

# Challenges of Private Higher Education in Facing Sustainable Development Goals by Implementing Sustainable Strategies

Supriyatin

Indonesian College of Economics, Jakarta, Indonesia

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## Article Information

### Corresponding Author:

Supriyatin  
Indonesian College of  
Economics, Jakarta, Indonesia  
Email:  
pri.supriyatin@gmail.com

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## ABSTRACT

The purpose of this study is to analyze the challenges of private tertiary institutions in Facing Sustainable Development Goals by implementing sustainable strategies. This research uses a qualitative approach with descriptive methods. The research results show that in achieving the SDGs, private tertiary institutions can carry out a typology strategy of Sustainability Report, Corporate Governance, Motivation and Incentives, Health and Safety, Human Capital Development, Ethical Behavior and Human Rights, No Conflict of Interest, No Corruption Activities and Awareness of Same, Corporate Citizen. This research is expected to be able to provide an overview of the sustainability strategies implemented by private universities in Indonesia in achieving the Sustainable Development Goals..

**Keywords:** Private Higher Education, Sustainable Development Goals, Sustainability Strategy

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## 1. INTRODUCTION

The Sustainable Development Goals (SDGs) are a joint global development agreement agreed upon by UN members consisting of approximately 193 heads of state including Indonesia on September 25 2015 at the UN Headquarters. This global development joint agreement resulted in 17 goals. The Sustainable Development Goals (SDGs) were designed as a continuation of the Millennium Development Goals (MDGs) whose goals had not been achieved by the end of 2015. The Sustainable Development Goals are a framework for development and negotiations for countries in the world (Wahyuningsih, 2017).

According to Irhamsyah (2019) the Sustainable Development Goals are a long-term global program to optimize all the potential and resources of each country. Including the United Nations which is also part of the 'state community'. From 2016 to 2030, the UN has re-launched the SDGs program. As part of the United Nations, Indonesia and 192 other countries have participated in adopting the SDGs as a sustainable development program. The Sustainable Development Goals are a foundation or framework that applies for 15 years (Pratama et al., 2020). The Sustainable Development Goals (SDGs) are included in the 2030 Agenda which is a sustainable development agreement based on human rights and equality.

The goals of sustainable development have a focus on the environmental, social and economic fields. However, the main priority is education. Because sustainable development does not only talk about economic growth and development or physical and spatial development, but sustainable development talks about the next generation of the nation which must be educated in such a way as to make long-term investments for Indonesia in the future. Therefore, universities need to be actively involved and become an important element in achieving sustainable development goals (Brodjonegoro, 2018).

Law of the Republic of Indonesia Number 12 of 2012, concerning Higher Education, explains that higher education is a national education system that has a role and strategy in educating the life of the nation and advancing science and technology by implementing and realizing humanities values and the sustainable empowerment of the Indonesian people. So that universities play a strong and active role in achieving the target of the Sustainable Development Goals (SDGs). In addition, judging from the link between campus activities and the SDGs indicators, it is the same as the Tri Dharma (Bahari et al, 2022).

There are 4 important elements that must be implemented in a sustainable university management system, namely policy, evaluation, implementation, and improvement. these four elements must be included in the PDCA (Plan-Do-Check-Action) cycle in accordance with management theory so that the implementation of sustainable higher education development can be properly monitored. If described in the implementation elements, there are four derived elements, namely research and application, implementation of education, campus management and supporting facilities, network and partnership development and business development in accordance with the principles of a sustainable university (Firdaus et al, 2021).

Therefore, research and application must have a clear and directed roadmap and benchmark objectives in order to support the achievement of sustainable development. What is no less important is that sustainable universities must be able to build partnerships with various parties, be it government, private, or other universities and must have sustainable leadership that realizes that universities have an important role in achieving sustainable development goals (SDGs) (Fuadi, 2021).

In the era of change and the Covid-19 pandemic, it became a big challenge for universities (Masaharu, 2021) in achieving sustainability goals. The greatest impact was felt by private universities (PTS) in Indonesia. This is because most of his income comes from student tuition fees. Not only has the learning process changed, but the economic side that is directly related to the campus operational system has also changed and the government has the potential to revoke its permit (Main, 2021)

In 2017 PTS in Indonesia totaled 3,154 units. Then in 2018 the number of PTS in Indonesia increased to 3,171. The number decreased by around 1.3% to 3,129 units in 2019. And in 2020 it decreased again to 3,044 units (Setditjen Dikti, Kemendikbud, 2020). Currently, higher education in Indonesia is highly dependent on private universities (PTS). With a total of 118 PTNs, of course they cannot accommodate all students who will attend college.

