Long-Term Development Plan

Universitas Indonesia

(RPJP UI)

2015-2035

Depok, January 2015

FOREWORD

We convey our gratitude to the God Almighty on the completion of the formulation of the Long-Term Development Plan of Universitas Indonesia of 2015-2035 (Indonesian acronym: RPJP UI 2015-2035) in a relatively short time. The formulation of RPJP UI is conducted in accordance with the mandate of the Government Regulation of the Republic of Indonesia Number 68 of 2013 on the Statute of the Universitas Indonesia (UI Statute) Article 57 paragraph1.

RPJP UI is a long-term development plan document of UniversitasIndonesia of the 2015-2035 period which contains a series of statement of intentof UI Members. RPJP UI is composed by a team established by the Rector through Rector Decree No. 1954/SK/R/UI/2014. The team comprisesthe representatives of theBoard of Trustees (Indonesian acronym: MWA), Rector, Academic Senate (Indonesian acronym: SA), and Board of Professors (Indonesian acronym: DGB). RPJP-UI document becomes the guidelines for composing the Medium-Term Development Plan of UI (Indonesian acronym: RPJM-UI), which contains programs'priorities and Rector'sactivities in managing UI for the period of five years through the programs and activities as outlined in the Strategic Plan (Indonesian acronym: Renstra).

We wish to thank all parties, especially the Stakeholders who have provided support to the formulation of this UI RPJP. If there is any flaw or error, we sincerely apologize.

Chairman of FormulationTeam,

Prof. Dr. Ir. Triatno Judo Harjoko, M.Sc., Ph.D

CHAPTER III

RPJP Outline of Universitas Indonesia

1. **The Direction of UI Long-term Development**

   The development of UI direction in RPJP 2015-2035 in general is stipulated to be implemented integratedly and comprehensivelyaccording to the order that supports each other:

   1) The development of UI is implemented integrallyby involving the entire academic *civitates*of UI.It means that the development of UI is aimed not only at the physical development in the forms of facilities and services for the implementation of the Tridharma of Higher Education which is superior and globally recognized, but also at the development of attitudes, the academic moral based on Pancasila. The development of UI emphasis on the enforcement of the code of ethics and academic conduct as an important part to embody the achievement of the Tridharma of Higher Education activities which are superior and are internationally recognized.

   2) The development of UIis implemented based on Act No. 12 of 2012 on Higher Education that changes the legal status of UI from a State-owned Higher Education Entity to a State-owned Higher Education Legal Entity, and the Government Regulation No. 68 of 2013 on the Statute of Universitas Indonesia. The Statute of UI brings a fairly fundamental change whichis the change at UImanagement wherethe inter-organ relationships, namely between theBoard of Trustees (Indonesian acronym: MWA), Rector,

Academic Senate (Indonesian acronym: SA), and Board of Professor (Indonesian acronym: DGB),are guided by the spirit of collegiality with mutual consideration and balance each other.

3) The development of UIis implemented gradually over 20 years in the range of 2015 - 2035, and it is divided into four (4) stages, each of which is implemented in the medium term of five-yearly. The goals of each stage are to improve the quality of the implementation of the Tridharma of Higher Education and to lay the cornerstone for the development of the next stage so that the final objective of making UI superior and recognized at the global level is achieved.

4) The main target of UI Long-term Development is the creation of a strong foundation for UI members to grow and develop into UI that is independent, autonomous and superior, and of globalrecognition. The focus of UI long-term development is the superior quality programs of the Tridharma of Higher Education. The areas of development to achievethe superior quality and international recognition ofUI and all of itsacademiciansare:

a. Governance and Management

b. Education

c. Researches and Innovations

d. Community service

e. Human Resources

f. Facilities and infrastructures

g. Finance and Funding

h. Stakeholders' Roles

i. The Development and Utilization of Culture

2. Strategic Objectives

The objectives to be achieved in the Long-term Development UI are as follows:

a. Governance and Management

The development of governance and management with strong foundationthrough:

- Integrated information system.

- The principles of university governance that are transparent, accountable, responsible, independent and fair.

- The leadership that embraces the principles of top-down and bottom-up on all fronts to uphold the truth, honesty and fairness (*veritas, probitas, justitia*) in the spirit of collegiality.

