



UNIVERSITY AUTONOMY
GADJAH MADA UNIVERSITY

*PENGALAMAN DALAM MEMBUAT
REPORT ON
SELF EVALUATION*

Oleh: Sahid Susanto

Guru Besar Fakultas Teknologi Pertanian UGM

Kepala Pusat Perencanaan dan Manajemen Pendidikan Tinggi
(PS-PMPT) UGM

Disampaikan dalam Workshop

Di IAIN (UIN) Y

Yogyakarta, 7 Desember 2004

THE REALITY: Global scale and challenges

- GLOBALIZATION DRIVEN BY MARKET-ORIENTED ECONOMIC SYSTEM:
 - + MARKET PRINCIPLES
 - + COMPETITION
 - + APPLYING ADVANCED TECHNOLOGY
 - DEMOCRATIC CIVIL SOCIETY
 - AFFECTS TO UNIVERSITY OPERATION
 - NEW CHALLENGES
- 

- NEW CHALLENGES FOR UNIVERSITY TO:
 - + CONSTRUCT e-KNOWLEDGE
(**Knowledge-driven economic growth**: Knowledge should take place as an important factor for production passing capital and labor. Universities, research institute, R&D divisions of corporations and last not least think tanks have become important factories of knowledge, which is then transferred or sold to other productive unit)
 - + RESPOND TO BE MORE IN DEMOCRATIC CIVIL SOCIETY
- NEED TO BE MORE AUTONOMY IN OPERATION
- NEED TO BE MORE ACCOUNTABLE TO PUBLIC



Catatan:

*) Kondisi ekonomi sejak krisis multidemensi 1997 sampai saat ini menunjukkan aktivitas ekonomi lebih didominasi sektor konsumsi sehingga cenderung tidak memberikan nilai tambah yang signifikan pada devisa negara

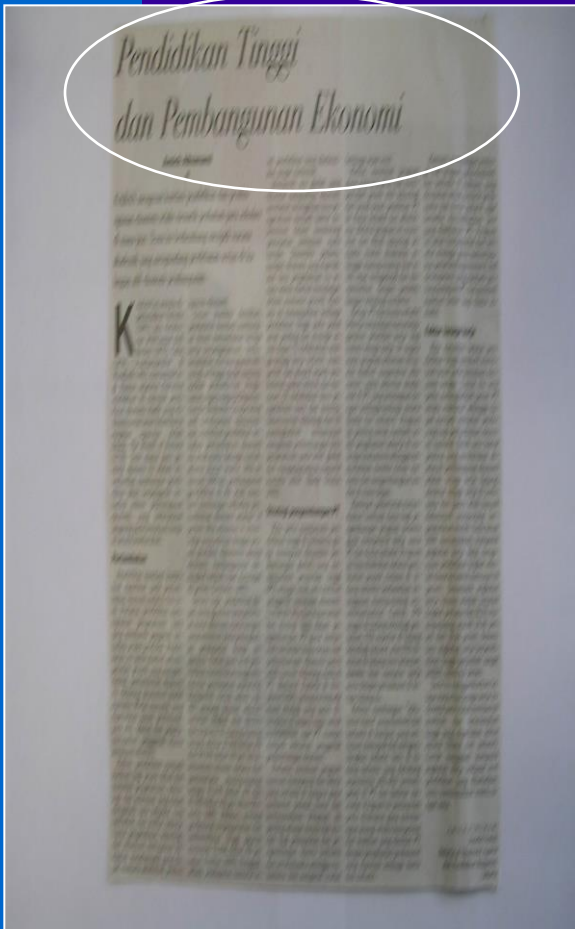
+) Kebijakan pendidikan tinggi nasional sangat dipengaruhi oleh faktor politik, ekonomi, sosial dan budaya

