

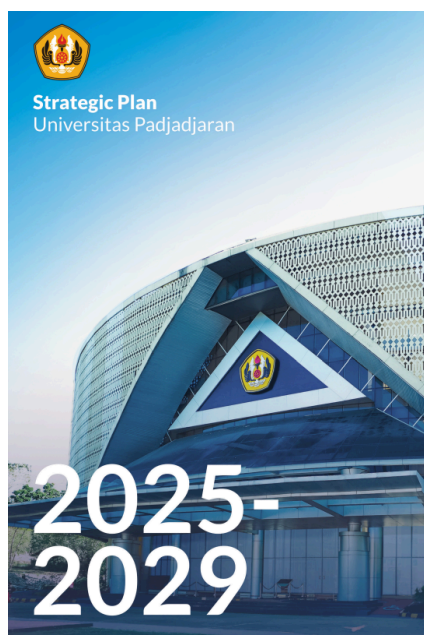


Sustainable Investment

Universitas Padjadjaran demonstrates its commitment to sustainable investment through a comprehensive institutional approach that encompasses strategic financial planning, environmentally responsible infrastructure, and research funding aligned with national and global sustainability goals. The 2025–2029 Strategic Plan emphasizes income diversification and efficient resource management, including alumni-driven endowment innovation to ensure long-term institutional resilience. This vision is further realized through the implementation of a green building policy supported by Internet of Things (IoT) technology for energy and environmental monitoring. In parallel, the university allocates research funding to priority areas such as green and blue economy, in accordance with national research agendas, ensuring that sustainability is embedded across all pillars of education, research, and community engagement.

1. Strategic Plan 2025-2029

In its 2025–2029 Strategic Plan, Universitas Padjadjaran outlines a key priority in promoting sustainable financial investment through income diversification and enhanced resource efficiency. One of the strategic focuses is on strengthening alumni engagement in university investment initiatives and innovating endowment fund management. These efforts aim to ensure long-term financial sustainability in supporting the university's core missions—education, research, and community service—as well as broader institutional development goals.



2. **Developing inclusive education:** Designing various programs, such as optimizing inclusive learning centers, providing financial assistance, and developing inclusive curricula to ensure that all students, regardless of background, special needs, or socio-economic status, have equal access to high-quality education.
3. **Developing online degree programs:** Expanding access to quality education by creating degree programs on digital platforms, making education more accessible to a broader community.
4. **Increasing innovation in non-degree education:** Involving lecturers, retirees, education personnel, alumni, and professionals in various technology-based non-degree education programs to ensure accessibility and relevance to the needs of Indonesian and global society.

Developing Financial Sustainability Through Income Diversification and Increasing Efficiency of Resource Management

Priority Programs:

1. **Alumni Investment in Unpad and Endowment Fund Innovation:** Engaging alumni in university investment and driving innovation in endowment fund management to support the sustainability of the Tridharma Program of Higher Education and other institutional targets.
2. **Business Intensification and Extensification:** Strengthening and expanding the university's involvement in business and commercial activities to support financial sustainability while enhancing social and economic impacts.
3. **Expanding Partnerships for Broader Education Access:** Developing collaborations to offer new programs and facilities targeting previously underserved segments of society, thereby generating additional revenue streams.



<https://jdih.unpad.ac.id/wp-content/uploads/2025/03/Srategic-Plan-Universitas-Padjadjaran-2025-2029.pdf> (Page 26)

2. Green building investment policy

Unpad has Rector Regulations of Universitas Padjadjaran Number 13 of 2022 concerning Green Building. This policy suggests the investment to realize green building through climate change mitigation in buildings and energy utilization as well as adaptation to climate change in the water and energy sectors. The energy efficiency at Unpad are applied to all building including energy monitoring and supervision, implementation and maintenance, and availability of green open space. For smart building system Universitas Padjadjaran has implemented an Internet of Things (IoT) system. In general, internet of things is a concept in which certain objects have the ability to transfer data over a network without human-to-human or human-to-computer interaction. IoT itself includes energy monitoring, A/C monitoring, and Environmental monitoring. IoT implementation will be pursued in stages in all campus buildings.

- A/C monitoring [MONICS]
- Energy Monitoring
- Environment Monitoring, several aspects of the environment include
 - Monitor water level
 - Monitor air quality, carbon dioxide and gases such as smoke, carbon monoxide in confined areas indoors.
 - Monitor water quality, pollutants, presence of lead, and flood water levels.
 - Monitoring data center for air temperature and humidity

Link: <https://sdgs.unpad.ac.id/wp-content/uploads/2022/11/Green-Building-at-Unpad.pdf>



CHAPTER IV

GREEN BUILDING PRINCIPLES

Article 6

Green building principles include:

- a. formulation of common goals, understanding, and action plans;
- b. reduction in the use of resources in the form of land, materials, water, natural resources, and human resources (reduce);
- c. reduction of waste generation, both physical and non-physical ones;
- d. reuse of resources that have been used previously (reuse);
- e. use of recycled resources (recycle);
- f. protection and management of the environment through conservation efforts;
- g. mitigating of safety, health, climate change, and disaster risks;
- h. orientation to the life cycle;
- i. orientation to the achievement of the desired quality;
- j. technological innovation for continuous improvement; and
- k. Improvement in institutional support, leadership and management in implementation.

3. Research funding guideline on sustainability

As part of its sustainable investment strategy, Universitas Padjadjaran channels research funding into priority areas that promote long-term environmental, social, and economic sustainability. Research focuses include science, technology, and social humanities, in line with the national agenda set by the Ministry of Higher Education, Science, and Technology, and the National Research and Innovation Agency (BRIN). Key sectors include food, energy, health resilience, transportation, defense and security, agro-maritime, tourism, digital diplomacy, and social humanities. These research outputs aim to support sustainable development rooted in digital, blue, and green economy models.

Strategic research areas are designed to be multi-, inter-, or trans-disciplinary, with an emphasis on Indonesia's local context, including indigenous knowledge and resources. The research is directed toward solving real local challenges while aligning with global sustainability goals.

<https://drhpm.unpad.ac.id/wp-content/uploads/2025/02/Pedoman-Riset-Kolaborasi-Indonesia-Unpad-2025.pdf>



3. Fokus Riset

Fokus riset dapat mencakup bidang-bidang prioritas sains, teknologi, dan sosial humaniora sesuai arahan Kementerian Pendidikan Tinggi, Sains, dan Teknologi serta Badan Riset dan Inovasi Nasional (BRIN). Hal ini meliputi bidang penelitian di sektor pangan, energi, kemandirian kesehatan, transportasi, pertahanan dan keamanan, agro maritim, pariwisata, digital diplomasi, dan sosial humaniora. Adapun hasil penelitian ini ke depannya dapat

memberikan pembangunan berkelanjutan yang bertumpu kepada *digital, blue, dan green economy*.

Bidang strategis yang dikembangkan harus memuat pendekatan multi/inter/lintas-disiplin dan lebih diutamakan memiliki muatan lokal Indonesia (*indigenous knowledge and resources*) serta bertujuan untuk membantu menyelesaikan masalah-masalah lokal yang ada di Indonesia.