1) **RPJM stage I 2015-2020**: the consolidation stage that emphasizes on the governance and the performance of inter-organs, namely betweenMWA, Rector, SA, and DGB, that arebased on the spirit of collegiality with mutual consideration and balance each other. Consolidating external working relationships with government or private institutions as well as educational institutions in the country and overseas. Utilizing the information and communication technology basedgovernance system to integrate the management of academic

and non-academic administrations. Managing and optimizing the resources of Universitas Indonesiabased oncost-sharing and resource-sharing. Applying the meritocracy-based remuneration system at all levels of the organization at UI.

2) **RPJM stage II 2021-2025**:the strengthening stage thatemphasizes on the governance system performance and the performance of inter-organs, namely between MWA, Rector, SA, and DGB. Strengthening the external working relationships with government or private institutions as well as educational institutions overseas. Maximizing the information technology system to support the governance and the management of academic and non-academic activities. Maximizing the meritocracy-based remuneration system.

3) **RPJM stage III 2026-2030**: the development and utilization stage that emphasizes on the external working relationships with government or private institutions as well as educational institutions overseas.

4) **RPJM stage IV 2031-2035**: the consistency maintenance stage that emphasizes on the sustainability of all aspects that ensure the excellence of the governance and management of Universitas Indonesia.

b. Education

The structure of the education programs is flexible and in accordance with the human development goals of Indonesia that are advanced and dignified to produce graduates whoare strong, independent, and able to adjust themselves to changesand can be the leadersin theirown fields,locally, nationally, or internationally. The structure of the education programs that is able to create the cornerstones for the medium-term development of UI,stage by stage, within the scope of RPJP UI.

Educationprograms,which include undergraduate, graduate, professional and vocational programs, provide a stimulating environment to prepare the students who are able to understand various discplines of knowledge and skills as well as are able to adapt totheir surroundings. Scientifichybridityis realized through academic integration based on inter, multi and or trans-disciplinary education to contribute to the advancement of basic sciences.

The development of UI in academic sector is managed by academic management system and quality assurance of international standards, and is based on the principles of credibility, integrity, accountability, transparency, and fairness. The development of the teaching and learning method based upon Student Center Learning (SCL) and e-learning. In this case, the learning process emphasizes on independent learning culture (learn and re-learn). To support it, the learning resources can be technologically transferred into

digital forms (e-books, links, articles, etc.)and widely accessed (related to the citation index).

Regular workshops are regularly held in relation to the development and practical solutions to industry and community. Open education - e-learning to provideeducation, particularly the basic applied science (such as, technology, administration, economics, humanities),to those with limited access (remote).

The structure of education programs mentioned above is achieved through a series of stages in RPJP as follows:

1) **RPJM stage I 2015-2020**:the consolidation stage thatemphasizes on undergraduate and vocational programs which are superior, ethical, and dignified to support and contribute to Indonesianhuman development towards the community which is culturally and economically independent. Consolidating graduate and professional programs, academic reorientation related to themulti-dimensional problems of the nation as well as UI involvement in outreach programs (institutions, lecturers and students).

2) **RPJM stage II 2021-2025**: the strengthening stage thatemphasizes on graduate and professional programs which are qualified, while still strengthens undergraduate and vocational programs. Strengthening the collaborative efforts in education with developed countries towards

superior academicand applied researches, through academic and applied innovations, as well as graduates who can compete at international level.

3) **RPJM stage III 2026-2030**: the development and utilization stage that emphasizes on the independence of graduate programs that are superior through researches findings that include innovations, publications, Intellectual Property Rights (Indonesian acronym:HKI) and others which are internationally recognized that are, among others, manifested in the number of international publications. This stage maintains the improvement of the educational quality of undergraduate and vocational programs.

4) **RPJM stage IV 2031-2035**: the consistency and sustainability maintenance stage that emphasizes on graduate programs which are superior and is measured by the quality of researches works that include innovation, publications, HKI, and otherswhich are internationally recognized through the number of international publications.

c. **Researches and Innovations**

The development of quality researches that is supported by the planning and quality researchesmanagement, as well as the allocation of researches funding that embraces the principle of budgetary autonomy. The development of science that is cutting edge, innovative, and cost efficient and producesbreakthrough ideas (HKI, patents).

The researches are applied in community service and outreach programs (students, lecturers, and institutions) to contribute to the settlement of the national problems on sustainable development, the enforcement of rights and socioeconomic fairness, the restoration of human dignity, as well as the problems of socioelogical disasters.

Superior researches that can be operated in an independent,or combined, or disjointed manner are categorized into four superior groups:

- Indigenous Study: focuses on wisdomresearches and local knowledge to address local issues and concerns that can be raised into global level.