Gambar 1. Keterkaitan lingkungan eksternal dan internal Pendidikan Tinggi

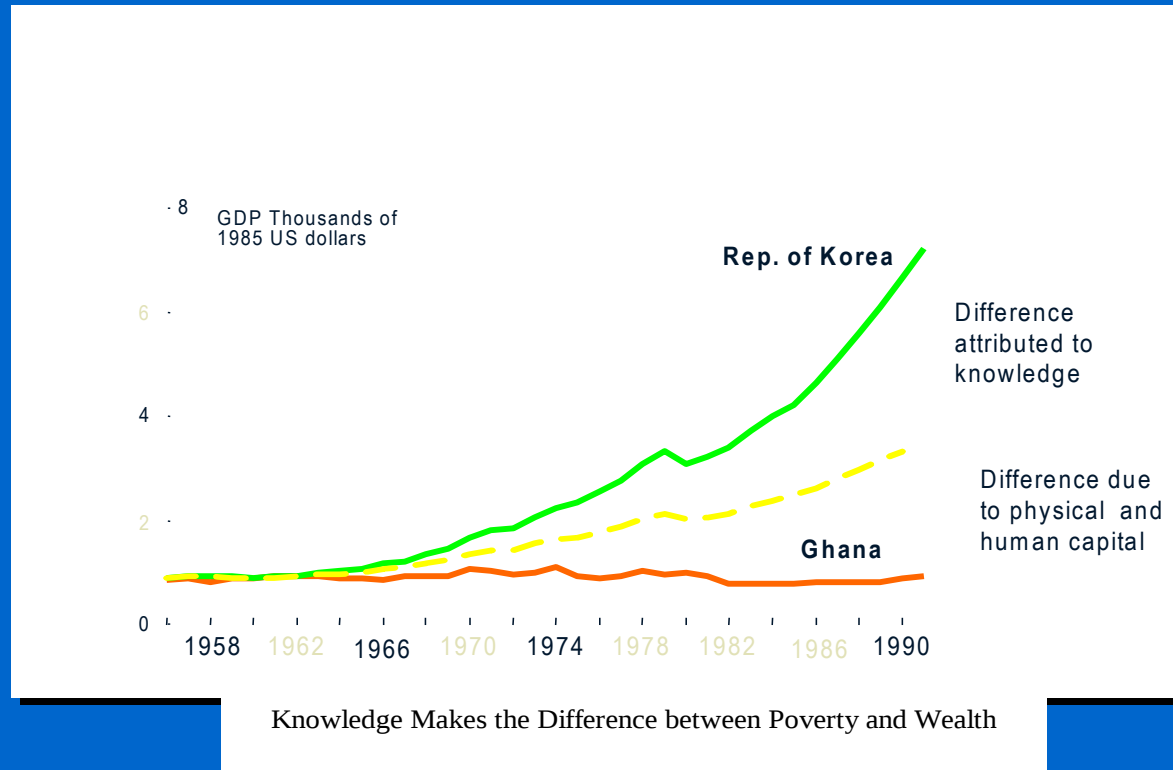
Korelasi antara pendidikan dengan pembangunan ekonomi

Menciptakan iptek baru yang berpengaruh pada proses produksi (pendekatan *Schumpeterian growth*)

Menjadi medium difusi & transmisi iptek sehingga bisa mengubah cara berpikir, cara bertindak dan kultur bekerja

