for student inbound programs, enabling greater accessibility for both domestic and international students. In recent years, these programs have experienced a significant increase in participation, driven by UNAIR's expanding global partnerships, high-quality academic offerings, and a strong emphasis on cross-cultural exchange. The growing number of international students reflects UNAIR's rising global recognition, while increased domestic participation highlights the university's dedication to fostering academic mobility within Indonesia. Additionally, UNAIR collaborates with the government to provide financial assistance to students from low-income families, ensuring that economic barriers do not hinder access to higher education. Through strategic partnerships with industries, UNAIR has also secured additional financial support and expanded work placement opportunities, further strengthening career prospects for both students and alumni.

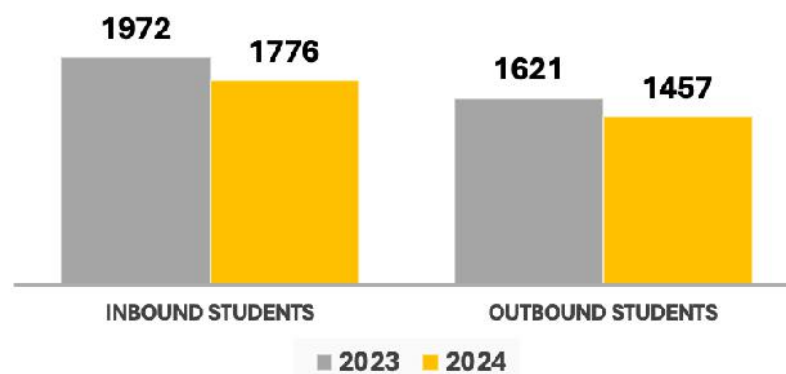


Figure 44. Total outbound/inbound students in the last two years
Source: *Submission Data of QS WUR/AUR*, December 2024

⁴ Directorate of Education, 2024.

⁵ UNAIR Strategic Performance Management System (SPMS), 2024.

To strengthen its role in advancing education both locally and internationally, UNAIR facilitates student exchange programs, including outbound and inbound initiatives. The outbound program allows UNAIR students to study at top universities worldwide, gaining valuable knowledge and skills to bring back to Indonesia. Meanwhile, the inbound program welcomes students from international institutions to UNAIR, equipping them with expertise they can apply in their home countries. Through these initiatives, UNAIR reaffirms its dedication to maintaining global education standards.

Beyond the Emancipated Learning program, which serves as one of UNAIR's key initiatives for enhancing graduate quality, the university also offers the Micro Credential Courses (MCC) program. This initiative aligns with the *Kampus Merdeka* policy by granting students the flexibility to engage in learning beyond traditional campus settings, fostering the development of future leaders. Unlike conventional courses, MCC consists of compact online learning modules designed for short-term study. It complements classroom education and helps bridge the gap between university-acquired skills and the competencies required by the business sector, industry, and professional communities (Dunia Usaha, Dunia Industri, Dunia Kerja/ DUDIKA).

The MCC program was established in response to three key trends: (1) growing public demand for high-quality higher education, (2) the digital transformation, which has exposed a skills gap between university graduates and industry needs, and (3) the digitization of higher education, which has improved access to learning materials both on and off campus. Its implementation relies on collaboration between universities and industries, with industry partners playing a vital role in supporting the program. In 2024, UNAIR launched the MCC program in two batches with the following details:

Table 7. MCC Program

Faculty	MCC Program Title
Faculty of Economics and Business	Pasar Modal dan Manajemen Investasi Syariah (Islamic Capital Markets and Investment Management)
Faculty of Economics and Business	Tata Kelola dan Manajemen Bank Syariah (Islamic Bank Governance and Management)
Faculty of Economics and Business	Entrepreneurship for a Starting a New Business
Faculty of Economics and Business	Personal Financial Statement
Faculty of Economics and Business	Perpajakan Teori dan Praktik Pajak Penghasilan (Taxation Income Tax Theory and Practice)
Faculty of Economics and Business	Analisis Biaya I : Dasar Analisis Biaya Product dan Costing (Cost Analysis I: Basic Product Cost Analysis and Costing)
Faculty of Economics and Business	Tata Kelola Zakat dan Wakaf (Zakat and Waqf Governance)
Faculty of Law	Penegakan Hukum Pidana NAPZA (Drug Criminal Law Enforcement)
Faculty of Law	3 Tindak Pidana Korupsi Baru menurut UNCAC (3 New Corruption Offenses according to UNCAC)
Faculty of Humanities	Kreatif dan Inovatif Merangkai Imaji dalam Puisi (Creative and Innovative Assembling Imagery in Poetry)
Faculty of Humanities	Jagat Tekstual Puisi (The Textual Jagat of Poetry)
Faculty of Humanities	Alegori dalam Khazanah Sastra Sufi Nusantara (Allegory in Sufi Literature of the Archipelago)
Faculty of Humanities	Bushu pada Kanji Dasar Bahasa Jepang (Bushu in Basic Japanese Kanji)

Faculty	MCC Program Title
Faculty of Humanities	Bahasa Jepang untuk Keperawatan (Japanese for Nursing)
Faculty of Humanities	Bahasa Indonesia Jurnalistik : Membangun Keahlian Esensial dalam Penulisan Jurnalistik di Era Digital (Indonesian Journalism: Building Essential Skills in Journalistic Writing in the Digital Age)
Faculty of Political And Social Sciences	Tata Kelola Sistem Pemerintahan Berbasis Elektronik (Governance of Electronic Government Systems)
Faculty of Medicine	Deteksi Dini Perkembangan Anak : Kuesioner Pra Skrining Perkembangan KPSP (Early Detection of Child Development: KPSP Developmental Pre-Screening Questionnaire)
Faculty of Medicine	Obesitas, Bagaimana Mencegah dan Mengobatinya? (Obesity, How to Prevent and Treat It?)
Faculty of Medicine	Strategi Komunikasi Efektif Pelayanan Kontrasepsi (Effective Communication Strategy for Contraceptive Services)
Faculty of Medicine	Penerapan Prinsip Embriologi Dasar untuk Kepentingan Klinis (Application of Basic Embryology Principles for Clinical Purposes)
Faculty of Medicine	Data Mining 101 Introduction
Faculty of Medicine	Imunisasi pada Bayi dan Balita (Immunization in Infants and Toddlers)
Faculty of Dental Medicine	Mikrosirkulasi Rongga Mulut (Oral Microcirculation)
Faculty of Dental Medicine	Mencetak Anatomis Rahang Tidak Bergigi pada Pembuatan Restorasi Gigi Tiruan Lengkap Konvensional (Anatomical Imprinting of the Toothless Jaw in the Making of Conventional Full Denture Restorations)
Faculty of Dental Medicine	Langkah Praktis Melakukan Uji Statistik Dasar Bidang Kesehatan (Practical Steps to Perform Basic Statistical Tests in Health)
Faculty of Dental Medicine	Metodologi Penelitian Bidang Kesehatan (Health Research Methodology)
Faculty of Nursing	Pengelolaan Keperawatan Klien dengan Kegawatdaruratan Sirkulasi (Nursing Management of Clients with Circulatory Emergencies)
Faculty of Nursing	Bentuk Penerapan Perilaku Caring Perawat untuk Pasien Diabetes Melitus Type 2 dan Pasien Kanker (Forms of Application of Caring Behavior of Nurses for Type 2 Diabetes Mellitus Patients and Cancer Patients)
Faculty of Nursing	Asuhan Keperawatan pada Kasus Diabetes Mellitus (Nursing Care in Diabetes Mellitus Cases)
Faculty of Nursing	Kupas Konsep Integument Disorders Secara Terkini dan Komprehensif (A Comprehensive and Up-to-Date Review of Integumentary Disorders)
Faculty of Public Health	Stunting 101 : How Diarrhea Affects Your Gut Health?
Faculty of Public Health	Diet Aman dan Efektif dalam Menurunkan Berat Badan (Safe and Effective Diet in Losing Weight)
Faculty of Public Health	Analisis Statistik Inferensial dan Praktiknya untuk Mahasiswa Kesehatan Masyarakat dan Keperawatan - Uji Non Parametrik "MANN WHITNEY DAN UJI WILCOXON" (Inferential Statistical Analysis and Practice for Public Health and Nursing Students - Non Parametric Tests "MANN WHITNEY AND WILCOXON TEST")
Faculty of Public Health	Surveilans Genomik (Genomic Surveillance)
Faculty of Fisheries And Marine Sciences	Pengenalan Karakteristik Seksual pada Ikan (Introduction to Sexual Characteristics in Fish)
Faculty of Fisheries And Marine Sciences	Diversifikasi Produk Hasil Perikanan (Diversification of Fishery Products)
Faculty of Fisheries And Marine Sciences	Produksi Mikroalga dengan Cara Kultur Sederhana (Microalgae Production with Basic Culture Method)
Faculty of Psychology	Membangun Cinta, Kesiapan dan Komitmen Sebelum Menikah (Building Love, Readiness and Commitment Before Marriage)
Faculty of Psychology	Psychology First Aid

Faculty	MCC Program Title
Faculty of Psychology	Berpikir Kritis: (contoh menerapkan prinsip berpikir kritis) (Critical Thinking: (example of applying critical thinking principles)
Faculty of Psychology	Optimalisasi Perkembangan Anak Usia Dini (Optimizing Early Childhood Development)
Faculty of Science And Technology	Entomologi: Morfologi Serangga (Entomology: Insect Morphology)
Faculty of Advanced Technology And Multidiscipline	Dasar Pengolahan Sinyal Digital dengan Arduino (Basic Digital Signal Processing with Arduino)
Faculty of Advanced Technology And Multidiscipline	Klasifikasi Tanah Menggunakan Metode USCS (Soil Classification Using the USCS Method)
Faculty of Advanced Technology And Multidiscipline	Mastering Short Circuit Analysis with ETAP Software
Faculty of Advanced Technology And Multidiscipline	Pengantar Nanoteknologi di Bidang Pertanian dan Pemrosesan Makanan (Introduction to Nanotechnology in Agriculture and Food Processing)
Faculty of Advanced Technology And Multidiscipline	Simulasi Sederhana dengan Arena Software (Basic Simulation with Arena Software)
Faculty of Vocational Studies	Meridian dan Titik Akupunktur pada Meridian Umum (Meridians and Acupuncture Points on the Common Meridian)
Faculty of Vocational Studies	Pelaporan SPT Tahunan Pajak Penghasilan Orang Pribadi (Annual Individual Income Tax Return Reporting)
Faculty of Vocational Studies	Health Promotion in Radiology
Faculty of Vocational Studies	Visual Communication in Advertising
Faculty of Vocational Studies	Metode Pencarian Informasi (Information Search Methods)
Faculty of Vocational Studies	Menuju Masyarakat Tanggap dan Siaga Bencana (Towards a Disaster Preparedness and Response Society)
Faculty of Vocational Studies	Teknik Pembuatan Piranti Ekspansi Transversal Posterior (Posterior Transverse Expansion Device Manufacturing Technique)
Faculty of Vocational Studies	Perawatan Tradisional dengan Lulur Jawa dan Boreh Bali (Traditional Treatment with Javanese Lulur and Balinese Boreh)
Faculty of Vocational Studies	Bicara Biologi Molekuler: PCR dan Sekuensing (Molecular Biology Talk: PCR and Sequencing)
Faculty of Vocational Studies	Quality Assurance in IT Introduction
Faculty of Vocational Studies	Quality Assurance Test Activity
Faculty of Vocational Studies	Quality Health Safety and Environment (QHSE)
Faculty of Vocational Studies	Analisis dan Visualisasi Data Secara Mudah dengan Power BI (Easy Data Analysis and Visualization with Power BI)
Faculty of Vocational Studies	Inovasi Manajemen Perhotelan PND304 (Hospitality Management Innovation PND304)
Faculty of Vocational Studies	Kewirausahaan Perhotelan (Hospitality Entrepreneurship)

Faculty	MCC Program Title
Faculty of Vocational Studies	Pengantar Kewirausahaan Perhotelan (Introduction to Hospitality Entrepreneurship)
Faculty of Vocational Studies	Bahasa Mandarin (Chinese Language)
Faculty of Vocational Studies	Pelayanan Prima (Excellent Service)
Faculty of Vocational Studies	TOEFL Mini-Dialogues
Faculty of Vocational Studies	Posterior Dental Waxing
Faculty of Vocational Studies	Creating a Dual-Language Picture Book
Faculty of Vocational Studies	Akuntansi Keuangan Menengah Akuntansi untuk Sewa Guna Usaha (Leasing) (Intermediate Financial Accounting Accounting for Leasing)
Faculty of Vocational Studies	Pengolahan Big Data Menggunakan Google Colabs (Processing Big Data Using Google Colabs)
Faculty of Vocational Studies	Public Speaking Skills for Healthcare Worker

Source: Directorate of Educational Innovation and Development

UNAIR's Micro-Credential Courses are conducted via the Massive Open Online Course (MOOC), offering high-quality educational materials from distinguished lecturers. Available to learners across Indonesia, MOOC UNAIR provides free and cost-effective courses to enhance educational accessibility and encourage lifelong learning. Supported by state-of-the-art e-learning infrastructure, the platform ensures a superior instructional experience and an optimal learning environment for all users.