- Science & Technology: focuses on innovations and scientific breakthroughs based onnatural sciences and theirapplications to contribute to the nation's problems and issues.

- Health & Genome: focuses on aspects of public health in general in Indonesia as well as to make breakthroughs and innovations to solve public health problems.

- Social, Politics, Economics and Law: focuses on the aspects of social, politics, economy and law in the plurality of the communityof Indonesia.

1) **RPJM stage I 2015-2020**: the consolidation stage thatemphasizeson increasing the number and quality of researchesin multi/inter/trans disciplinary approach, specific researches through study centers and the

research clusters, collaborations with other universities in order to mentor and assist, as well as scientific publications at national and international levels.

2) **RPJM stage II 2021-2025**: the reinforcing stage that emphasizes on the quality of researches, especially on researches centers and the research clusters, collaboration with other universities in the framework of coaching and mentoring as well as international scientific publications.

3) **RPJM stage III 2026-2030**: the development stage that emphasizes on international research cooperationsat UIfrom study centers or the researchclusters of science and technology as well as the development of international scientific publications.

4) **RPJM stage IV 2031-2035**: the consistency maintenance stage thatemphasizes on the sustainability of superior research works (research centers, the research clusters), innovations, science and new technologies (HKI, patents, etc.), as well as the sustainability of international publications.

d. **Community Service**

The development of community service is aimed at contributing to the settlement of problems of the nation. The development of outreach programs (among others through e-learning, mentoring, etc.) includes the institutionsat UI, lecturers, and students through formal and informal programs to go

directly to the communityin addressing the issues and problems faced by the nation, especially at the local level.

1) **RPJM stage I 2015-2020**: the consolidation stage thatemphasizes on community service and outreach programs in multi/inter/trans-disciplinary approach to help resolve the nation's problems by paying attention and optimizing local wisdom.

2) **RPJM stage II 2021-2025**:the strengthening stage thatemphasizes on community service and outreach programs in multi/inter/trans-disciplinary approach to help resolve the nation's problems.

3) **RPJM stage III 2026-2030**: the development and utilization stage that emphasizes on community service and outreach programs in multi/inter/trans-disciplinary approach to help resolve the nation's problems.

4) **RPJM stage IV 2031-2035**: the consistency maintenance stage thatemphasizes on the sustainability of community service and outreach programs in multi/inter/trans-disciplinary approach to help resolve the nation's problems.

e. **Human Resources (HR): Lecturers and Education Staff**

Human resources development is based on ethics and is performance-oriented. The management of lecturers and education staff is integrated by the university.

The development of human resources through an effective and efficient system of governance to produce superior performance. The development of superior human resources includesthe research clusters, HKI, patents, consultation services (e.g. government, language, management, etc.), S3 scholarship program that focuses on the development of the nation and country.

1) **RPJP stage I 2015-2020**:the consolidation stage thatemphasizes on the governance of lecturers and academic staff. The development of superior human resources (conducted through of study assignment, involvement in competitive researches grants, distinguished visitting scholar, etc.) to bring the totality of UI to the superiority that is recognized globally. The recruitment of new lecturers and academic staff. Meritocracy-based remuneration. Enforcingthecode of ethicsto all members of Universitas Indonesia.

2) **RPJP stage II 2021-2025**: the strengthening stage thatemphasizes on the application of meritocracy on the performance of lecturers and education staff and the code of ethics of UI. The recruitment of lecturers. Strengthening the performance of the Tridharma of Higher Education which is superior through the help of distinguished visiting scholar.

3) **<u>RPJP stage III 2026-2030</u>**: the development stage that emphasizes on the expansion of academic networks through teaching cooperations, researchesin the countryand overseas, the development of research collaborations with government, private and foreign institutions. Increased products and research publications (HKI, patents).

4) **<u>RPJP stage IV 2031-2035</u>**:the consistency maintenance stage thatemphasizes on the sustainability of the superior performance of the lectures and education staff.

f. Facilities and infrastructure

UI as an integrated entity needs to build a strong foundation in the form of optimization of resources based on cost-sharing and resource-sharing.

The development of UI in facilities and infrastructure is directed to activities that realize the service excellence that is efficient and effective, environmentally friendly, and is supported by internal control and strong risk management.

Quality infrastructures include laboratories which are required for learning and researches activities, buildings for specialists (research centers, the research clusters, etc.), computer centers, libraries, and services to students.