Private higher education accreditation data in 2020 shows that the number of private tertiary institutions that are accredited A is 0.36% and is accredited Superior is 0.01%, this number is inversely proportional to the number of private tertiary institutions that have not been accredited, which is 44.29% and the number private higher education institutions that are accredited C are 26.23% (Directorate General of Higher Education, Ministry of Education and Culture, 2020).

According to BAN-PT Regulation No. 1 of 2020, accreditation is interpreted as eligibility in determining tertiary study programs, in its level there are 3 levels namely accreditation levels A, B, C, but for accreditation carried out with the Study Program Accreditation Instrument (IAPS) 4.0 and the Instrument Higher Education Accreditation (IAPT) 3.0 which results in superior accreditation ratings, excellent and good, in obtaining superior accreditation which indicates that a tertiary institution has good achievements and achieves the National Higher Education Standards in Indonesia.

To carry out sustainability, universities must have good human resources. With good human resources, universities can produce good graduates so that the quality of higher education is good (Nursyam, 2020). Private tertiary institutions must be able to provide useful knowledge and provide community service. Based on the background description above, this study aims to answer the challenges of higher education sustainability in facing SDGs through a sustainability strategy.

## **2. LITERATURE REVIEW**

### **1. Sustainability**

Sustainability or sustainability comes from the English word 'sustain' which means 'continue' and 'ability' which means 'ability'. So 'Sustainability' means the same as 'sustainability' in Indonesian. According to (Brundtland, 1987) sustainability is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

According to Ahmad & Lutfi, (2020) sustainability means being able to meet current developments without sacrificing future rights. Sustainability has three pillars, namely economic, social and environmental or commonly known as 3P (Profit, Planet, People). These three pillars are important in sustainability where the alignment of the three is continuously pursued or realized. If there is one pillar that is not equal, for example social or environmental aspects, then gaps or problems will definitely occur.

Sustainability is a development process that optimizes the benefits of natural resources and human resources with development so that later it can improve people's welfare in fulfilling their interests without compromising the abilities of future generations.

According to Setianingias et al (2019) there are basic objectives of sustainability, namely:

- a. To accommodate all the changes that occurred after the end of the millennium development era by incorporating several new goals.
- b. Economically viable, namely sustainable development that runs dynamically and maintains system functionality and diversity while providing many economic benefits.
- c. Socially-politically acceptable and culturally sensitive, namely development that is socially and politically acceptable and sensitive to cultural aspects.

Environmental friendly, namely environmentally friendly by promoting the image of products including non-timber forest products (NWFPs) and protecting the natural services provided by forests.

### **2. Sustainability Development Goals**

The Sustainable Development Goals (SDGs) were designed as a continuation of the Millennium Development Goals (MDGs) whose goals had not been achieved by the end of 2015. The Sustainable

Development Goals are a framework for development and negotiations for countries in the world (Wahyuningsih, 2017).

According to Irhamsyah (2019) the Sustainable Development Goals are a long-term global program to optimize all the potential and resources of each country. Including the United Nations which is also part of the 'state community'. From 2016 to 2030, the UN has re-launched the SDGs program. As part of the United Nations, Indonesia and 192 other countries have participated in adopting the SDGs as a sustainable development program.

The concept of a sustainable campus or green campus takes into account three aspects, namely economic, social and social. This concept was later revealed by UI Green Metric as a reference for assessing campus efforts in realizing a sustainable campus through a series of components. According to (Mukaromah, 2020) these components are quite relevant to the goals to be achieved in the SDGs, namely:

- a. Setting and infrastructure are relevant to goal 9, which is related to the role of higher education institutions in innovation and creating an inclusive and sustainable industry and goal 11, which is related to the realization of an inclusive, safe, resilient and sustainable campus environment.
- b. Waste is relevant to goal 3, namely creating a healthy life on campus and goal 14, namely in efforts to preserve the sea by managing waste and waste that has been generated in campus activities (laboratory waste, garbage, etc.).
- c. Water is relevant to goal 6, namely realizing sustainable management or utilization of water resources.
- d. Transportation is relevant to goal 13, namely efforts to reduce greenhouse gas emissions through a series of policies in the field of transportation, as well as goal 15, namely campus efforts to manage land such as (the proportion of green and built open land, campus ecosystems, etc.) that are vulnerable to emissions from transportation.
- e. Energy and climate change is relevant to goal 7, which is related to the supply and utilization of energy sources that are affordable and can be utilized by all groups. Apart from that, this is also relevant to the 13th goal, which is related to the realization of attention to the issue of climate change not only in the campus environment but also in the world of education to the public more broadly.
- f. Education is relevant to goal 4, namely realizing fair education and paying attention to environmental issues.