Characteristics of the MCC Program at UNAIR:

- Modular Learning:** Unlike traditional courses, MCC consists of compact learning modules focusing on specific skills such as software proficiency, business techniques, or laboratory practices.
- Flexible Schedule:** Delivered via the MOOC platform, MCC allows students to access learning materials anytime and anywhere, accommodating their individual schedules.
- Collaboration with Industry:** The program is designed in partnership with various industries to ensure that the skills taught align with current market demands, enhancing graduate employability.
- Open to Non-UNAIR Participants:** MCC extends beyond UNAIR students, offering learning opportunities to professionals and the general public who seek to upskill in specialized areas.

Benefits of MCC for Students and the Public

- Flexibility:** Participants can access courses at their convenience, allowing them to learn at their own pace.
- Accessibility:** MCC extends learning opportunities beyond university students, enabling professionals and the general public to develop workforce-relevant skills.
- Industry Relevance:** The curriculum is designed to align with market demands, ensuring that acquired skills can be directly applied in professional settings.

a. Alumni Impact and Academic Reputation

Universitas Airlangga (UNAIR) continues to strengthen its reputation as an institution that produces leaders, innovators, and professionals who contribute significantly at national and global levels. UNAIR alumni have demonstrated outstanding impact across various fields, including governance, sustainable entrepreneurship, digital health technology, and the creative and technological industries. Khofifah Indar Parawansa, Vania Santoso, Audrey Maximilian Herli, and Ari Sufiati exemplify how UNAIR nurtures graduates who are well-equipped to face global challenges and drive meaningful change in society.

In the realm of governance and social policy, Khofifah Indar Parawansa, an alumna of the Faculty of Social and Political Sciences (FISIP), Class of 1984, has made remarkable achievements throughout her political career. With extensive experience in various strategic positions, she has served as Minister of Women's Empowerment (1999-2001), Minister of Social Affairs (2014-2018), and, since 2019, the 14th Governor of East Java. Her exemplary leadership in East Java has led to her re-election for the 2025-2030 gubernatorial term. As the first female governor of the province, she has introduced progressive policies in economic empowerment, social welfare, and public service accessibility. Her transformative leadership underscores UNAIR's commitment to fostering graduates with a strong sense of social responsibility and the ability to implement impactful policies.

In the field of sustainable entrepreneurship, Vania Santoso, a graduate of the Faculty of Economics and Business (FEB), Class of 2010, has proven that business can serve as a powerful tool for creating positive environmental change. Through her startup heySTARTIC, Vania has successfully transformed cement paper waste into innovative and eco-friendly fashion products while simultaneously empowering local communities. Her commitment to sustainability has earned her a spot on the prestigious Forbes 30 Under 30 Asia 2021 list, further solidifying her role as a pioneer in Indonesia's sustainability movement. Despite the challenges of raising public awareness about recycled products, particularly in the domestic market, she remains committed to heySTARTIC as both a business and an educational platform that promotes environmental consciousness.

In the realm of digital health technology, Audrey Maximilian Herli, an alumnus of the Faculty of Science and Technology (FST) UNAIR, has introduced an innovative solution for mental health through his startup Riliv. Alongside his co-founder Audrey Christopher Herli, he developed a digital platform that provides easy access to meditation and online counseling services with professional psychologists. With over 150,000 users, Riliv has become a crucial mental health resource in Indonesia, offering a more accessible and stigma-free approach to psychological well-being. His achievements have placed him on Forbes 30 Under 30 Indonesia, and his startup has received numerous accolades, including Best Sustainable Startup by Koran Tempo (2017) and Best Unique App from Google Play Store 2019. In addition to its global recognition, Riliv actively collaborates with various organizations, including Universitas Airlangga, to further promote mental health awareness.

Beyond politics, entrepreneurship, and technology, UNAIR alumni have also made significant strides in the global tech industry. Ari Sufiati, an alumna of the Faculty of Social and Political Sciences (FISIP), Class of 1994, is a prime example of how UNAIR graduates can thrive on an international stage. As a UI/UX Producer at Apple Inc., Ari plays a pivotal role in user experience design and manages major projects for one of the world's leading technology companies. Her journey from Surabaya to Silicon Valley was far from immediate. Before joining Apple, she honed her expertise through experiences at Colors Radio Surabaya, event organizing, advertising agencies, and organizations funded by USAID Jakarta. In 2012, she received an opportunity to work at Apple as a freelance QA tester and, over time, took on greater responsibilities in software services project management by 2016. Today, she not only

oversees UI/UX design but also manages Indonesian language editorial content for Apple Music and the App Store.

The success stories of Khofifah Indar Parawansa, Vania Santoso, Audrey Maximilian Herli, and Ari Sufiati demonstrate that UNAIR does not merely produce graduates ready for the job market—it cultivates leaders and innovators capable of driving transformative change across various sectors. Whether in governance, sustainable business, digital health, or global technology, UNAIR alumni have consistently showcased excellence that is recognized both nationally and internationally. As more UNAIR graduates receive global recognition and attain strategic positions in diverse fields, the university continues to reinforce its status as a world-class institution.

Through collaborations with leading institutions, academic innovations, and the tangible contributions of its alumni, UNAIR remains at the forefront of higher education and societal development. These achievements inspire future generations to pursue innovation, contribute to society, and drive positive change in the world. With the values instilled by UNAIR, its graduates are empowered to break boundaries and create a lasting impact on a global scale.

b. Emancipated Learning

Emancipated Learning at UNAIR is one of the flagship policies introduced by Indonesia's Ministry of Education, Culture, Research, and Technology. This program aims to provide students with the flexibility to develop skills that align with the needs of industry, the workforce, and society. At UNAIR, Emancipated Learning is designed to offer a comprehensive and flexible learning experience, allowing students to engage directly in practical activities tailored to their interests and future career aspirations.

Emancipated Learning Scheme Offered at UNAIR

The Emancipated Learning program at UNAIR includes various schemes, including:

1. Cross-disciplinary learning within UNAIR

Cross-disciplinary learning within UNAIR integrates multiple disciplines to enhance professionalism and provide a broader academic perspective. It allows students to develop problem-solving skills and address complex challenges from multidisciplinary viewpoints. At UNAIR, this is implemented through Inter-Professional Education (IPE), cross-disciplinary credit acquisition, and Integrated General Compulsory Courses (PDB) to ensure a well-rounded character and education.

2. Student Exchanges

UNAIR offers domestic and international exchange programs to broaden students' academic and cultural perspectives. Students can take courses at partner universities while developing their soft skills and hard skills. Credits earned during exchange programs are recognized and converted by UNAIR.

3. Internship or Work Placements

Students can gain real-world work experience by interning at industries, companies, or government institutions. These internships help students apply their academic knowledge to professional settings. The program enhances their skills and employability.

4. The Teaching Assistance

This program allows students to teach at elementary, junior high, and senior high schools in urban and rural areas. It provides hands-on teaching experience and improves their pedagogical and leadership skills. Faculty mentors provide guidance, training, and evaluations to ensure teaching effectiveness.

5. Research Project

Students can participate in research projects led by lecturers, research institutions, or affiliated organizations. These projects enhance their analytical and scientific skills while contributing to innovation and academic development. Research internships are available at UNAIR and external institutions.

6. Humanitarian Projects

Students engage in community-based programs, such as village development or social initiatives, to make direct contributions to society. These projects address public health, education, infrastructure, and environmental sustainability. The program fosters social responsibility and leadership skills.

7. Entrepreneurship

UNAIR supports students in developing business ventures or startups through structured mentorship and business incubation programs. Students gain practical knowledge in business management, finance, and innovation. The program encourages entrepreneurial thinking and real-world business applications.

8. Independent Study/Project

Students can develop independent projects individually or in teams under faculty supervision. Projects may include scientific competitions, research-based innovations, or creative product development. Outcomes can lead to academic achievements, intellectual property rights, or real-world applications.

9. The Village Development and Thematic Community Service Program (KKN Tematik)

KKN Tematik is a community service program where students collaborate with village authorities, cooperatives, and local organizations. It focuses on economic development, public health, and social empowerment in rural areas. Through interdisciplinary teamwork, students apply their knowledge to create sustainable solutions and positive societal impact.

Emancipated Learning Program Achievement at UNAIR

UNAIR continues to make significant progress in Emancipated Learning, a framework that enhances students' learning experiences beyond the traditional classroom setting. According to the latest data, several key milestones have been achieved, reflecting UNAIR's commitment to providing practical, interdisciplinary, and globally connected education.

Firstly, student mobility and learning recognition (outbound/inbound participation) have shown considerable growth, with 44.01% of 34,632 active undergraduate (S1) and diploma (D3/D4) students participating in off-campus learning activities. This figure demonstrates the high enthusiasm of UNAIR students in developing their skills beyond the classroom, reinforcing the university's role in providing diverse and flexible learning opportunities.

Additionally, UNAIR has made strides in international student enrollment (inbound mobility), with 2,174 international students recorded through the Global UNAIR dashboard in 2024, consisting of 924 full-time students and 1,150 part-time students. This substantial increase highlights UNAIR's growing international reputation and commitment to fostering an inclusive and globally engaged academic environment.

The benefits of emancipated learning for UNAIR students are evident across multiple aspects. Firstly, the program allows students to develop practical skills through hands-on experience, equipping them to navigate professional challenges effectively. Secondly, the flexibility of emancipated learning enables students to engage in activities aligned with their career aspirations and personal interests, whether within or beyond the university. Lastly, students build professional networks with experts from various industries and institutions, providing them with valuable connections that will enhance their future career prospects.

Overall, these accomplishments reflect UNAIR's commitment to expanding students' off-campus learning experiences through academic credit recognition, industry-driven learning, and international collaborations. By continuously enhancing Emancipated Learning, UNAIR ensures that its students are well-prepared to thrive in the workforce, contribute to societal progress, and position themselves competitively in the global academic and professional landscape.

c. Expanding Educational Opportunities for Students from Developing Countries

As one of the top universities in Indonesia, UNAIR is dedicated to promoting global education and inclusivity. Understanding the critical role of higher education in socio-economic development, UNAIR welcomes students from developing nations, offering them scholarships, academic collaborations, and international exchange opportunities. Believing that education should be accessible to all, UNAIR provides various scholarship programs, including the Airlangga Development Scholarship (ADS). This initiative supports exceptional international students from developing countries who wish to pursue master's or doctoral degrees in diverse fields such as health, natural sciences, and social sciences. By reducing financial barriers, UNAIR empowers students from disadvantaged backgrounds to access quality education in Indonesia.

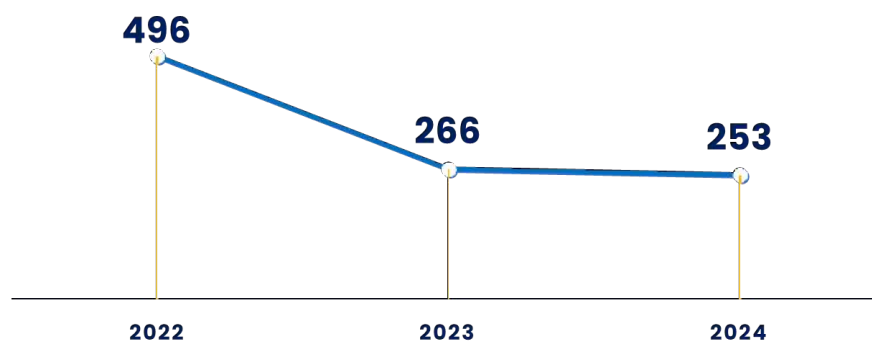


Figure 45. Number of students from developing countries

Source: SPMS Faculty

Although the number of international students has declined over the past three years, UNAIR continues to be a leading destination for quality education in Indonesia. By fostering global collaborations, offering scholarships, and implementing flexible learning systems, UNAIR enhances accessibility for students from diverse backgrounds. Through this commitment, UNAIR not only promotes equal access to higher education worldwide but also strengthens its position as an inclusive, internationally recognized institution committed to academic sustainability.