The stages of improving the quality of facilities and infrastructures are as follows:

1) **RPJM stage I 2015-2020**: the consolidation stage thatemphasizes on the integration of facilities and infrastructures of information and communication technology for the existing academic and non-academic management. Increasing the number and quality of joint laboratories owned by UI and laboratories that collaborate with others as well as laboratories for research activities that are affiliated with other institutions outside UI for the teaching of undergraduate, graduate, professional and vocational programs. Building the initial stage of UI workshops.

2) **RPJM stage II 2021-2025**: the strengthening stage thatemphasizeson the complete integration of information and communication technology, and joint laboratories owned by UI and laboratories that collaborate with others as well as laboratories for research activities that are affiliated with other institutions outside UI for the teaching of undergraduate, graduate, professional and vocational programs, and the strengthening of multi-function workshops.

3) **RPJM stage III 2026-2030**:the stage of facility and infrastructure development and utilization thatemphasizes on developing the facilities and infrastructuresoflaboratories of study centers or the researchclusters of science and technology for cutting-edge researches, and conducting international research cooperationat UI.

4) **RPJM stage IV 2031-2035**:the consistency maintenance stage thatemphasizes on the sustainability of information and communication technology operation system, the products and works of specific research laboratories (research centers, the research clusters), innovations, new inventions, new knowledge and technologies (HKI, patents, etc.).

g. **Finance and Funding**

The development of financial and funding system to realize UI autonomy in finance and funding. Integrating financial and funding system in an integrated manner.

1) **RPJM stage I 2015-2020**: the consolidation stage thatemphasizes on the implementation of financial and management systems in an integrated manner. Searching for the selections of alternative funding sources.

2) **RPJM stage II 2020-2025**: the strengthening stage thatemphasizes on stabilizing the integrated and independent financial and funding system to support UI towards the Five Excellence in the Southeast Asia.

3) **RPJM stage III 2026-2030**: the development and utilization stage of the financial and funding system which is integrated and independent and adaptable to external sources of funding to support the strengthening of UI position as the Five Excellencein Southeast Asia.

4) **RPJM stage IV 2030-2035**: the consistency maintenance stage thatemphasizes on the overall sustainability of UI operational funding system and management, which supports the achievement of UI as the Excellencein Asia.

h. **Stakeholders' Roles**

The development of cooperation with the alumni, industries, and others.

1) **RPJM stage I 2015-2020**: the consolidation stage thatemphasizes on the networks of stakeholders in the country such as the alumni, government and industries. Intake for the consolidation of the Tridharma of Higher Education at UI.

2) **RPJM stage II 2021-2025**: the strengthening stage thatemphasizes on the governance system that establishes the networks within the country and overseas, and the opportunities of resources and funds apart from the government, namely from the alumni, industries, and others. Strengthening the implementation of the Tridharma of Higher Education through the collaboration with the stakeholders.

3) **RPJM stage III 2026-2030**: the development and utilization stage thatemphasizes on expanding the networks to build opportunities of resources and funds that are more extensiveto the networks of the alumni, government and industries.

4) **<u>RPJM stage IV 2031-2035</u>**: the consistency maintenance stage thatemphasizes on the sustainability of the relationship between UI and the stakeholders.

i. **Development and Utilization of Culture**

The conservation, development and utilization of culture are aimed at growing the love for the homeland and the achievement of balance between physical and psychological developments, which is reflected in the open attitude to accept cultural diversity.

1) **<u>RPJM stage I 2015-2020</u>**: the consolidation stage thatemphasizes on reviewing and structuring the implementation of PDPT/MPKT especially in sports and arts. The attempts to present national culture and local wisdom, as well as international culture in various UI activities. Encouraging the development and utilization of the researchresults in culture (Humanities, Indigenous Studies, etc.) in solving societal problems.

2) **<u>RPJM stage II 2021-2025</u>**: the strengthening stage thatemphasizes on the conservation, development, and utilization of national and international cultures through curricular and extra-curricular programs.

Strengthening the cooperation with various parties for the development and utilization of research results in culture in solving the problems of community, for the realization of a harmonious civil community.

3) **<u>RPJM stage III 2026-2030</u>**:the development and utilization stage that emphasizes on the efforts to create a dynamic environment for the development and utilization of culture at national and international levels.

4) **<u>RPJM stage IV 2031-2035</u>**:the consistency maintenance stage that emphasizes on the sustainability of the efforts to create a dynamic environment for the development and utilization of culture at national and international levels.