### **3. RESEARCH METHOD**

This research uses a qualitative approach with descriptive methods. Qualitative research methods, based on philosophy, postpositivism, which, used to research, natural objects, develop, theory and research, historical development, with data collection techniques, combined, (Trianggulasi,) (Sugiyono, 2011). The data in this study is secondary data obtained from archival online media. Therefore, this study uses the archiving method, to collect the data obtained and present it in a form that is easier to understand. The design or design in this study uses content analysis as a reference in data collection or determining sources based on the topics discussed. According to (Krippendorff, 1991) content analysis is a technique in research that is used to make inferences that are easy to imitate and the data obtained is valid by taking into account the context.

### **4. RESULTS AND DISCUSSION**

In facing the era of global competition and achieving sustainable development goals, which are conditional on the development of information and communication technology, private universities apply several strategies. In the following, the researchers reveal some of the sustainable strategies of several private universities in Indonesia:

#### **a. Strategy Sustainability Report**

Sustainability reporting conducted by private universities provides an overview and evaluation of involvement in sustainable development that occurs to stakeholders so that the management process is maintained. Sustainability reporting is carried out to identify the expectations of a group of stakeholders in building communication (Kanigoro, 2018).

The purpose of sustainability reporting is to provide information regarding the vision and mission of private universities and operational activities related to sustainability issues (Kanigoro, 2018). This strategy can be applied by private universities in seeing the urgency and progress of universities in supporting sustainability reporting towards sustainable development (Miqdad & Izzalqurny, 2019).

Such as what was done by Parahyangan Catholic University which collaborated with the International Finance Corporation (IFC) in supporting the implementation and development of sustainable accounting by using the aspect of sustainability reporting (Parahyangan Catholic University, 2020). By switching to using materials that are environmentally friendly and transparent in providing sustainability reports related to the management of private tertiary institutions. Thus making a change in form in the accounting system, which previously used conventional accounting with a focus on profit. Becoming a sustainable accountant with a focus on the environment and social (Parahyangan Catholic University, 2020).

**b. Corporate Governance Strategy**

Private tertiary institutions are educational institutions that are owned by the community in carrying out the process of higher education, therefore in practice private tertiary institutions need to make regulations on higher education governance properly. Higher education governance describes management that is transparent in carrying out its activities, the aim is to improve good relations with stakeholders. Private tertiary institutions need to implement this higher education governance strategy in order to increase public and stakeholder trust regarding the information provided by private tertiary institutions (Wijaya and Krismiyati, 2016). Higher education governance relates to the functions, objectives, authorities and coordination mechanisms of tertiary institutions in realizing sustainable development.

Telkom University and Muhammadiyah University who carry out higher education governance with independence in managing and developing higher education institutions through collaborative use of information and communication technology. The aim is to increase independence in the decision-making process to realize the vision and mission of private tertiary institutions so that their management is more transparent, integrated and has an ICT-based system that can be accounted for. So that it can improve human resources and technological infrastructure by forming the synergy of the academic community in it.

**c. Strategy Motivation and Incentives**

Private tertiary institutions were established to realize the Tri Dharma of Higher Education, namely research, pursuit and community service. Which in the implementation process involves the entire academic community who provide support through time, effort and resources ( Nining Sumbangsih, 2017 ). Motivation and incentives describe the active involvement of universities on the topic of sustainability for the academic community.

By providing incentives to the academic community, it can increase performance productivity which will later have a positive effect on improving the quality of tertiary institutions so that they become more qualified (Suryaman, 2017). Giving incentives can be in the form of achievements, awards, titles, money and so on. This strategy can be implemented by private tertiary institutions because by providing motivation and incentives it can improve the quality and performance of private tertiary institutions towards sustainable development (Suryaman, 2017).

Tarumanagara University is the best tertiary institution by ranking 3rd out of 50 tertiary institutions in region III DKI Jakarta according to LLDIKTI in 2020. This achievement motivates students, lecturers and all other academics in improving quality through Higher Education Tri Dharma activities in the Tarumanagara University environment. The aim is to provide information to the public about the quality of Tarumanagara University's performance. It is hoped that in the future Untar will be able to improve its quality in various fields, so that later it can get even better achievements.