In addition to providing financial assistance, UNAIR actively partners with universities worldwide to enhance student mobility. The university welcomes students from Asia, Africa, and other developing regions through degree programs, exchange programs, research collaborations, and joint degree initiatives. These efforts not only support international students but also enrich UNAIR's academic environment by promoting cross-cultural exchange and knowledge-sharing. By continuously expanding educational opportunities for students from developing nations, UNAIR reinforces its position as a global education hub. This initiative goes beyond providing access to education—it is about empowering future leaders, scholars, and professionals who will contribute to positive change both locally and globally. Through these efforts, UNAIR reaffirms its commitment to internationalization and its mission to foster a more equitable and well-educated world.

5. Research and Publication Impact

a. Research Data and Study Areas Related to SDGs Topics

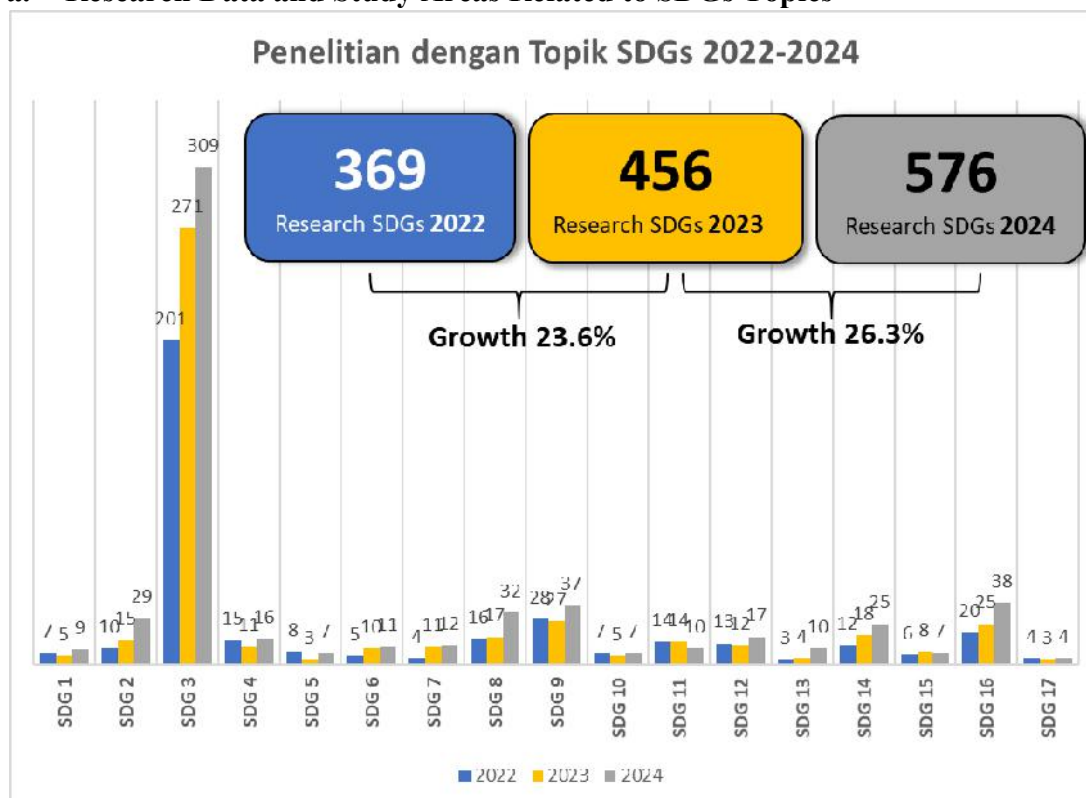


Figure 46. Number of Research based on SDGs 2022-2024

Source: LPPM, Maret 2025

Universitas Airlangga (UNAIR) has consistently directed its research and publications to support the achievement of the Sustainable Development Goals (SDGs) a global agenda aimed at enhancing social, economic, and environmental well-being. As a concrete commitment to this mission, since 2022, UNAIR has implemented a policy requiring all academic research and publications to align with SDG targets. This initiative reinforces UNAIR's position as a leading research university. It ensures that its scientific contributions have a meaningful impact on global challenges such as poverty eradication, healthcare improvement, and environmental sustainability.

In line with this policy, UNAIR has systematically mapped its research topics according to the SDGs since 2022. The data indicates a consistent rise in SDG-related research, with a 23.6% increase in 2023 and a further 26.3% increase in 2024.

Among the 17 SDGs, SDG 3 (Good Health and Well-Being) remains UNAIR's primary research focus. This trend aligns with the university's strong expertise in health sciences, supported by prominent faculties such as the Faculty of Medicine, Faculty of Dental Medicine, Faculty of Public Health, and Faculty of Pharmacy. Research under SDG 3 has shown a significant upward trend, increasing from 201 studies in 2022 to 309 in 2024.

Beyond SDG 3, other research areas have also experienced growth, albeit with smaller variations. This positive trend underscores UNAIR's dedication to advancing global goals through solution-driven research that addresses local, national, and international challenges.

Looking ahead, UNAIR remains committed to expanding SDG-focused research by strengthening international collaborations, securing more external funding, and enhancing the

quality and impact of academic publications. These strategic efforts are expected to elevate UNAIR's role in global knowledge development and establish it as an institution that makes a tangible contribution to achieving the SDGs worldwide.

b. Mapping and Analysis of SDGs Publication Areas at Universitas Airlangga

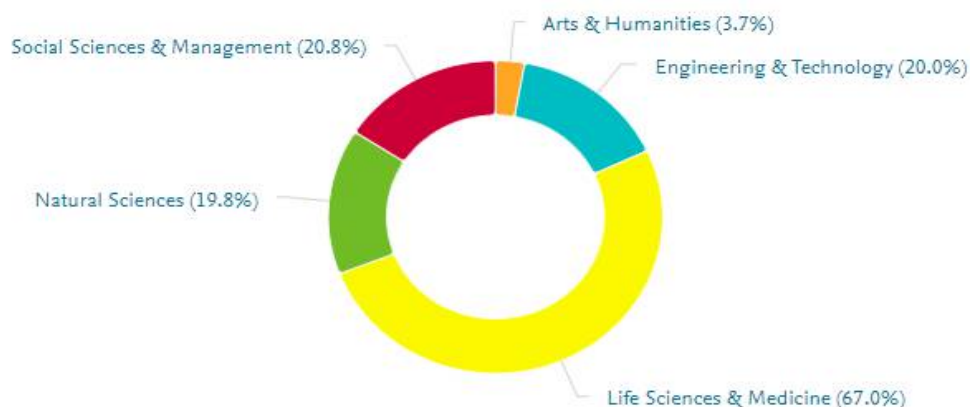


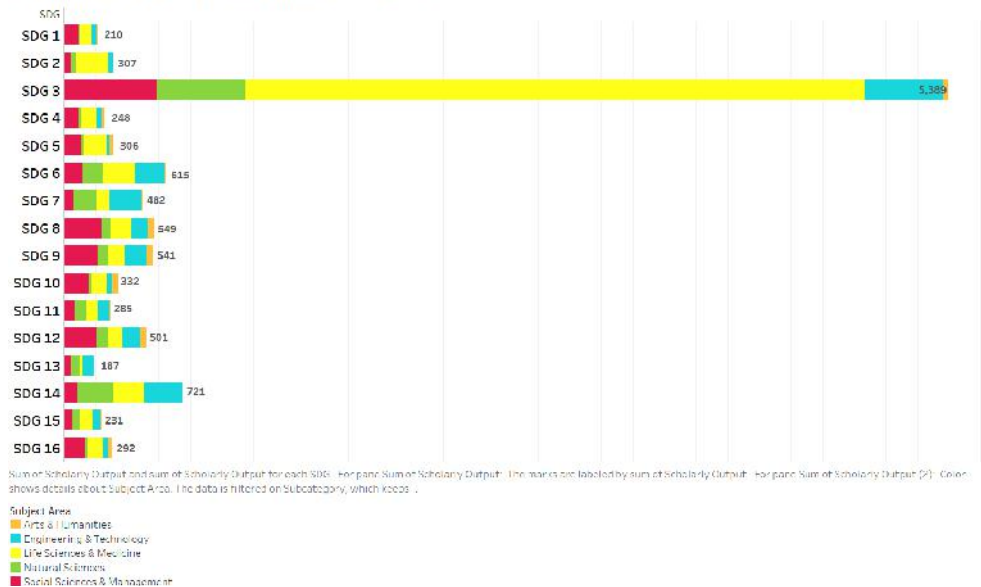
Figure 47. Universitas Airlangga Publications based on Subject Area 2019-2023
Source: Scival, September 2024

Life Sciences & Medicine is the most widely published subject in UNAIR's scientific publications, with a percentage reaching 67.09%. This shows that UNAIR has significant strength in this field. UNAIR has a very old and prestigious Faculty of Medicine, one of the oldest and best in Indonesia. This faculty is supported by a large teaching hospital, RSUD Dr. Soetomo, which functions as a center for research and development in the fields of medicine and health. With this background, UNAIR has long focused on health sciences, both medicine and research related to life sciences.

The presence of strong health research centers, such as the Institute of Tropical Disease (ITD) which focuses on tropical and infectious diseases, has also contributed to the high number of publications in this field. UNAIR's commitment to creating a positive impact on society and the government is evident, given that the Indonesian government consistently prioritizes public health, particularly in addressing infectious diseases, malnutrition, and reproductive health issues. As a major institution in Indonesia, UNAIR naturally plays a significant role in meeting these needs through research that produces impactful scientific publications.

UNAIR is also active in research in various other fields of science, which shows a commitment to producing diverse and relevant scientific works. The percentage of publications in other subject areas, such as Social Sciences & Management, Engineering & Technology, and Natural Sciences, each stand at 20%, indicating that UNAIR does not only focus on Life Sciences & Medicine. Meanwhile, publications on the subject of Arts & Humanities contributed 3.7%, reflecting the diversity in the scope of research conducted by this university.

Publikasi per Subjek Area tiap SDGs 2019-2023

**Figure 48.** Publications based on Subject Areas for Each SDGs 2019-2023

Source: Scival, September 2024

Based on the publication graph per subject area at UNAIR for the period 2019–2023, SDG 3 (Health and Welfare) has the largest number of publications with a very significant number compared to other SDGs, reaching 5,389 publications. This shows that UNAIR's research focus is very strong in the health sector, which is also one of the university's strengths, as explained in the previous graph.

From the graph, each SDG has publications in all subject areas. This indicates that UNAIR publications do not only focus on certain subjects that are in accordance with the related SDGs but are multidisciplinary. For example, SDG 11 (Sustainable Cities and Settlements) does not only involve the engineering field (Engineering & Technology), but also other subject areas, namely Social Sciences & Management, Life Sciences & Medicine, Natural Sciences, Social Sciences & Management and Arts & Humanities.

One of the efforts to implement SDGs-based research conducted by UNAIR in the field of science and technology is the sustainable fisheries and marine cultivation project in coastal areas. The project is implemented through community service through the Airlangga Community Development Hub (ACDH). This project uses multispectral technology to control air quality along the coastal coast and in local cultivation ponds to help fish farmers improve the quality of their products. The marine products produced can also be distributed to wider areas or exported, thus potentially improving the economy and welfare of the community around the area. The project began in 2022 in the Bali and Madura Straits and then expanded to Tulungagung in 2023 to diversify its impacts.



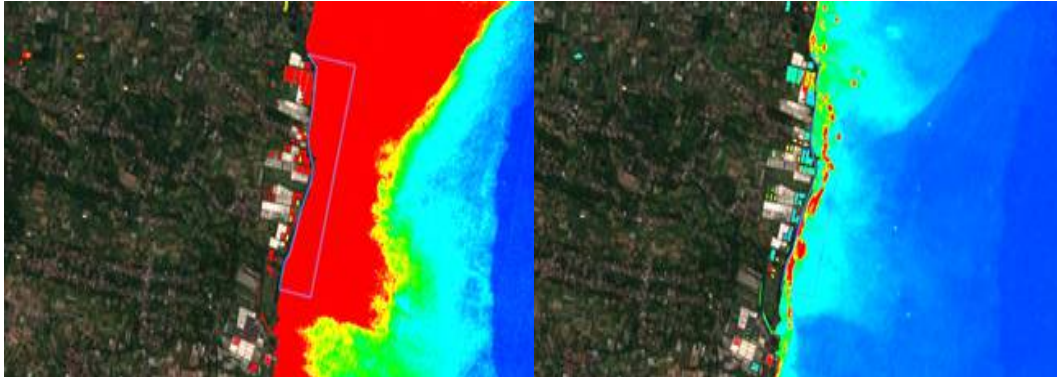


Figure 49. Installation of water quality detection equipment and Water quality monitoring results

Source: ftmm.unair.ac.id

On Gili Iyang Island, East Java, an area with an oxygen level of 20.9%, ACDH is working to address the problem of declining oxygen levels by installing Air Feel, a charging station and solar panels integrated with IoT to monitor oxygen levels and provide electricity to government sectors.