CHAPTER IV

MILESTONES OF UNIVERSITAS INDONESIA

1. UI ROADMAP

Figure 1: UI Roadmap – Towards Asia's Excellence

2015-2020: UI becomes independent and superior, becomingSoutheast Asia's Excellence

2021-2025: UI establishes as advocator, becomingSoutheast Asia's Top 5

2026-2030: UI develops, serves, and establishes as Southeast Asia's Top 5

2031-2035: UI is recognized as the Teacher of the Nation, becoming Asia's Excellence

2. Stages and Major Achievement Milestones

The main achievement milestones are outlined in a summary that shows the strategic direction of the development process of UI for the next 20 years.Remembering therapid environmental change and uncertainty inherent in long-term planning, the strategic direction is of general nature, without specific milestone or depiction atoperational level. Long-term planning only shows the strategic direction at any point of planning time/period globally, butit can indicate the direction where UI will be taken in the next twenty years. In the implementation, it can be reviewed later on an ongoing basis.

Table 4:Stages and Major Achievement Milestones

Stages	Major Achievement Milestones
Five Years I 2015-2020	UI becomes a State-owned Higher Education Legal Entity (Indonesian acronym: PTN BH) that is independent and superior and capable of resolving problems and facing challenges at national and global levels, towards Southeast Asia's Excellence.
Five Years II 2021-2025	UI steadily implements the Tridharmaof Higher Education as an advocator in solving issues and challenges at national and global levels, and becomes Southeast Asia's Top 5.
Five Years III 2026-2030	UI is steadily established in Southeast Asia's Top 5, and successfully develops and utilizes the Tridharma of Higher Education to resolve the problems and challenges at national and global levels.
Five Years IV 2031-2035	UI consistently and continuously implements the strengthening,

	development, and utilization of the Tridharma of Higher Education in resolving issues and challenges at national and global levels, and is recognized as the 'Teacher of the Nation' and becomes a leading university in Asia.

3. **UI Achievement Milestones of 2015-2035**

UI milestones of 2015-2035 in every sector and in every period of 5 (five) years, as outlined in Table 5 below, illustrate the strategic plans in the areas of governance and management, education, researches and innovations, community service, human resources, facilities and infrastructures, finance and funding, as well as the conservation, development, and utilization of culture.

Table 5: UI Achievement Milestones of 2015-2035

Strategic Sectors	Achievement Milestones			
	STAGE I CONSOLIDATION: 2015-2020	STAGE II STRENGTHENING: 2021-2025	STAGE III DEVELOPMENT and UTILIZATION: 2026-2030	STAGE IV CONSISTENCY and SUSTAINABILITY: 2031-2035
Governance and Management	• UI internal governance goes well, as reflected from: 　○ Coordinations between organs, between units, or between faculties which are harmonious and	• UI internal and external governance is getting stronger and is firmly supporting the achievement of the The Top 5 in Southeast Asia, as reflected from: 　○ Coordinations between organs,	• UI internal and external governance is developing well and more modern, it guarantees the implementation of service excellence of higher education to make Indonesian	• UI internal and external governance is developing consistently and sustainably, it guarantees the implementation of service excellence

	balanced.	between units, or	people	of higher education
	o Accountability, transparency and public image increase.	between faculties which are more in tune and balanced.	comprehensively smart and have global competitiveness.	and supports UI position as Asia's excellence and as the "Teacher of the Nation".
	o University Culture and good university governance based on UI main values are effective.	o Accountability, transparency and public image increase more.	• The Integration of Information & Communication Technology System in the management of academic and non-academic is steady and growing in line with the progress of TIK.	• The Integration of Information & Communication Technology Systemin the management of academic and non-academic is developing consistently and
	o Concerns on the integrated documentation and information system so that public services grow well.	o University Culture and good university governance based on UI main values are acculturated well.		
		o Concerns on the integrated documentation and		

	• UI external governance runs well, reflected from UI'sharmoniousrelationship with various parties and the implementation ofthe legislation so that UI becomes an autonomous and superior PTN BH. • The Integration of Information & Communication Technology Systemin the management of	information system so that public services grow well. ○ UI becomes more autonomous and superior. • The Integration of Information &Communication Technology (Indonesian acronym: TIK)System in the management of academic and non-academic is stronger and better.		sustainably.