**d. Health And Safety Strategy**

In carrying out Tri Dharma Higher Education activities to support sustainable development it is hoped that the entire academic community will be in a safe condition, which means that there are no risks related to health and safety. Be it lecturers, staff, and students so that in carrying out educational activities and studying knowledge they remain healthy and fit and safe so that the learning process can run optimally. Therefore private tertiary institutions need to seek prevention to minimize it by increasing knowledge about health and safety (Abidin & Ramadhan, 2019). The purpose of implementing this strategy for private tertiary institutions is to prevent or minimize work accidents and foster health and safety behavior in private tertiary institutions. So that in carrying out education it can run well (Suryaningsih et al., 2019).

One of the efforts made by Prasetya Mulya University in implementing a health and safety strategy is to design a food system in a sustainable manner through Haltrack. Looking from the point of view of the feasibility of safe and healthy food, Nurhayati as a member of the school of applied STEM at Prasetya Mulya University contributed by creating a solution. A sustainable food system by providing healthy and safe consumption for everyone. By creating a business plan model, namely creating an application called Halal Traceability for Better Halal Accessibility, which is shortened to Haltrack. This application will make it easier for us when looking for food but are still unsure about the ingredients used are halal or not. This application is very useful because it has a data base that can be easily accessed at any time, so that you can view material supply reports every day (Shofihara, 2022).

**e. Human Capital Development Strategy**

Human resource development in private tertiary institutions implements how to implement sustainable human resource management. Through special programs such as training and education to find out about the sustainability problems of these private universities. Implementation of human resource development in private tertiary institutions while still paying attention to economic, environmental and social aspects. The purpose of

implementing an HR development strategy in private tertiary institutions is to support improving the quality and quality of tertiary institutions so that they are able to compete (Djatola, 2021).

University of Muhammadiyah Jakarta, which is collaborating with the Sumbawa Regional Government to realize an HR development strategy to improve quality so that later it can contribute to sustainable development. By increasing the Human Development Index (IPM) by encouraging the continuation of studies in order to achieve a demographic bonus. The important point in this collaboration is providing college scholarships which are an important factor in the continuation of studies at private tertiary institutions (Muhammadiyah University Jakarta, 2022).

There is the Indonesian Islamic University (UII) which implements a HR development strategy by improving the quality of education through achieving accreditation by opening new study programs. UII has achieved superior accreditation in private tertiary institutions, achieving this accreditation means that the Indonesian Islamic University has met the national standards of higher education in Indonesia. The aim of opening a new study program at the Islamic University of Indonesia is to improve the quality of services in education, so that it can support sustainable human resource development (Kompas, 2021).

#### **f. Ethical Behavior And Human Rights Strategy**

Ethical behavior and human rights are a very important strategic element in obtaining equal and fair rights and a culture of respect and good behavior regarding religious beliefs, gender, nationality or skin color or regarding persons with disabilities and old age. get the same priority in education. This strategy can be applied by private tertiary institutions, because they have the goal of getting equal fulfillment in the fields of education, social, environment in carrying out Tri Dharma Higher Education activities to achieve sustainable development (Sudagung et al., 2019) .

In carrying out the Tri Dharma of Higher Education, University of Surabaya is doing community service affected by Covid-19. As a result of the implementation of Large-Scale Social Restrictions (PSBB), which closed several offices or factories because they went out of business. This is what makes people who have no income have to be laid off and lose their jobs. Therefore, the University of Surabaya is trying to help the community around the campus who are affected by Covid-19. By providing assistance in the form of groceries, to help fulfill the basic needs of the community (Dewi, 2020).

In carrying out this activity, the University of Surabaya implemented an Ethical Behavior and Human Rights strategy. By providing groceries to local communities affected by Covid-19 in a fair manner, all get equal and equal rights. Regardless of race, ethnicity, or religion, everyone gets the same welfare so they can stay healthy and be able to survive during a pandemic. It is hoped that this assistance can make it easier for the community to meet their basic daily needs during the pandemic (Dewi, 2020)

#### **g. Strategy No Conflict Of Interest**

Conflict is something that cannot be avoided in all human associations including private tertiary institutions, and is usually caused by a conflict of interest, so a strategy is needed so that there is no conflict of interest. No conflict of interest illustrates that no one can use or sell private university property or obtain power for personal gain based on the authority they have which can hinder the performance of the tertiary institution. Private tertiary institutions need to implement this strategy, because it aims to prevent conflicts of interest in private tertiary institutions and prevent acts of corruption (Illahi, 2019).