Figure 50. Solar Shelter used for charging smartphone

Source: ftmm.unair.ac.id



Figure 51. AirFeel periodic maintenance by local youth

Source: ftmm.unair.ac.id

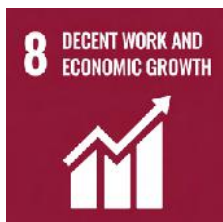
The community service projects in Madura and Tulungagung are in accordance with SDG #1, SDG #2, SDG #8, SDG #12 and SDG #14.



By improving the quality of fishery products and export opportunities, the project can increase the incomes of coastal communities, helping to reduce poverty in the region.



Sustainable fisheries can improve food security by providing high-quality marine products to communities.



This project has the potential to increase employment opportunities in the fisheries sector and drive economic growth in coastal communities through increased production and export of marine products



This project has the potential to increase employment opportunities in the fisheries sector and drive economic growth in coastal communities through increased production and export of marine products.



With a focus on sustainable aquaculture, the project supports the sustainability of marine resources and coastal ecosystems.

Furthermore, in September 2023, ACDH conducted community service activities in 4 (four) villages in Bintan, Riau Islands to meet the needs of the 3T (Underdeveloped, Frontier and Largest) areas. Bintan Island was chosen because of its underdeveloped conditions and is a border area of three countries (Indonesia-Malaysia-Singapore). Almost all faculties and schools at UNAIR participated in this activity to train the community to be more productive in supporting the development of nature tourism. The activities carried out include providing training in making processed fishery products, introducing solar panels (solar cells) as an environmentally friendly energy source, introducing rabies and zoonotic diseases, basic knowledge and disaster mitigation, introducing artificial intelligence (AI) and information technology in tourism promotion, education on education and mental health, activities to plant herbal medicines, including counseling related to solving land rescue in the Bintan area.

In the field of humanities, UNAIR collaborates with 19 other universities in East Java Province to implement the DESA EMAS program, which aims to reduce stunting at the village level. This program is implemented in 18 cities/districts with the aim of reducing the prevalence of stunting in toddlers and meeting the nutritional needs of children, adolescent girls, pregnant

and lactating mothers. This activity also supports healthy living and improves welfare for all ages as stated in SDG #2 and SDG #3.



Figure 52. Desa EMAS activities involving partners and students in the MBKM program

Source: unair.ac.id

The collaboration above involves partners such as the East Java Province BKKBN and the Ministry of Education, Culture, Research and Technology, and 20 universities. DESA EMAS has provided nutrition education to 1,408 TPK and Posyandu cadres in 180 villages, with support from the business world and industry including PT. Energi Paiton. Supporting media for education include posters and nutrition education videos and 235 anti-stunting campaign videos have been uploaded to the TikTok application. This collaboration reflects the goal of SDG #17 on partnerships to achieve common goals through multi-party cooperation and knowledge exchange.

c. Mapping Research Collaborators: Number, Countries, and Representation of Developing Countries



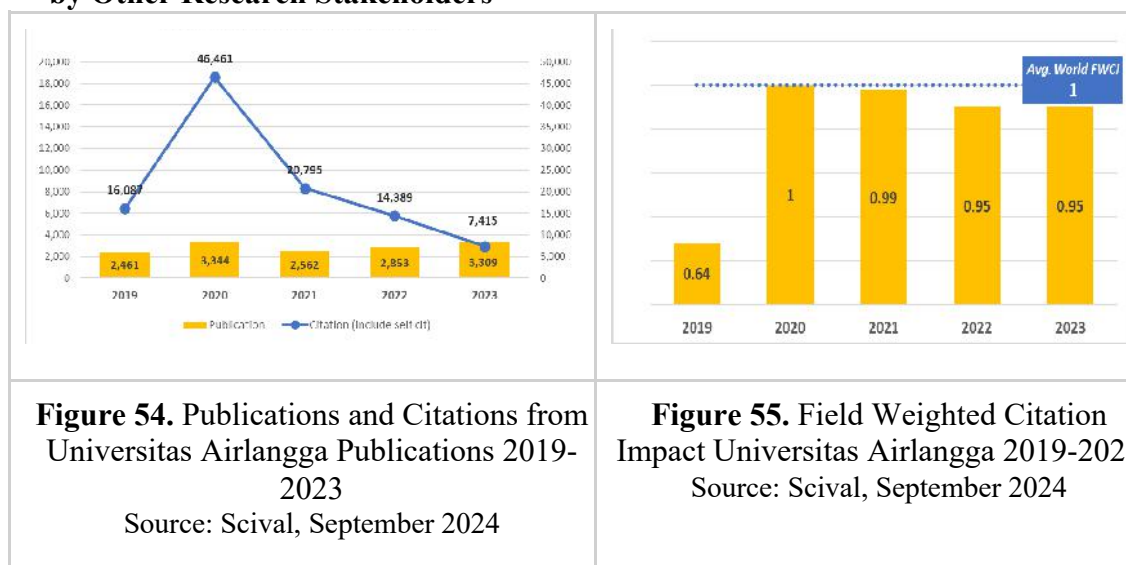
Figure 53. Distribution of Universitas Airlangga Research Collaborators 2019-2023

Source: Scival, September 2024

As an institution committed to the development of global science, UNAIR has built a wide research collaboration network, covering various parts of the world. In 2019-2023, UNAIR has collaborated with 3,378 institutions in 141 countries, representing active involvement in international collaboration, from North America to Africa and Asia Pacific. The

largest collaboration occurred in Asia, with the involvement of 1,251 institutions producing 6,313 publications, demonstrating the central role of this region in the contribution of research universities. Of the total partner countries, 100 of them are developing countries, reflecting the active role of UNAIR in supporting equal access to science. Overall, this international collaboration has produced 6,948 publications, confirming the high academic productivity and significant contribution of UNAIR to global science. This intensive collaboration not only increases academic productivity but also strengthens UNAIR's international reputation and makes a real contribution to sustainable development.

d. Contribution of UNAIR Research Results in Publication Citations: Analysis of Use by Other Research Stakeholders



UNAIR has shown an outstanding performance in academic productivity during the period 2019 to 2023, as reflected in the increasing trend in the number of publications. In 2019, UNAIR produced 2,461 publications, and this figure continues to increase, reaching its peak in 2021 with 3,562 publications. Although there was a slight decrease in 2022 and 2023, the number of publications remains higher than in 2019, demonstrating UNAIR's commitment to maintaining research productivity.

However, the increase in the number of publications is not in line with the consistent trend of the site. In 2021, UNAIR managed to achieve 46,461 citations, but this figure decreased drastically in 2022 to 20,795 and continued to decline in 2023 with 14,389 citations. This significant decline may indicate that although publication productivity has increased, the impact or quality of citations may have decreased, or there is a time lag between publication and citation.

On the other hand, despite the decline in citations, UNAIR's Field-Weighted Citation Impact (FWCI) value did not experience a significant decline during the same period. FWCI is an indicator that shows how often a publication distribution is compared to the world average for the same field. Although the number of citations has decreased, UNAIR's stable FWCI approaching the world average (FWCI = 1) shows that the quality and relevance of UNAIR's publications remain competitive at the global level.

Overall, although UNAIR faces challenges in maintaining the number of citations, research productivity remains high, and the citation impact measured through FWCI shows good stability.

e. Amount of research funding at Universitas Airlangga



Figure 56. Universitas Airlangga Research Funding Proportion 2023 (based on funding source)

Source: LPPM, December 2023

Research funding for Universitas Airlangga (UNAIR) in 2023 was dominated by internal funding of Rp29,177,814,119 or 49% of total funding. This shows UNAIR's strong commitment to supporting internal research sourced from the university's budget allocation. On the other hand, external (national) funding reached Rp22,810,621,000 or 38%, reflecting UNAIR's involvement in research programs funded by external domestic parties, such as ministries, research institutions, or the private sector. Meanwhile, international funding which contributed Rp8,134,051,141 or 13% shows research collaboration with foreign parties, although it is still in a relatively small proportion compared to other sources.

Overall, the high dependence on internal funding shows UNAIR's ability to fund research independently. However, there is an opportunity to increase access to external funding, both nationally and internationally, to expand the scope and impact of research. In particular, the percentage of international funding of only 13% indicates a large enough space to strengthen global research collaboration. Increasing collaboration with international research institutions and donors can pave the way for global recognition and increase innovation in UNAIR's research field.

In the future, UNAIR can consider a more aggressive strategy to expand access to international grants and global cooperation. Diversifying funding sources through collaboration with leading universities abroad and participation in international grant schemes will strengthen UNAIR's research competitiveness, both at the national and international levels. This strategy will help increase UNAIR's contribution to developing globally relevant science and technology.

f. Number of intellectual property rights

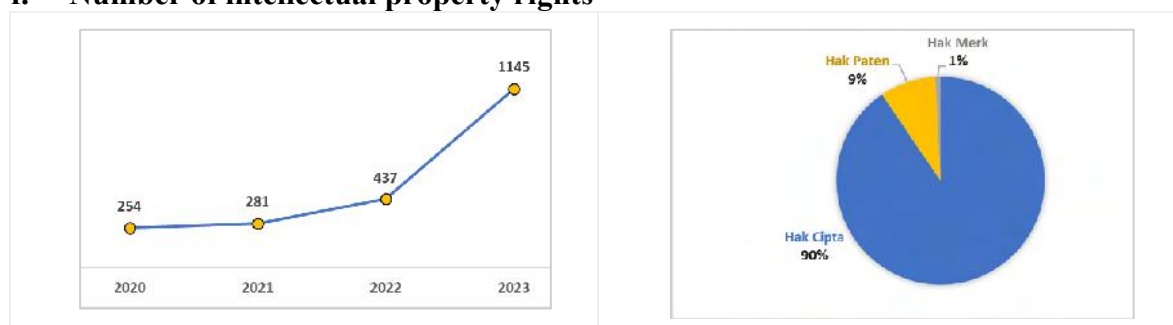


Figure 57. Trends in the Number of Intellectual Property Rights (IPR) at Universitas Airlangga 2019-2023
Source: LIPJPHKI, December 2023

Figure 58. Proportion of IPR (Copyrights, Patents and Trademarks) Universitas Airlangga 2023
Source: LIPJPHKI, December 2023

In the period from 2019 to 2023, UNAIR recorded a significant increasing trend in Intellectual Property Rights (*Hak Kekayaan Intelektual*/HKI) registration. The number of HKI registered in 2019 was recorded at 254, increasing to 437 in 2021, and jumping sharply to 1,145 in 2023. This increase is the result of the implementation of the “1000 HKI” strategy program launched by the LIPJPHKI. This program is designed to encourage increased HKI registration, with a primary focus on Copyright, as part of an effort to strengthen the university’s position in the national intellectual property rankings. Therefore, the composition of HKI in 2023 is dominated by Copyright which covers 90% of the total HKI registrations, while Patents contribute 9% and Trademarks only 1%.



Figure 59. The “1001” Intellectual Property Rights (IPR) program launched by LIPJPHKI
Source: LIPJPHKI, December 2023

The “1000 HKI” program targets the entire academic community, with lecturers who have Cybercampus accounts able to apply for HKI registration, while students are involved through collaboration with lecturers. This approach aims to increase synergy between lecturers and students in producing legally protected works. With the implementation of this program, Universitas Airlangga is optimistic about continuing to increase the number of HKI registrations and strengthen collaboration between lecturers and students in the future.

g. Research products developed for the community

In 2023, UNAIR will continue to demonstrate its commitment to producing research that has a real social impact, one of which is through innovations produced by lecturers and students.

a) UNAIR Hemodialysis Membrane Production Initiations



Figure 60. Hemodialysis Membrane Innovation for Patients Suffering from Kidney Failure

Source: Private Document

One tangible example of UNAIR's research down streaming is the production of Indonesia's first Hemodialysis Membrane through the innovation of the Mixed Matrix Membrane Adsorber (MMMA). This membrane was developed for the treatment of kidney failure patients and has proven to be more effective in removing uremic toxins compared to the previously imported technology. This innovation's success highlights UNAIR's capability in creating medical technology that not only improves patients' quality of life but also supports Indonesia's self-reliance in medical device production. Additionally, testing conducted in UNAIR's laboratories yielded positive results, supported by several international publications. This innovation not only has a local impact but also holds significant potential to strengthen Indonesia's position in the global medical device industry.

b) Dentolaser



Figure 61. Dentolaser as an innovative dental therapy tool

Source: unair.ac.id, October 2023

Furthermore, Dentolaser is an innovation in dental therapy tools developed by a research team from UNAIR that has a significant impact on society, especially in the field of dental and oral health. Dentolaser, which utilizes electricity-based technology with low radiation, offers safe and effective non-invasive antimicrobial therapy. With the use of a low-power diode laser instrument, patients can undergo painless treatment, reducing the anxiety often experienced during dental treatment. Through collaboration with PT. Sarandi Karya Nugraha, this tool has received a distribution permit from the Ministry of Health of the Republic of Indonesia, guaranteeing its safety and effectiveness.