	academic and non-academic is reached.			
Education	• The student enrollmentsystem for Indonesian citizens (Indonesian acronym: WNI) or foreign citizens (Indonesian acronym: WNA) for Bachelor's/S1, Master's/S2, Doctoral/S3, and vocational programs that is qualified, dignified, and fair, supported by an	• UI becomes the top 5 in Southeast Asia. • Student enrollment system (S1, S2, S3, and vocational program levels)is qualified, dignified, and fair, supported by an integrated TIK which is progressing well, and the enrollment chance for foreign/international students is bigger. • The appeal of the	• UI is established as the top 5 in Southeast Asia. • Student enrollment system based on TIK which is integrated and advanced is getting more capable of encompassing prospective qualified students from national and international environments. • Graduate Programs	• UI runs the entire programs in education sector (enrollment, process, graduates) consistently and continuously, in accordance with the advancement of science, technology, and the needs of the nation and the country.

	integrated TIKwhich is progressing well. • Liberated process of academic education (S1, S2, and S3) and vocational and professional programsthat are superior and promoting ethics are running well. • Center for Learning Resources for the development of effective learning (SCL learning systems, e-learning, outreach	Graduate Programs to be the first choice for quality students is getting stronger. • The process of academic education (S1, S2, and S3) is liberated, and vocational and professional programswhich are superior and promoting ethics are getting stronger and well. • Center for Learning Resources for the	aremore developing and becoming more appealing to be the first choice for qualified students. • The process of academic education (S1, S2, and S3) and vocational and professional programs which are superior and promoting ethics develop more, increasing in accordance with the advancement of	• UI's role as the "Teacher of the Nation" becomes more visible. • UI becomes Asia's excellence.

	programs, etc) has visible functions and roles. • Graduates of undergraduate and vocational programs are superior and dignified, ready to face the labor market which continues to change, both locally and globally, and have the ability to make logical decisions. • Graduates of the graduate programs are	development of effective learning is getting stronger and well in its functions and roles. • UI graduates at all levels and programs,whose superiority in the academic fieldas well as ethics/personality are getting stronger and steady, increase their competitiveness. • Punctual graduation rate increases more.	science and technology, as well as the need of the nation and country. • Center for Learning Resources is more capable of guaranteeing the implementation of the Tridharma of Higher Education at UI in accordance with the advancement of science and technology, as well as the need of the nation	

	superior. • Punctual graduation rateincreases. • The accreditation of study programs or institutions at national and international levels is better/increases. • The cooperation for the empowerment of other higher education institutionsthrough E-learning and shared resources/learning materials is running well.	• Accreditation of study programs and institutions at national and international levels is getting steadier from quality and quantity points of view. • Cooperation for the empowerment of other higher education institutions through E-learning and shared resources/learning materials is getting stronger and steadier.	and country. • UI graduates are more superior, virtuous, and knowledgeable, and their competitiveness increases more. • Punctual graduation rate increases more. • Accreditation of study programs and institutions at national and international levels increases more from the quality and quantity points of view. • Cooperation for the	

			empowerment of other higher education institutions through E-learning and shared resources/learning materials is becoming more accomplished with wider coverage.	
Researches and Innovations	• Researchesof multi/inter/ trans-disciplinary and publications (HKI, patents) are consolidated well, reflected in the increasing number of	• Researchesof multi/inter/ trans-disciplinary and publications (HKI, patents) is stronger and more established. It is reflected in wider research networks,	• Network researchesof multi/inter/trans-disciplinary (HKI, patents) is growing both nationally and internationally, and their benefits are visible.	• Development and utilization of researches and innovations take place consistently and continuously. • The results of researches and

	researches, publications and citations. • Research and innovation activities through the road map of researches and innovations at the level of university or faculty/working unit specializing on researches and innovations increase. • Coordination of researchesfor the submissions of HKI	increasing number of researches, publications and citations. • Research and innovation activities through the road map of researches and innovationsat the level of university or faculty/working unit specializing on researches and innovationsare stronger and more established. • Coordination of	• Externally-funded research projects at national and international levels that support research and innovation programs of UI increase more. • Research and innovation activities are increasingly able to directly interact with the government, industries, and community, and it is reflected from:	innovations of UI are visibly more beneficial to the community, thus UI becomes Asia's excellence. • UI is actively involved in research networks of multi/ inter/trans- disciplinary at national and international levels.

	and patentsbetween faculties/ working unitsspecializing on researches and innovations, which is integrated,increases. • The participation of lecturers and students in research networks of inter/trans/multi-disciplinary at national and international levels increases. • The role of Researches Centers of Excellence in four	researchesfor the submissions of HKI and patentsbetween faculties/ working units specializing on researches and innovations, which is integrated, is stronger and more established. • The participation of lecturers and students in researches networks in inter/trans/multi-disciplinary at national and international levels increases more.	o More collaboration with industries o Invention disclosure/more patent proposals o Contributions in the form of innovations and entrepreneurial activities are becoming more concrete.	