Efforts made by the Islamic University of Indonesia so that there is no conflict of interest, namely by caring for intellectualism that must be maintained. The goal is to maintain the rationality of reason, not only in personal reason but also in collective reasoning. Intellectualism is a very important role in higher education to maintain the reason of the nation's children to stay healthy. Intellectualism encourages people to have independent thinking and not to be carried away by the flow of public narratives by creating openness in handling and monitoring conflicts of interest (Indonesian Islamic University, 2020).

Apart from that, the Islamic University of Indonesia also complicates democracy so that students get the freedom to express their opinions and aspirations with transparent communication, so that there are no conflicts of personal interest and prioritize the public interest. Freedom of opinion is needed to reduce the occurrence of conflicts and discretion that cause abuse of authority. Apart from that, by creating an organizational culture that does not tolerate conflicts of interest and management practices that effectively facilitate the handling of conflicts of interest (Islamic University of Indonesia, 2020) .

#### **h. Strategy No Corruption Activities And Awareness Of Same**

It is nothing new that universities are part of the problem of acts of corruption (Ludigdo, 2018). The existence of a conflict of interest is a factor that encourages acts of corruption so that it gives rise to corrupt behavior in private tertiary institutions such as transactional patterns and nepotism behavior (Illahi, 2019). Therefore, private tertiary institutions can apply the same strategy of no corruption and awareness activities. The

aim is to avoid manipulating practice in private universities. The role of students is also expected to be active in efforts to prevent corruption by participating in educating and building an anti-corruption culture in private tertiary institutions.

In implementing the strategy there are no corruption activities and the same awareness that Bina Nusantara University (Binus) is ready to strip Binus alumni of their titles if they are proven to have committed acts of corruption. Harjanto as the Chancellor of Binus said that he would expel alumni or other academics if they were proven to have committed corruption and working with others to commit corruption threatened to be expelled from the Binusian community. This regulation has been enforced for the last four years. The purpose of this strategy is to uphold the morale and enthusiasm of students and other academics to participate and contribute in preventing and eradicating corruption in the higher education environment. proven to have done so, it will be expelled. This is done by Binus to develop character and maintain the value of integrity.

### **i. Corporate Citizen Strategy**

One way that can be done by private universities in carrying out competition and maintaining their existence is by carrying out Corporate Citizen activities (Wijaya & Krismiyati, 2016). Being a good corporate citizen in private tertiary institutions is by contributing to stakeholders and creating activities related to sustainability for the surrounding community in implementing the Tri Dharma of Higher Education. The purpose of this activity is carried out by private tertiary institutions to maintain their existence so that they can slowly attract new students who know the quality and contribution made by these private tertiary institutions.

In implementing this strategy, Marantha Christian University carries out Tri Dharma Higher Education activities, namely community service. By obtaining a grant of funds to carry out the Merdeka Campus research program and community service to develop an Eco-Village by involving several students and also lecturers who are members of a team based project. This activity was carried out in Stamplat Hamlet, Bandung, West Java, which is a fostered village of Marantha Christian University. Students who are members of the team apply their knowledge in the middle.

With the development of the Eco-Village at the same time helping IKU 7 in MBKM namely, creating participatory classes that focus on students in conducting learning. The purpose of this activity is to develop students to be able to innovate, be creative and care about the environment and support Marantha Christian University in carrying out community service in a sustainable manner so that the community becomes prosperous. Management of grant funds for the MBKM program provides new opportunities for private tertiary institutions to be able to contribute to the community in village development and improve the quality of private tertiary institutions (Larasati, 2021).

## **5. CONCLUSION**

Higher education has an important mission and function, contributing to sustainable development. In achieving these sustainable development goals, private tertiary institutions apply several strategies, namely: Sustainability Report where reporting on sustainability issues in private tertiary institutions provides an overview of sustainable development that occurs to stakeholders as well as checks in the sustainable management process is maintained; Corporate Governance where this strategy implements private higher education governance which describes transparent management to improve good relations with stakeholders; Corporate Governance where this strategy implements private higher education governance which describes transparent management to improve good relations with stakeholders; Health and Safety where private universities provide safety and health in the learning process or Higher Education Tri Dharma activities so that the process runs smoothly; Human Capital Development where this strategy develops human resources in private tertiary institutions by providing training, education and development to understand sustainability issues; Ethical Behavior and Human Rights in this strategy private universities must be fair in giving equal priority in education; No Conflict of Interest in this strategy, private universities take precautions to avoid conflicts of interest; No Corruption Activities and Awareness of Same is carried out to avoid manipulating corrupt practices and behavior in private tertiary institutions; and Corporate Citizen where private universities provide benefits to the community in improving lifestyles and providing assistance to the community around the campus or the community in Indonesia.

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