Marketing Dentolaser through the e-catalog platform makes it more accessible to dentists and health practitioners, including in remote areas. This not only increases accessibility but also encourages increased public awareness of the importance of dental health. With the introduction of this modern technology, the public will better understand the benefits of innovative and efficient dental care. In addition, the use of Dentolaser can reduce the risk of post-treatment infection, thus providing a sense of security to patients. Overall, this innovation has the potential to improve the quality of dental health services in Indonesia, while also providing a positive impact on health and the healthcare industry.

c) Meat Throne Separator



Figure 62. Meat Throne (MT) Separator

Source: www.rri.co.id, March 2023

In the fisheries sector, UNAIR through the Faculty of Fisheries and Marine has developed the Meat Throne (MT) Separator, a fine bone separating machine for processing milkfish which is known to be difficult to process due to the many small bones. This machine has a significant impact on the development of Micro, Small, and Medium Enterprises (MSMEs) in the fish processing sector, especially for processing milkfish which is known to have many small bones. This machine is designed with the principle of cylinder, pressure, and brightness, which allows efficient separation of fish meat and bones. With this tool, MSMEs can reduce the time and energy needed in the processing process, thereby increasing productivity.

This innovation also contributes to improving the quality of processed fish products, which in turn can increase competitiveness in the market. With the resulting efficiency, MSME entrepreneurs are expected to be able to increase profits, which is very important for their business interests. In addition, support from the Directorate General of Higher Education shows a commitment to encouraging the development of relevant and applicable technology, providing real solutions to the challenges faced by MSMEs in Indonesia. Overall, this fine bone separator machine not only provides direct benefits to the fish processing industry but also has the potential to boost the local economy and improve the welfare of fishing communities and fish processors in Indonesia.

d) Airfeel



Figure 63. Trial of Using AirFeel with FTMM UNAIR Students

Source: unair.ac.id, January 2023

In addition, UNAIR also developed AirFeel, an innovation in weather and air quality monitoring devices based on the Internet of Things (IoT), providing a significant positive impact on various sectors. Having obtained an Intellectual Property Rights (IPR)

patent, AirFeel is equipped with sophisticated sensors capable of measuring various environmental parameters, such as temperature, humidity, air pressure, and pollutants such as CO₂, ozone, and hydrogen. This allows for accurate and real-time monitoring of environmental conditions.

AirFeel has the potential for wide applications in various fields, including renewable energy, climate research, and environmental management. In the context of renewable energy, this device can be used to analyze weather conditions that affect the efficiency of solar panels or wind turbines. In the field of climate research, data collected by AirFeel can contribute to studies on climate change and its impact on the environment.

AirFeel can be utilized by historians, industry, and the wider community, enabling all parties to take more informed and data-driven action on environmental issues. By facilitating air and weather quality monitoring, AirFeel can help raise public awareness of the importance of maintaining environmental quality. Overall, this innovation not only provides technical solutions to environmental problems but also supports better sustainability and environmental protection efforts in Indonesia.

e) Nutrient-dense Flour to Prevents Stunting



Figure 64. Nutrient-dense Flour

Source: unair.ac.id, April 2023

The innovation carried out by UNAIR through the Faculty of Public Health in 2023 to prevent stunting in Indonesia shows a strong commitment to the issue of nutrition and public health. By developing Nutrient Dense Flour, FKM nutritionists have created a food product rich in essential nutrients, specifically designed to meet the daily nutritional needs of toddlers, especially in areas prone to malnutrition.

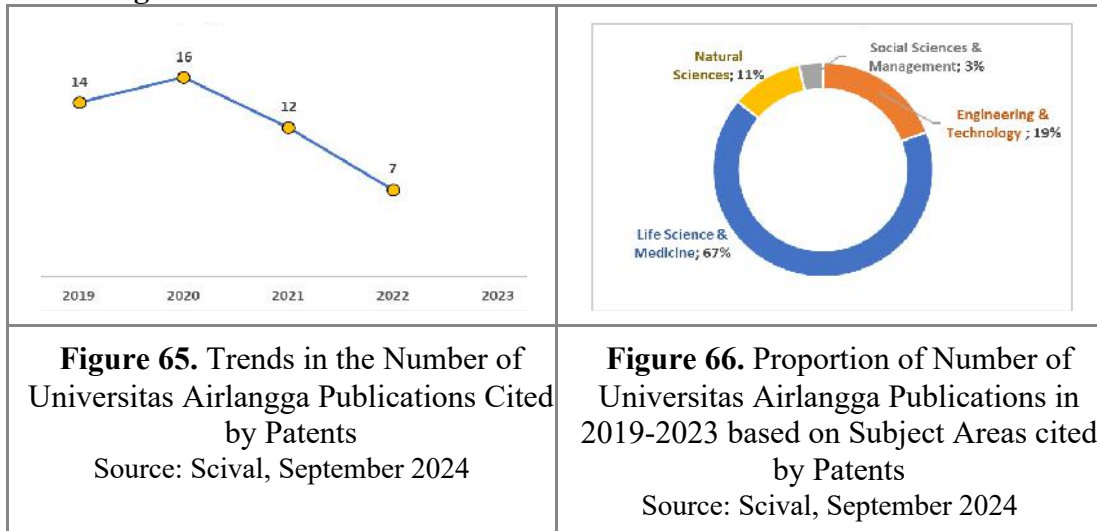
Stunting is a serious problem that can affect the growth and development of children, so this innovation is a concrete step in supporting the national program to reduce stunting rates which is still a major challenge for Indonesia. This Nutrient Flour not only provides a practical and easy solution to increase nutritional intake but also has the potential to increase public awareness of the importance of balanced nutrition.

With this product, UNAIR contributes significantly to creating a healthier and more prosperous society. In addition, this innovation strengthens the role of academics and research in addressing complex and diverse nutritional issues. Overall, this effort not only helps prevent stunting but also provides hope for the future of Indonesian children to grow and develop optimally.

Overall, UNAIR's commitment to research downstream has proven that research conducted at this university not only contributes to the academic world but also has a direct impact on society. The innovations developed show how research results can be translated

into real products that provide solutions to various health, economic, and environmental challenges faced by Indonesia. Through sustainable downstream, UNAIR ensures that its research continues to provide long-term benefits for the welfare of society and the progress of the nation.

h. UNAIR's commitment to increasing research mobilization and impact through increasing collaboration



The graph above shows the trend of the number of UNAIR publications cited by patents from 2019 to 2023. The number of publications cited by patents reflects how much research or publications are used in the development of product innovation. This indicator is important for assessing the contribution of an institution's research to innovation and the relevance of the publications produced because cited publications indicate that the research is a reference in creating innovation. Therefore, this metric can be used to issue an institution's commitment to mobilizing research results and their impact on the industrial sector.

Based on the graph, the number of UNAIR publications cited by patents has fluctuated, with a peak in 2020. This trend shows an increase in research contributions in that year but is followed by a significant decline in the following two years. This decline could be due to changes in research focus or industry dynamics, which make research produced by UNAIR less relevant to global issues and needs, thus reducing its use in innovative products.

Research in the field of Life Science & Medicine is a major contributor to innovation products at UNAIR, which emphasizes the importance of research in the fields of health and life sciences. However, the decline in the number of cited publications each year indicates the need for evaluation to maintain the consistency of research contributions to innovation. In addition, increasing the involvement of other disciplines such as Social Sciences & Management, which currently have a smaller contribution, is also needed. This is important to create a balance between various research fields and expand their impact on innovation.

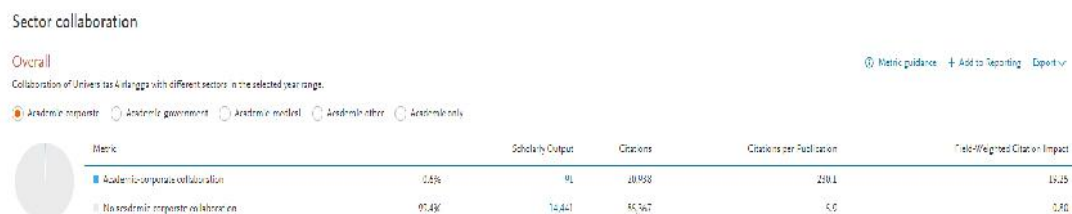


Figure 69. Percentage of Universitas Airlangga Research Collaboration with Industry 2019-2023

Source: Scival, September 2024

During the 2019-2023 period, UNAIR continues to develop research collaborations with industrial partners as part of a strategy to improve publication consistency and research relevance. Based on data from SciVal, research collaboration with the industrial sector contributed 0.6% of UNAIR's total publications. Although the percentage is still relatively small, this collaboration resulted in 91 publications with a total of 20,938 citations, which made a significant contribution to the university's overall citation achievement.

In terms of trends, publications resulting from collaboration with the industrial sector show an increase from year to year. This collaboration peaked in 2022 with 27 publications, although in 2023 it decreased to 17 publications. This fluctuation shows that despite progress, further efforts are still needed to strengthen relationships with industry. The impact of this collaboration is also reflected in the high number of citations, where publications resulting from industrial collaboration have a higher FWCI compared to publications without industry involvement. This shows that collaborative research is more recognized and referenced by the global scientific community.

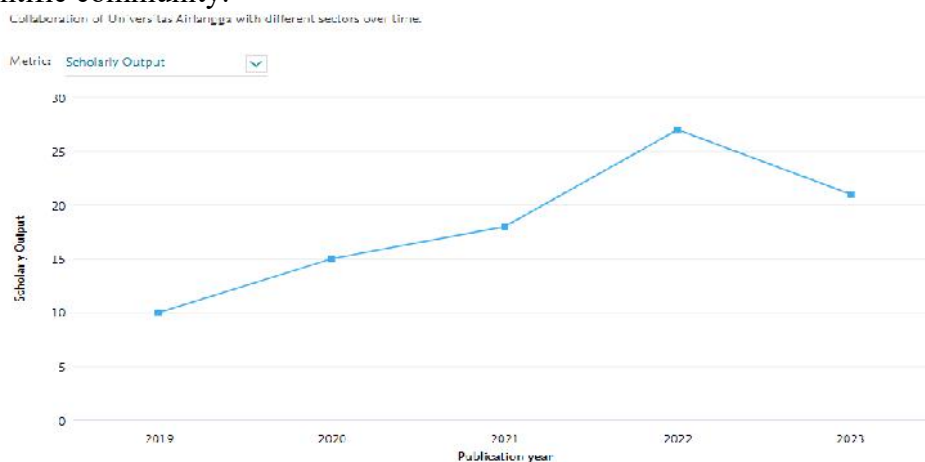


Figure 67. Trends in the Number of Research Collaborations between Universitas Airlangga and Industry in 2019-2023

Source: Scival, September 2024

In the future, UNAIR will continue to expand and deepen partnerships with the industrial sector, not only to increase the number of publications, but also to ensure that the research conducted is relevant to market needs and can drive national innovation. By strengthening the synergy between academics and industry, the university is committed to creating high-impact and value-added research, in line with its vision of becoming a globally recognized center of excellence for research and innovation.



GOVERNANCE





UNIVERSITAS AIRLANGGA

GOVERNANCE

at Universitas Airlangga

1 Governance Excellence

UNAIR employs comprehensive monitoring mechanisms to ensure compliance with quality standards



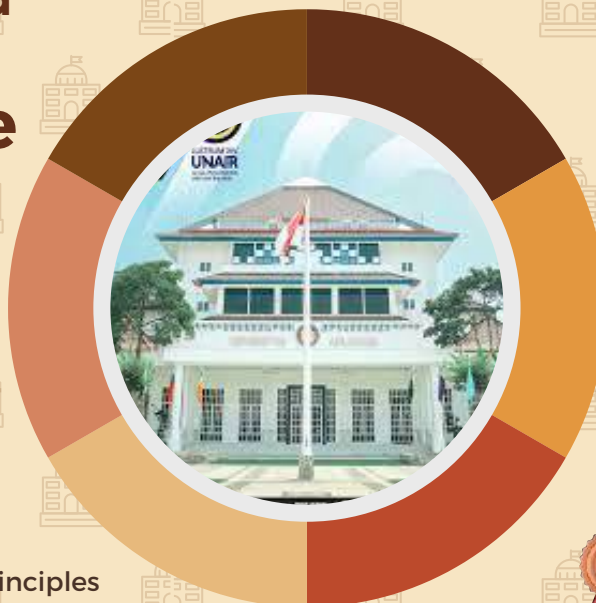
#308 in World



#7 in National



UNAIR operates a transparent and accountable governance system with principles of sustainability "green and blue governance."