	excelled areas increases. • The alignment and integration of researches and innovations with the functions of teaching and partnerships with the industries are getting better. • Opportunities for students to conduct and/or participate in researches and innovations with lecturers are open.	• The role of Researches Centers of Excellence in four excelled areas is stronger and more established. • The alignment and integration of researches and innovations with the functions of teaching and partnerships with the industriesincrease more. • Opportunities for students to conduct and/or participate in		

	• High ethical standards of researchesand the integrity of researchesto ensure that the reputation of the University for Scholarly Integrityof UI is implementedwell.	researches and innovations with lecturers are opened wider. • High ethical standards of researches and the integrity of researches to ensure that the reputation of the University for Scholarly Integrity of UI is internalized.		
Community Service	• Community service which is based on Community	• Superior groups of community service (community	• The role of UI in addressing the problems and	• Cooperation with institutions and/or organizations at

Engagement to promote the local wisdom is consolidated. • Policies and governance system of community service are able to attract collaboration projects with external parties maximally. • The role of UI in solving the problems of the nation is stronger through outreach programs which are	engagement) by utilizing more applied research clusters which are increasing in number and becoming more established. • The integration of education and research programs within the university, faculties and study programs through community service programs is realized well. • Applicative research centers to support the	challenges at national and global levels through the outreach programs by utilizing education and researches in multi/inter/trans-disciplinary increases. • Applicative research centers to support the role of UI as the Teacher of the Nation are more developing. • Campus life environment can	national and international levels continues to develop, thus the benefits of UI for the community, nation, and country are more optimal. • The contribution of UI in the utilization of research results, economic development, societal participation, and dissemination of

	consolidated. • The training programs/ professional training in various fields inpublic service, business or other societal groups increase.	role of UI as the Teacher of the Nation are available.	encourage a stronger attachment between UI members and the community.	knowledge to strengthen the economy of Indonesia and improve the quality of life of Indonesianpeople has increased very significantly.

| Human Resources (Indonesian acronym: SDM)) | • SDM with superior competence and character is well-mapped (conducted through study assignment, involvement in competitive research grants, distinguished visiting scholar).
• SDM competences in the use of TIK, foreign language skills, and other soft skills develop and increase more. | • Strengthening of human resources or capacity building and institutional building is more established, among others, are reflected in:
○ The ability to carry out researches and innovations and their implementation that supports the participation of academic*civitates*of UI in solving the problems of the nation. | • Human resources development and institutional competence of UI that support the strengthening of the position of UI in Southeast Asia are more focused and effective.
• The number of UI lecturers who are invited to become visiting lecturers/professors at well-known | • Human Resources Development of UI with superior competence and character are implemented consistently and continuously, according to UI's needs to be the"Teacher of the Nation" and a leading university in Asia. |

	• The system of recruitment, promotion, performance evaluation, and meritocracy-based remuneration is running well and effectively. • Career path of lecturers through the hierarchy of academic positions of lecturers from Associate Lecturerto Professor is structured, systematic, and supported by TIK-	○ Utilizing foreign experts or "Visiting Professors" from recognizeduniversities in the world to teach and collaborate in researches. ○ Strengthening the capacity of employees in various areas relevant to the development of UI as the top 5 in Southeast Asia.	universities at regional and global levels increases more. • SDM who are committed to educational and research excellence increase more in quality and quantity.	

	based system. • Career path of Educational Staff is more structured, systematic, and supported by TIK-based system. • The number of internationally qualified lecturers increases.	• The system of recruitment, promotion, performance evaluation, and meritocracy-based remuneration is more integrated and established. • The number of internationally qualified lecturers increases more.		
Facilities and Infrastructures	• Integrated and efficient infrastructure administration system (PAU and Faculty) by	• The availability of superior quality infrastructure is more established to	• Superior infrastructure whose quantity and quality are able to attract students from	• The development of facilities and infrastructures continues to be

using information and communication system is formed. • The organizational structure of UI stakeholders is capable of implementing service excellence. • The quality and quantity of infrastructure availability (lecture halls, lecturers' rooms, libraries, laboratories, public facilities,	guarantee the implementation of the following activities: o Education, researches and innovations, as well as the development of science in accordance with the needs of UI to grow sustainably into top 5 in Southeast Asia. o Center for Development of Teaching & Learning	other countries/ international. • The governance of facilities and infrastructures which are integrated is running more effectively and is more established. • The facility governance system of information and communication as well as transportation networks within the campus is more	done consistently and continuously, in accordance with the needs of UI to implement the Tridharma of HigherEducation in resolving issues and challenges at the national and global levels, serving as the Teacher of the Nation, and becomingAsia's excellence, with a