Public Information's Awards



Social Media, In-House Magazine, and Website Category



Press Release in the PTN-BH 2024 category



Website in the PTN-BH 2024 subcategory

2 Monitoring System

UNAIR employs comprehensive monitoring mechanisms to ensure compliance with quality standards and improve performance. By 2023, 96.67% of external audit findings were resolved. The university's Airlangga Resource Planning (ARP) system integrates various organizational applications to provide real-time data for stakeholders, enhancing operational efficiency.

4 Business Ethics

UNAIR upholds ethical governance through the Integrity Zone, with the Faculty of Economics and Business earning the 2023 Corruption-Free Zone (WBK) Award. This framework is now being scaled university-wide to strengthen transparency and public service.

3 Transparency Accountability

UNAIR ensures transparency through strong public information policies and award-winning public relations. In 2024, it ranked top 3 in the Public Information Disclosure Awards, multiple Anugerah Media Humas wins, also achieved an "AA" SAKIP rating, the highest among PTN-BH, showing its strong commitment to accountable and performance-based governance.

5 Anti-Corruption

Anti-corruption is rooted in UNAIR's culture. Initiatives like the Sound of Justice event raise student awareness and reflect the university's dedication to integrity and public accountability.

MISSION

"to independently manage the university with good governance through quality-oriented institutional development, enabling competitiveness at the international level"

ORGANIZATIONAL STRUCTURE



Board of Trustees



Rector



Academic Senate

REGULATION

Government Regulation Number 30 of 2014 concerning the Statute of Airlangga University



GOVERNANCE

Higher education governance encompasses the systems and frameworks that oversee the administration of academic institutions.⁶ It includes organizational structures, policies, and procedures designed to ensure the university functions efficiently and effectively. Strong university governance is essential for achieving both academic and administrative objectives while addressing the needs of students, faculty, staff, and other stakeholders.⁷ Key aspects of governance include transparency, accountability, and participatory decision-making. It also covers various areas such as human resource management, financial oversight, and facility administration. Human resource management involves the recruitment, training, and professional development of academic and support staff⁸, whereas financial management focuses on budgeting, expenditure monitoring, and securing funding sources.⁹ Facility management, on the other hand, ensures the maintenance and development of infrastructure that supports academic activities. Effective governance in these areas fosters an environment conducive to quality education.

Governance in higher education plays a crucial role in fostering strong relationships with society, government, businesses, and industries.¹⁰ Universities must develop strategic partnerships to enhance the relevance of their curriculum and research activities.¹¹ Therefore, effective governance extends beyond internal institutional management to include meaningful engagement with external stakeholders. This approach ensures that universities remain responsive to evolving societal needs and technological advancements while also strengthening their reputation and global competitiveness.

1. Organizational Structure of Universitas Airlangga

UNAIR is dedicated to upholding transparent and effective university governance. One of its core missions is "to independently manage the university with good governance through quality-driven institutional development, ensuring international competitiveness." This commitment is demonstrated through a well-defined organizational structure, participatory decision-making processes, and a strict code of ethics that applies to all members of the academic community.

University autonomy is a fundamental requirement for higher education institutions to fulfill their role in fostering national progress efficiently and with accountability. It grants universities the freedom to manage and develop both academic and administrative functions independently while aligning with their vision, mission, and strategic objectives. Autonomy

⁶ Putri Anggreni, 2023, "Manajemen Perguruan Tinggi Dalam Meningkatkan Mutu Pendidikan", *Forum Manajemen*, Vol. 21 No. 1, pp.57-67

⁷ Adi Mulya, Herlina, Sri Mulyeni, 2023, Pengembangan Kemampuan Sumber Daya Manusia dalam Implementasi *Good University Governance*", *Jurnal Soshum Insentif*, Vol. 6 No. 1, April, pp.11-21

⁸ Nurussalami, 2022, "Pengelolaan Tenaga Pendidik dan Kependidikan Dalam Peningkatan Mutu Pendidikan", *Jurnal Intelektualita*, Vol. 11, No. 1, January-June, pp.125-138

⁹ Sukatin, Siti Rukmanah, Rosanti, Hafizul Karim, 2023, "Manajemen Keuangan atau Pembiayaan Pendidikan", *Pedagogika: Jurnal Ilmu-Ilmu Kependidikan*, Vol. 3 No. 2, pp.277-282

¹⁰ Marsus Suti, Muh. Zadly Syahdi, Didiharyono D., 2020, "Tata Kelola Perguruan Tinggi dalam Era Teknologi Informasi dan Digitalisasi", *JEMMA: Jurnal of Economic, Management, and Accounting*, Vol. 3 No. 2, September, pp.203-214

¹¹ Diana dan Luqman Hakim, 2020, "Strategi Kolaborasi Antara Perguruan Tinggi, Industri dan Pemerintah: Tinjauan Konseptual Dalam Upaya Meningkatkan Inovasi Pendidikan dan Kreatifitas Pembelajaran di Perguruan Tinggi", *Prosiding Konferensi Nasional Ekonomi Manajemen dan Akuntansi (KNEMA)*, 10-11 December, pp.1-14

enhances institutional quality, drives scientific advancement, and ensures sustainability—ultimately strengthening national competitiveness on the global stage.

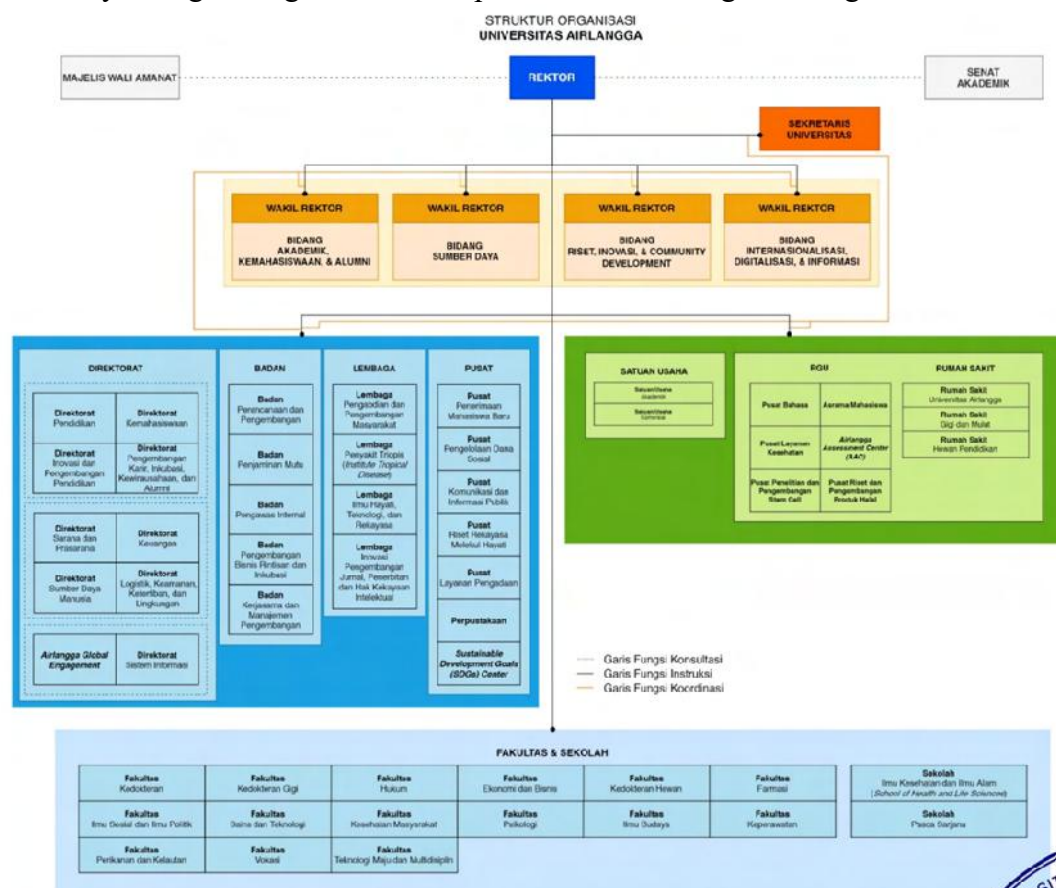


Figure 68. Universitas Airlangga Organizational Structure

Source: Universitas Airlangga Chancellor's Regulation Number 14 of 2023 concerning the Organization and Work Procedures of Universitas Airlangga

The management of UNAIR is governed by the Statute of UNAIR, as established in Government Regulation Number 30 of 2014. This statute serves as the fundamental legal framework for formulating university regulations and operational procedures.

UNAIR's organizational structure consists of three main governing bodies: the Board of Trustees, the Rector, and the Academic Senate. Each plays a distinct role in the university's administration and decision-making processes.

The Board of Trustees serves as the governing body of UNAIR, tasked with formulating and determining the university's general policies. Its roles and responsibilities are explicitly defined in Article 24 of the Statute of UNAIR, as follows:¹²

- a. Establishing general policies for the administration of UNAIR;
- b. Approving proposed amendments to the Statute of UNAIR;
- b. Ratifying strategic plans, work plans, and annual budgets;
- c. Assigning the Academic Senate to conduct the selection of Rector candidates;
- d. Electing, appointing, and dismissing the Rector;
- e. Appointing and dismissing the leaders and members of the Audit Committee;
- f. Ratifying the membership of the Academic Senate;
- g. Conducting an annual evaluation of UNAIR's performance;

¹² Article 24 Statuta Universitas Airlangga

- h. Evaluating accountability reports from the Rector, Academic Senate, and Audit Committee;
- i. Collaborating with the Rector to prepare UNAIR's annual report to be submitted to the Minister;
- j. Ensuring the fulfillment of UNAIR's financial needs in accordance with statutory regulations; and
- k. Resolving issues at UNAIR, including financial matters, that cannot be resolved by other organizational bodies of UNAIR within their respective authorities.

The Chancellor's Organ is the executive body of UNAIR, responsible for leading the university's implementation and management. The Chancellor's duties and authority are defined in Article 33 of the Statute of UNAIR, as follows:

- a. Leading the implementation of education management, research, and community service in accordance with the vision and mission of UNAIRa;
- b. Determining student admissions, graduations, and dismissals;
- c. Establishing, renaming, merging, and dissolving faculties after receiving recommendations from the Academic Senate and approval from the Board of Trustees;
- d. Establishing, renaming, merging, and dissolving study programs after receiving approval from the Academic Senate;
- e. Developing strategic plans, work plans, and annual budgets for UNAIR;
- f. Appointing and dismissing leaders of academic units, supporting academic units, administrative units, and other organizational units;
- g. Determining career positions, appointing, or dismissing lecturers and education staff based on a consistent and professional system and procedures aligned with human resource development needs and legal regulations;
- h. Supervising lecturers, education staff, and students;
- i. Establishing partnerships with the government, businesses, alumni, and society in general;
- j. Establishing international cooperation with foreign governments, international institutions, and businesses;
- b. Conferring and revoking academic degrees awarded by UNAIR;
- c. Imposing sanctions for violations of academic ethics and behavioral rules;
- d. Conducting regular meetings to formulate and evaluate policies and management directions for Universitas Airlangga operations;
- e. Submitting annual and end-of-term reports on UNAIR's management to the Board of Trustees;
- f. Preparing UNAIR's annual report together with the Board of Trustees to be submitted to the minister;
- g. Holding plenary leadership meetings attended by deans and other organizational leaders at least once every semester;
- h. Establishing regulations on the organization and governance of UNAIR;
- i. Conferring the title of Professor;
- j. Utilizing state-owned assets that have not been separated, outside the scope of the university's *Tridharma* activities; and
- k. Performing other duties that are not the responsibilities of the Board of Trustees and the Academic Senate.

The Academic Senate at UNAIR is responsible for developing, formulating, and establishing academic policies, offering expert recommendations, and overseeing academic matters. Its specific duties and authority are outlined in Article 42 of the Statute of UNAIR:

- a. Formulating academic norms and ethics and supervising their implementation;

- b. Establishing policies on academic freedom, freedom of academic expression, and scientific autonomy;
- c. Establishing policies on academic positions;
- d. Formulating policies on education, research, and community service;
- e. Formulating policies on the awarding and revocation of academic degrees and honors;
- f. Providing input to the Board of Trustees regarding the Rector's performance evaluation in implementing academic policies;
- g. Providing recommendations to the Board of Trustees on strategic plans, as well as annual work and budget plans; and
- h. Appointing members of the Board of Trustees who represent the Academic Senate.

Within this governing body, an audit committee operates as an independent instrument of UNAIR's Board of Trustees, consisting of non-academic members. This committee is responsible for evaluating the outcomes of both internal and external audits related to UNAIR's administration, acting on behalf of the Board of Trustees.

In terms of leadership and authority, UNAIR is headed by a Chancellor, who oversees university management and reports directly to the Board of Trustees. To fulfill these responsibilities effectively, the Chancellor establishes various supporting organizations, including: (a) university secretariat; (b) faculty; (c) school; (d) body; (e) directorate; (f) library; (g) institution; (h) center.

2. Governance of Universitas Airlangga

UNAIR upholds a transparent and accountable management system, ensuring that all decisions can be justified to stakeholders. The adoption of green and blue governance principles represents a strategic approach to sustainable organizational management. This initiative integrates environmental and sustainability considerations into all aspects of university operations, including responsible natural resource management, carbon footprint reduction, and ecosystem preservation awareness. Through this approach, UNAIR is committed not only to academic excellence but also to environmental conservation and community well-being.

UNAIR seeks to integrate academic activities with environmental conservation through the adoption of green and blue governance. This policy fosters collaboration among students, faculty, and the local community to develop sustainability-driven programs. Additionally, UNAIR is formulating policies that promote innovation in resource management and encourage research on environmental solutions. Through these initiatives, UNAIR aspires to become a model institution for implementing sustainable and eco-friendly governance.

The adoption of green and blue governance at UNAIR presents a strategic solution to sustainability challenges. This approach integrates mitigation and adaptation strategies to address environmental and climate-related concerns. By implementing this governance model, UNAIR can minimize its environmental footprint while promoting long-term sustainability. Green and blue governance emphasizes the sustainable management of natural resources through the reduction of fossil fuel consumption and the transition to renewable energy sources. Additionally, water conservation and waste management are key priorities. By optimizing water usage and implementing effective waste management systems, UNAIR aims to foster a healthier and more sustainable campus environment.

The successful implementation of green and blue governance at UNAIR requires the active participation of all members of the academic community. This approach ensures that all stakeholders are engaged in both decision-making and policy implementation concerning environmental sustainability. Through collaborative efforts, UNAIR can achieve its sustainability objectives more efficiently and effectively.

The principles of green and blue governance are embodied in UNAIR's commitment to smart and green buildings. This approach optimizes resource management, including electricity, waste, and water, to enhance efficiency and sustainability. UNAIR has already implemented a smart building system at the ASEEC Tower, with plans to extend these principles to future constructions and existing buildings. Beyond infrastructure, sustainability must be integrated into UNAIR's core mission of education, research, and community service (Tri Dharma). Research and publications focusing on the Sustainable Development Goals (SDGs)—particularly SDG #6, #7, #9, #11, #15, and #17—should be expanded in both quantity and quality. The goal is for published research to inform policy-making and the practical application of green and blue governance, thereby driving meaningful impact both within UNAIR and on a global scale.

UNAIR's dedication to sustainability is evident through its participation in the UI GreenMetric ranking. The university has been recognized with a 4.5 Trees Rating, reflecting a strong performance on UI GreenMetric's five-point scale. This achievement highlights UNAIR's continuous improvements in sustainability practices. As of December 2024, UNAIR ranked #7 in Indonesia, a testament to its commitment to implementing green and blue governance and advancing environmentally responsible initiatives.



Figure 69. Certificate of UI Green Metric Trees Rating

Source: <https://greenmetric.ui.ac.id/>, 2024

To enhance sustainable governance within the campus environment, UNAIR emphasizes the efficient use of natural resources, environmental conservation, and the advancement of eco-friendly technological innovations. In support of these initiatives, the implementation of green and blue governance is actively encouraged.¹³ This approach integrates mitigation and adaptation strategies to address environmental and climate change challenges. Through the implementation of green and blue governance, UNAIR aims to minimize carbon emissions and enhance sustainability efforts. At its core, green and blue governance focuses on the sustainable management of natural resources and the environment. By adopting this framework, UNAIR can reduce dependence on fossil fuels and transition toward renewable energy sources, promoting a more sustainable future.

*Blue Governance emphasizes wise management of water resources.*¹⁴ UNAIR has adopted a water conservation system, with one of its key initiatives focusing on wastewater

¹³ Auliya Nurul Faizah dan Nursiwi Nugraheni, 2024, "Pendidikan Berkelanjutan Berbasis Konservasi dan Teknologi Sebagai Aksi Nyata Dalam Mewujudkan SDGs", *Socius: Jurnal Penelitian Ilmu-Ilmu Sosial*, Vol. 1 No. 10, May, pp.73-80

¹⁴ Soraya Lestari dan Zainal Abidin Suarja, 2023, "Blue Ekonomi: Dampak Perencanaan Anggaran Terhadap Pembangunan Ekonomi Berkelanjutan", *Journal of Economics Science*, Vol. 9 No. 1 April, pp.27-38

treatment for reuse in plant irrigation. By optimizing water consumption and implementing effective waste management strategies, the university is fostering a healthier and more sustainable environment.

The green and blue governance approach at UNAIR emphasizes the active participation of the entire academic community. This model can only be effectively implemented when students, faculty, and administrative staff collaborate in their daily activities. Students contribute by engaging in eco-friendly practices, such as using reusable water bottles to minimize plastic waste and participating in sustainability-focused research. Meanwhile, faculty and staff integrate sustainability principles into the curriculum and campus policies, while also conducting research that advances sustainable development goals. Achieving sustainability requires collective responsibility, with every individual playing a role rather than relying solely on institutional efforts.

The decision-making processes at UNAIR, undertaken by governing bodies such as the Board of Trustees, Rector, and Academic Senate, must adhere to strict transparency and accountability standards. Transparency ensures that students, faculty, and staff understand the rationale behind decisions, fostering an open and inclusive environment where stakeholders feel valued and encouraged to provide constructive input. Meanwhile, accountability guarantees that every decision is ethically and legally sound, reinforcing public trust in the university's governance.

To ensure inclusive governance, UNAIR must establish mechanisms that encourage active stakeholder participation in decision-making processes. By engaging diverse voices, decisions will be more representative of the broader aspirations and needs of the academic community, rather than reflecting the interests of a limited group. Additionally, the implementation of structured evaluation and feedback systems will enable UNAIR to assess decision outcomes and identify areas for continuous improvement. Ultimately, transparent and accountable decision-making strengthens good governance practices, ensuring institutional integrity and effectiveness.

3. Internal and External Monitoring System

Institutions are expected to uphold honesty, transparency, objectivity, and innovation as core values in their governance. At UNAIR, transparency is embedded in its management practices, a principle reinforced by its status as a State-Owned Legal Entity University (PT BHMN), granted under Government Regulation No. 30 of 2006. This status evolved in 2012, when UNAIR was designated as a State University with Legal Entity (PTN-BH) through Government Regulation No. 30 of 2014, further mandating adherence to public accountability standards in all institutional activities.

To ensure that all organizational operations align with established policies and objectives, UNAIR has implemented robust oversight mechanisms. These include internal audits and periodic performance evaluations, which enable the university to detect potential issues early and implement necessary corrective actions. Such proactive oversight not only improves institutional efficiency but also fosters trust among students, faculty, staff, and the wider community, reinforcing UNAIR's reputation for integrity and professionalism.

The management of higher education institutions, including UNAIR, requires an integrated approach that encompasses organizational administration, human resource development, financial governance, and academic service quality enhancement. This comprehensive framework ensures that both educational and research objectives are effectively met. In this context, UNAIR's governance structure extends beyond internal administration to include strategic financial planning and continuous academic improvement, fostering a holistic approach to institutional development.

Oversight is crucial in maintaining accountability and transparency within university operations. At UNAIR, systematic performance evaluations and policy reviews ensure that every program and initiative aligns with predetermined objectives. Regular assessments help identify areas for improvement, optimize decision-making processes, and enhance institutional effectiveness. Through continuous monitoring and evaluation, UNAIR remains committed to upholding the highest standards of university governance.

Financial accountability is also a key component of UNAIR's commitment to transparency. Regular independent audits have consistently yielded unqualified (WTP) opinions, indicating that the university's financial reporting complies with disclosure, reliability, and validity principles. Over the past 17 years, starting in 2007, UNAIR has maintained a rigorous internal audit system with structured review processes, ensuring compliance with financial transparency standards. These practices establish UNAIR as a trustworthy institution, where financial data serves as a reliable source of public information and a foundation for institutional decision-making.

In both academic and non-academic operations, UNAIR integrates monitoring and evaluation as ongoing processes to ensure compliance with applicable regulations and institutional accountability. Each unit is required to regularly report and address findings from internal and external audits, fostering a transparent and accountable work culture. As part of its Public Information Disclosure (KIP) obligations, UNAIR ensures that all relevant institutional data and accountability reports are publicly accessible, further reinforcing its commitment to open governance and stakeholder engagement.

In 2024, the completion rate of external audit findings for 2024 up to the third quarter has reached 99.10%, with the details of the resolutions presented in the following figure.

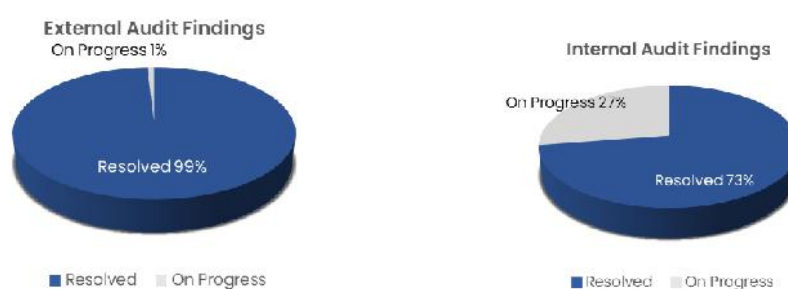


Figure 70. Resolution of External and Internal Audit Findings in 2024

Source: BPI, October 2024

A total of 111 findings were reported by the Audit Board of Indonesia (BPK), with 110 findings categorized as "resolved" and 1 finding yet to be addressed. Additionally, the internal audit recorded 1,081 findings, of which 784 findings (73%) have been "resolved", while 297 findings (27%) are still in the process of follow-up actions. To uphold accountability and transparency, the Internal Audit Unit of Universitas Airlangga (BPI UNAIR) conducts regular monitoring of both internal and external audit findings, ensuring that all issues are promptly addressed and resolved.

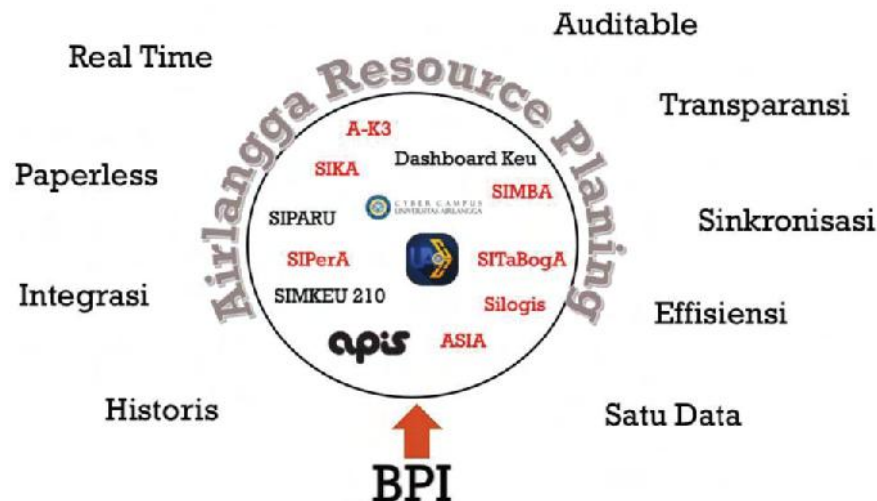


Figure 71. Airlangga Resource Planning (ARP)

Source: Directorate of Information Systems and Digitalization, 2024

To effectively navigate evolving challenges and dynamic changes, UNAIR must establish an efficient and responsive institutional environment. Achieving this requires the optimization of business processes, ensuring that university operations run seamlessly and effectively. One of UNAIR's key strategies in fostering institutional efficiency is the digitization of business processes, a transformation that has been realized through the implementation of Airlangga Resource Planning (ARP) and UNAIR Satu Data (USD). These digital initiatives serve as fundamental pillars in streamlining operations, enabling the university to enhance data accuracy, accessibility, and decision-making processes.