	education and research equipment, workshops, student dormitories, sports and recreation facilities, hospitals, etc.) are compatible to support better and improved effective learning process. • Application of information technology, which ensures the implementation the activities of the university, faculties	o Integrative Researches Clusters particularly in the superior areas. o Curricular and extracurricular activities as part of the education. • UI workshops are functioning well. • The governance of facilities and infrastructure which are integrated is running better and more	integrated and effective.	humane, ecological, and cultural campus.

	and all working units at UI, is integrated. • Joint laboratories owned by UI and laboratories that collaborate with others as well as laboratories for research activities that are affiliated with other institutions outside UI (for the teaching of undergraduate, graduate, professional and vocational programs) are	effective. • UI campus is more humane, ecological, and cultural.		

	integrated and increase.		
	• UI initial development of workshops is running well.		
	• UI as a humane, ecological, and cultural campus is realized.		
	• Transport modes and parking facilitieswhich are adequate to accommodate the future needs of the university are integrated.		

| Finance and Funding | • Consolidation and structuring of financial management are implemented well, and it is reflected in:
   o Financial viability
   o Accountability and transparency
   o Check and balances
• Restructuring of university revenue sources is running well, and it is reflected from:
   o Diversification of funding sources.
   o Increased role of | • The strengthening of resources for the investment of education infrastructures, researches, and community service that are of superior qualityis performing well.
• The study on comprehensive funding policies is running well so it can:
   o Determine the funding level which is adequate to achieve the long-term goals of | • The development and utilization of revenue sources by using financial management systemthat can optimize productivity and efficiency are successful in achieving the objectives very well. | • The development and utilization of revenue sources by using financial management system that can optimize productivity and efficiencycontinue to be consistent and sustainable, supporting the role of UI as the teacher of the nation and Asia's excellence. |

	non-BOP funds. ○ Sufficient funds for investment,research and development activities. ○ Increased capacity of commercial business units and other support facilities. • Program and budget management is effective and efficient, supported by integrated TIK-based management system,	UI. ○ Evaluate the allocation of resources and incentives which are appropriate to meet the long-term plan priorities of UI. ○ Project long-term finance to identify the sources of funding required to achieve the objectives of UI of 2021 - 2035.		

	which is reflected in: o planning, o procurement of goods and services, o Monitoring and evaluating of financial performance.		
Stakeholders' Roles	• Approach to Stakeholders to support the establishment of financial availability and their contribution to the increase of resources are running	• Established cooperation with the Stakeholders (alumni and other non-academic sectors) through new relationship which is open, efficient and effective.	• Development and utilization of communication forum in making relationship and close cooperation with the stakeholders (Central Government, Regional and Local	• Development and utilization of communication forum in making relationship and close cooperation with the Stakeholders are

	well. • Information networks of graduates (competitiveness, user' satisfaction, corporate culture, etc.) arewell developed. • Stakeholders network (ILUNI inside and outside the country) isspreading.	• Stakeholders' active role together with UI in anticipating various challenges and opportunities at local, national, and international levels increases.	Governments,community, civil organizations, and professional associations) reach the objectives, together with UI developing and utilizing the Tridharma of Higher Education in resolving problems and challenges of the nation at national and global levels.	conducted consistently and sustainably to supportthe role of UI as the Teacher of the Nation and Asia's excellence.
Development and Utilization of Culture	• Internalization of the main values of UI in various activities	• The activities and promotions on local, national, and	• The development of activities and utilization of culture to	• The development of activities and utilization of culture

(students' affairs and Tridharma of Higher Education) is more visible. • Activities related to the conservation and development of culture based on local wisdom increase. • The implementation of UI Culture Day/Week is integrated and consolidated.	international cultures through the cooperations with various parties at national and international levels are increasing and becoming morediversed, supporting the deeper internalization of the main values of UI. • Integrated UI Culture Day/Week becomes routine agenda.	counterbalance the development of hard science and as a means of internalizing the main values of UI increase and become more varied, allowing UI to actively and constructively participate in solving the sociocultural problems at national and international levels.	to counterbalance the development of hard science and as a means of internalizing the main values of UI run consistently and sustainably, capable of supporting the role of UI as the Teacher of the Nation and Asia's excellence.