The integration of information systems and data digitization plays a critical role in supporting strategic and operational analyses at all organizational levels. Among the university's most notable advancements in this field is the development of ARP, a comprehensive digital platform designed to integrate various existing application systems within UNAIR. ARP is structured to provide accurate, accountable, and real-time data, ensuring that stakeholders have credible and transparent information to support institutional governance and policy-making. This centralized data infrastructure is essential for monitoring institutional performance, conducting program evaluations, and facilitating both internal and external audits.

A key feature of ARP is its capability to provide real-time access to stakeholders, allowing for direct monitoring of UNAIR's assets, both physical and non-physical. This capability enhances institutional oversight, ensuring that resources are effectively managed and optimally utilized. Furthermore, the development of ARP represents a proactive and strategic initiative, positioning UNAIR to adapt swiftly to digital transformation challenges and address the increasing complexity of higher education data management. By leveraging ARP, UNAIR not only enhances operational efficiency but also reinforces its standing as an adaptive and forward-thinking institution that is well-prepared to meet the evolving demands of the global academic landscape.

No	Nama Pengadaan	Pagu	Metode Pengadaan	Tgl Pemilihan
1	Pengadaan Kursi Fakultas Kedokteran Gigi Universitas Airlangga Tahun 2024 Unit: Fakultas Kedokteran Gigi Kode: 12-2024/001-152511 Sumber dana: D/M/M/S	26.000.000	Pembelian Langsung (didasar oleh sampel dibawah 5%)	10 September 2024
2	Pengadaan Alat Tulis Kantor untuk Fakultas Kedokteran Gigi Universitas Airlangga Unit: Fakultas Kedokteran Gigi Kode: 12-2024/001-152157 Sumber dana: D/M/M/S	3.000.000	Pembelian Langsung (di sampel 10%)	24 September 2024

Figure 73. Airlangga Procurement Integrated System

Source: <https://apis.Universitas Airlangga.ac.id/>, 2024

A key advantage of the Airlangga Procurement Integrated System (APIS) is its ability to ensure transparency throughout the procurement process. From requirement submission and vendor selection to contract execution, every stage is monitored in real-time, allowing relevant stakeholders to oversee procurement activities effectively. This not only accelerates the procurement workflow but also mitigates the risks of fraud and corruption. By providing easily accessible data, APIS ensures that all procurement activities align with institutional regulations and established procedures.

Beyond transparency, APIS significantly enhances efficiency by automating various procurement stages that were previously handled manually. Key processes such as bid requests and vendor evaluations can now be conducted more swiftly and accurately, allowing UNAIR to procure goods and services in a timely manner without compromising quality or budget constraints. Additionally, APIS includes real-time monitoring and reporting capabilities, enabling university administrators to track procurement performance efficiently and generate detailed, timely reports for informed decision-making.

Designed to comply with Indonesia's legal framework on procurement, APIS ensures that every transaction adheres to national regulations and institutional policies. The system also features an integrated vendor management database, allowing UNAIR to select suppliers based on track record, pricing, service quality, and experience. By leveraging APIS, UNAIR optimizes its procurement process, reinforcing its commitment to accountability, operational excellence, and the effective allocation of resources to support its academic and institutional goals.

4. Transparency and Accountability

The public information disclosure policy is a crucial initiative aimed at ensuring transparency and accountability in managing public information. This policy is designed to expand access to government-managed information, enabling the public to engage more actively in the decision-making process. By fostering openness in information sharing, the policy seeks to strengthen public trust in government institutions and encourage greater civic participation in national and state affairs.

At Universitas Airlangga (UNAIR), the commitment to open, transparent, and accountable governance is a fundamental objective. This commitment is integrated across all faculties and administrative units, ensuring that the university remains adaptable to organizational developments and remains accessible to the public regarding important institutional matters. Through the implementation of public information disclosure policies,

UNAIR aims to provide comprehensive access to institutional information, thereby enhancing trust and engagement among stakeholders.

The adoption of this policy supports greater participation in monitoring and evaluating institutional processes, fostering a more inclusive and responsive academic environment. Furthermore, public information disclosure plays a key role in improving the quality of public services and enhancing oversight of UNAIR's performance. With greater access to information, stakeholders can effectively assess UNAIR's policies, decisions, and overall institutional progress. This approach not only reinforces public involvement but also drives UNAIR to maintain higher levels of accountability and responsiveness in meeting public expectations. Ultimately, public information disclosure remains a cornerstone of UNAIR's governance, ensuring that the university continues to uphold integrity, transparency, and effective institutional management.

In 2024, UNAIR received multiple awards in recognition of its excellence in public relations and information transparency. Among these accolades, UNAIR received several awards in public relations and public information at the 2024 Public Relations Media Awards (Anugerah Media Humas 2024), including: First Place in the Social Media Category, Third Place in the Public Communication Campaign Category, First Place in the In-House Magazine Category, First Place in the Website Category, and Best in the State University Classification.



Figure 74. Public Relations Media Awards 2024

Source: PKIP, October 2024

UNAIR was honored with the Silver Winner for Press Release in the PTN-BH 2024 category and the Bronze Winner for Website in the PTN-BH 2024 subcategory, awarded by the Ministry of Higher Education, Science, and Technology. Additionally, UNAIR secured a top-three ranking in the Informative Public Institution category for State Universities (PTN) at the 2024 Public Information Disclosure Awards, an achievement that highlights the university's dedication to transparency and public accessibility to information. This prestigious recognition was granted to 162 public institutions that met the criteria for the "Informative" designation, reinforcing UNAIR's role as a model of good governance in higher education.

Before securing third place, UNAIR was ranked eighth in the previous year, with a score of 97.56. The substantial improvement in ranking demonstrates the university's ongoing efforts to enhance public access to information and ensure compliance with national transparency standards. This progress aligns with Law No. 14 of 2008 on Public Information Disclosure, which mandates public institutions to uphold transparency, accountability, and accessibility of information to foster public engagement and trust. By continuously refining its information management systems, UNAIR strengthens its institutional commitment to openness, public participation, and responsible governance.

As part of this commitment, UNAIR ensures that information is readily accessible to the public through its Information and Documentation Management Officer (PPID) website. This platform serves as a key resource for optimizing public oversight, allowing stakeholders to monitor and evaluate institutional activities with greater transparency. Through these efforts, UNAIR reaffirms its position as a leading higher education institution that prioritizes integrity, accountability, and effective communication with the public.



Figure 75. UNAIR received Silver Winner for Press Release and the Bronze Winner for Website

Source: PKIP, December 2024



Figure 76. UNAIR secured top #3 ranking in the Informative Public Institution for Public Information Disclosure Awards

Source: PKIP, December 2024

In 2024, UNAIR attained an “AA” rating in the 2023 Government Agency Performance Accountability System (Sistem Akuntabilitas Kinerja Instansi Pemerintah/SAKIP) assessment, achieving a score of 95.50, a notable increase from its previous score of 87.85. This accomplishment positioned UNAIR as the top-ranked state university with legal entity status in the SAKIP Awards. The steady advancement in SAKIP scores underscores UNAIR’s commitment to institutional excellence, emphasizing performance-based management and strategic budget allocation. Every work unit at UNAIR is expected to enhance accountability, ensuring that operations are goal-driven and results-oriented. To sustain its organizational growth, UNAIR continues to implement effective policies and strategic initiatives that optimize management practices while fostering resource sustainability and long-term benefits for both internal and external stakeholders.

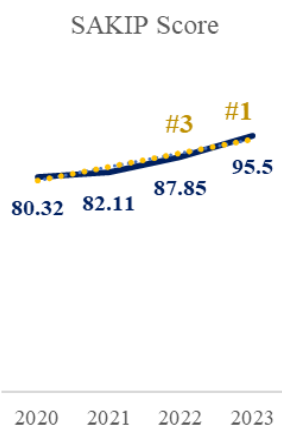


Figure 77. Universitas Airlangga Recognized as the Top Performer in the 2024 SAKIP Awards by the Minister of Education, Culture, Research, and Technology

Source: PKIP, Oktober 2023

Strategic initiatives to be pursued in the coming years include the development of an integrated management and information system that is environmentally friendly, efficient, and

responsive, aimed at fostering good university governance. The principles of good university governance serve as guidelines for all activities at UNAIR to achieve high levels of effectiveness and efficiency. This includes implementing good governance practices, leveraging information and communication technology, and strengthening internal control functions across all activities at UNAIR. The university is also committed to developing environmentally friendly and energy-saving management systems to support the implementation of the SDGs.

5. Business Ethics and Anti-Corruption

Universitas Airlangga (UNAIR) has made significant strides in enhancing performance accountability, demonstrating the tangible benefits of bureaucratic reform. In 2023, UNAIR's Faculty of Economics and Business was recognized for its commitment to integrity by receiving the Corruption-Free Zone (WBK) Award from the Ministry of Education, Culture, Research, and Technology for successfully implementing the Integrity Zone (Zona Integritas or ZI) framework. This recognition highlights the university's dedication to fostering transparency, ethical governance, and improved public service delivery.

The Integrity Zone is a structured initiative that acknowledges institutions, including ministries, agencies, and local governments, that demonstrate strong leadership and personnel commitment to achieving WBK and Clean and Serving Bureaucratic Zone (WBBM) status. This commitment is realized through anti-corruption measures, bureaucratic reform, and service quality enhancements. The framework covers six key reform areas: Change Management, Governance Efficiency, Human Resource Development, Performance Accountability Strengthening, Oversight Enhancement, and Public Service Improvement.

By implementing Integrity Zones, UNAIR takes a crucial step toward more responsive service delivery and institutional reform. This initiative aligns with the Directorate General of Higher Education, Research, and Technology's broader mission to embed Integrity Zones across state universities and Higher Education Service Institutions (LLDikti). Each work unit's dedication to this framework is demonstrated through evaluation reports and tailored innovations designed to enhance operational efficiency and ethical standards.

To acknowledge the commitment of universities and affiliated institutions, the Bureaucratic Reform Team of the Directorate General of Higher Education and the Public Relations Team will present awards to faculties, LLDikti, and directorates that have consistently upheld Integrity Zone principles. These efforts will be formally recognized through the Diktiristek Awards under the Integrity Zone category, reinforcing the significance of institutional integrity in higher education governance.

In parallel with these reform efforts, UNAIR hosted the Sound of Justice (SOJ) Road to Campus event on August 26-27, 2023, marking its first implementation. Organized by UNAIR's Student Executive Board, this event carried the theme "For an Indonesia Free from Corruption", aiming to instill anti-corruption values among young people. Featuring esteemed speakers, including representatives from executive institutions, SOJ sought to inspire greater awareness and proactive engagement in anti-corruption initiatives, positioning students as key drivers of ethical governance in Indonesia.

Moving forward, UNAIR is committed to expanding the Integrity Zone framework across all faculties and schools. This mandate will be formally embedded in performance contracts, ensuring that every academic unit adopts Integrity Zone principles in its operations. By institutionalizing this framework, UNAIR aims to reinforce its commitment to ethical leadership, good governance, and high-quality public service, ultimately contributing to a more transparent and accountable higher education system.

CLOSING REMARK

The **2024 Universitas Airlangga Social Impact Report** reflects UNAIR's unwavering commitment to driving meaningful change in society. More than just an academic institution, UNAIR is a force for transformation, ensuring that education, research, and innovation directly benefit communities. This publication stands as evidence that knowledge is not merely to be learned but to be applied for the greater good.

Throughout the year, UNAIR has implemented diverse initiatives—empowering communities, expanding healthcare access, fostering entrepreneurship, and pioneering sustainable solutions. While the road to a more equitable and resilient future is long, UNAIR remains steadfast in its mission. With continuous dedication and collaboration, we believe that collective efforts will lead to lasting progress for Indonesia and beyond.

This report would not have been possible without the invaluable contributions of faculty, researchers, students, government bodies, industry partners, and the broader community. Their support and collaboration have been instrumental in amplifying UNAIR's impact, proving that transformative change is best achieved through synergy.

Looking ahead, we aspire to strengthen these partnerships, expanding our reach and deepening our social impact. May this spirit of service, innovation, and collaboration continue to inspire us all to push boundaries and create a sustainable future.

Together, we create impact, drive innovation, and build a better world!

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