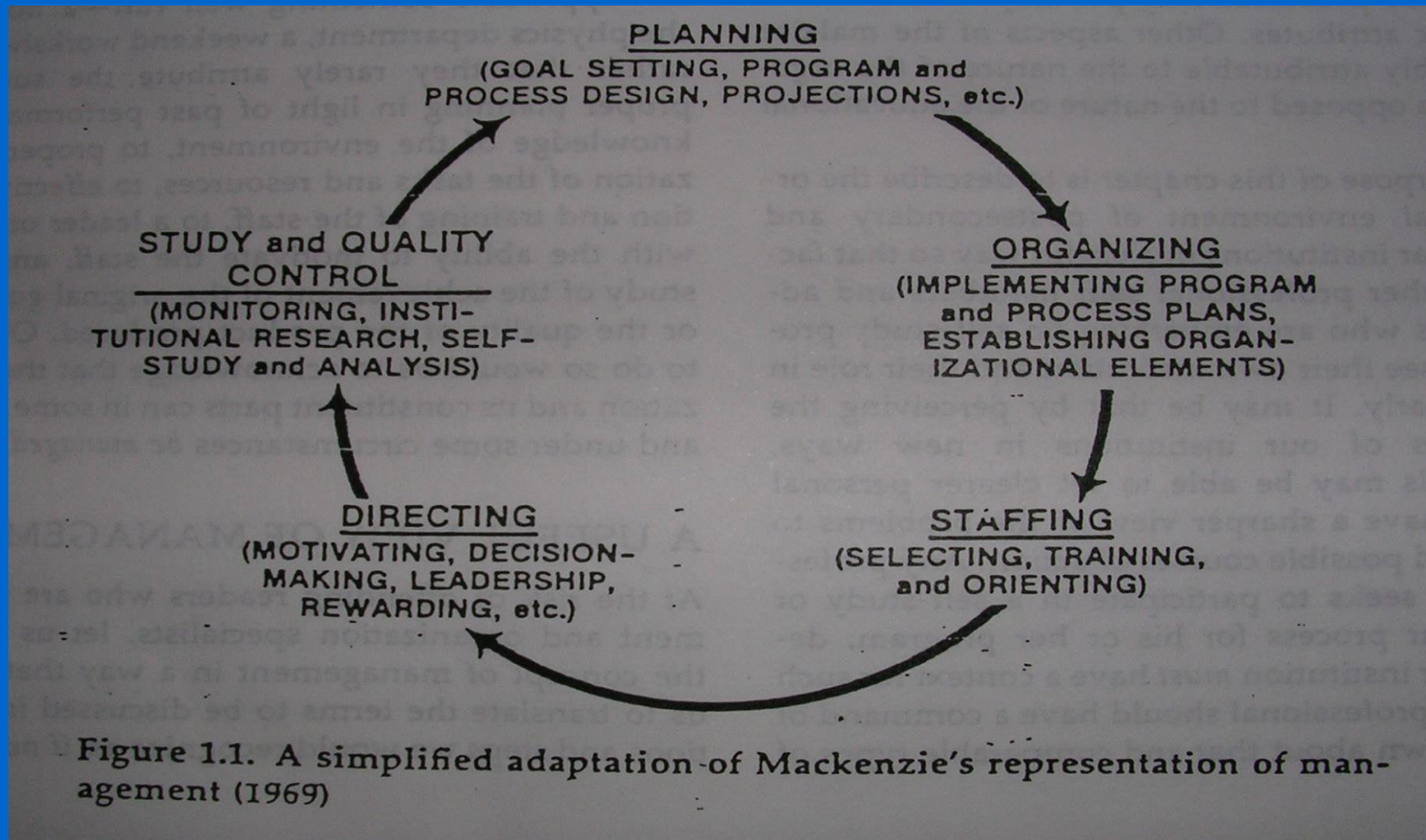


Sumber: Kompas, 6 Agustus 2004



THEORITICAL REVIEW

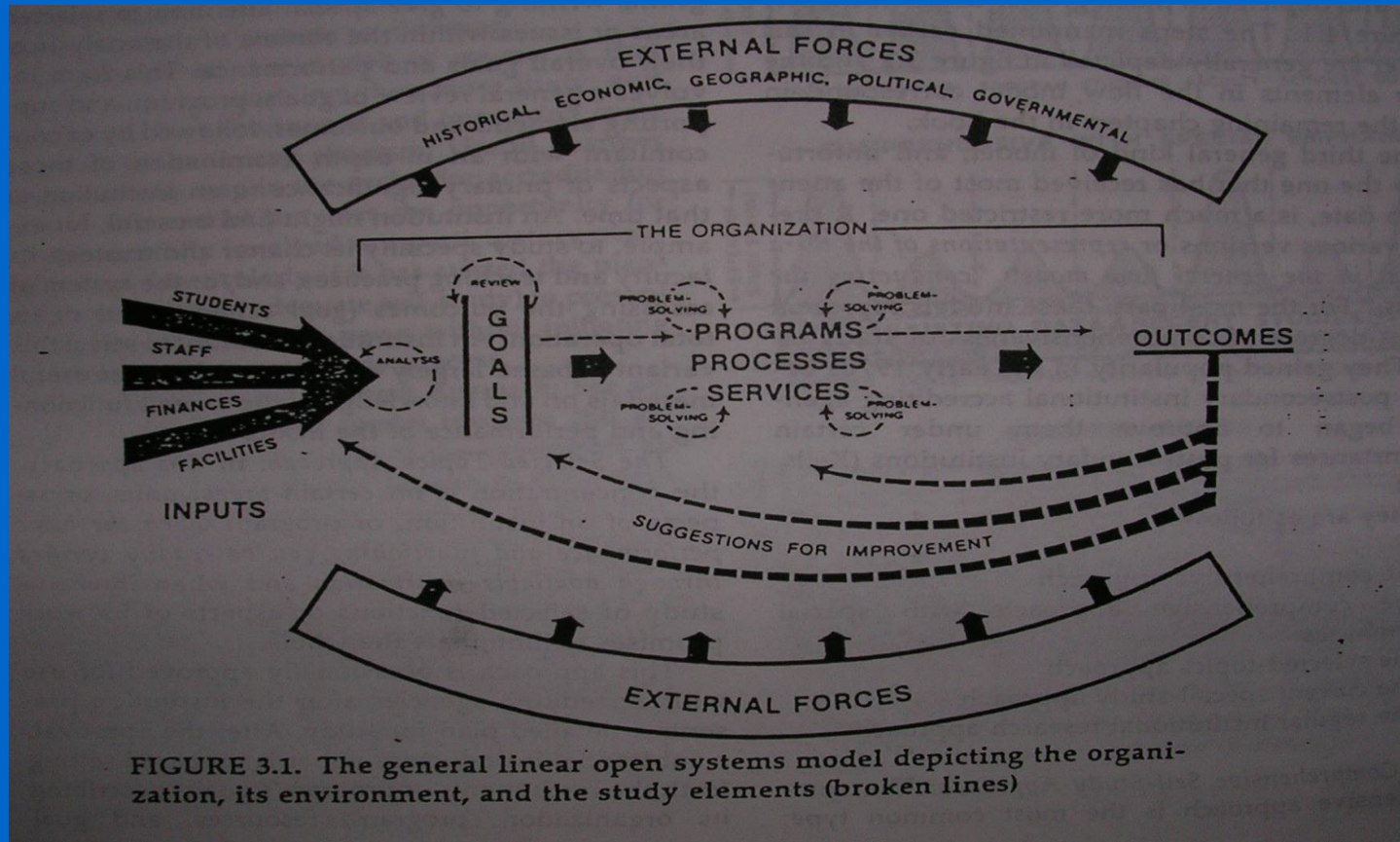
Prinsip Manajemen



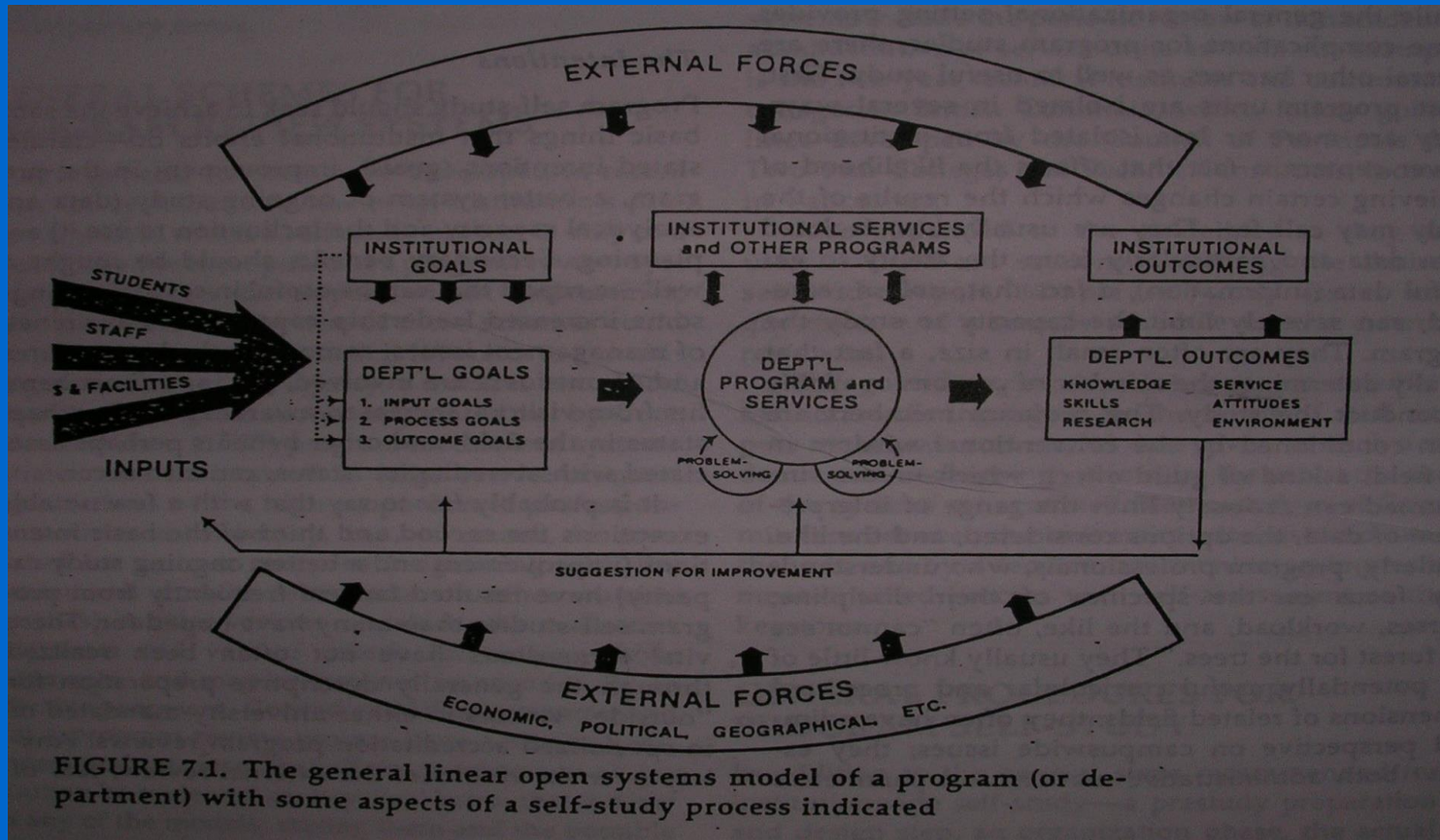
Manajemen merupakan suatu siklus

THEORITICAL REVIEW:

open system model (1)



THEORITICAL REVIEW: open system model (2)

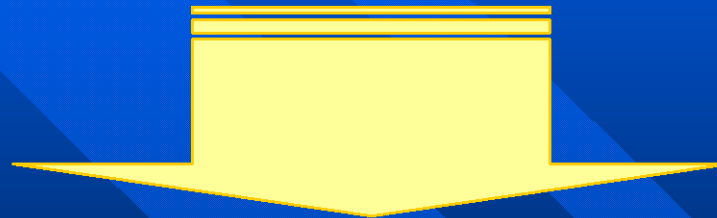




REALITAS

University level

**UNIVERSITAS MASSA
UNIVERSITAS POLITIK
UNIVERSITAS YANG DIDOMINASI PEMERINTAH
UNIVERSITAS MISKIN DANA
UNIVERSITAS PENELITIAN**



CHANGES

**KONSERVASTIVE VS PROGRESSIVE
IDEALISM VS PRAGMATISM
LOYALTY VS BRAIN DRAIN
RESISTENCY VS RESPONSIVE**

CONTEXT

OBJECTIVES

effectivity

MINIMUM NECESSARY REQUIREMENT

Efisiensi

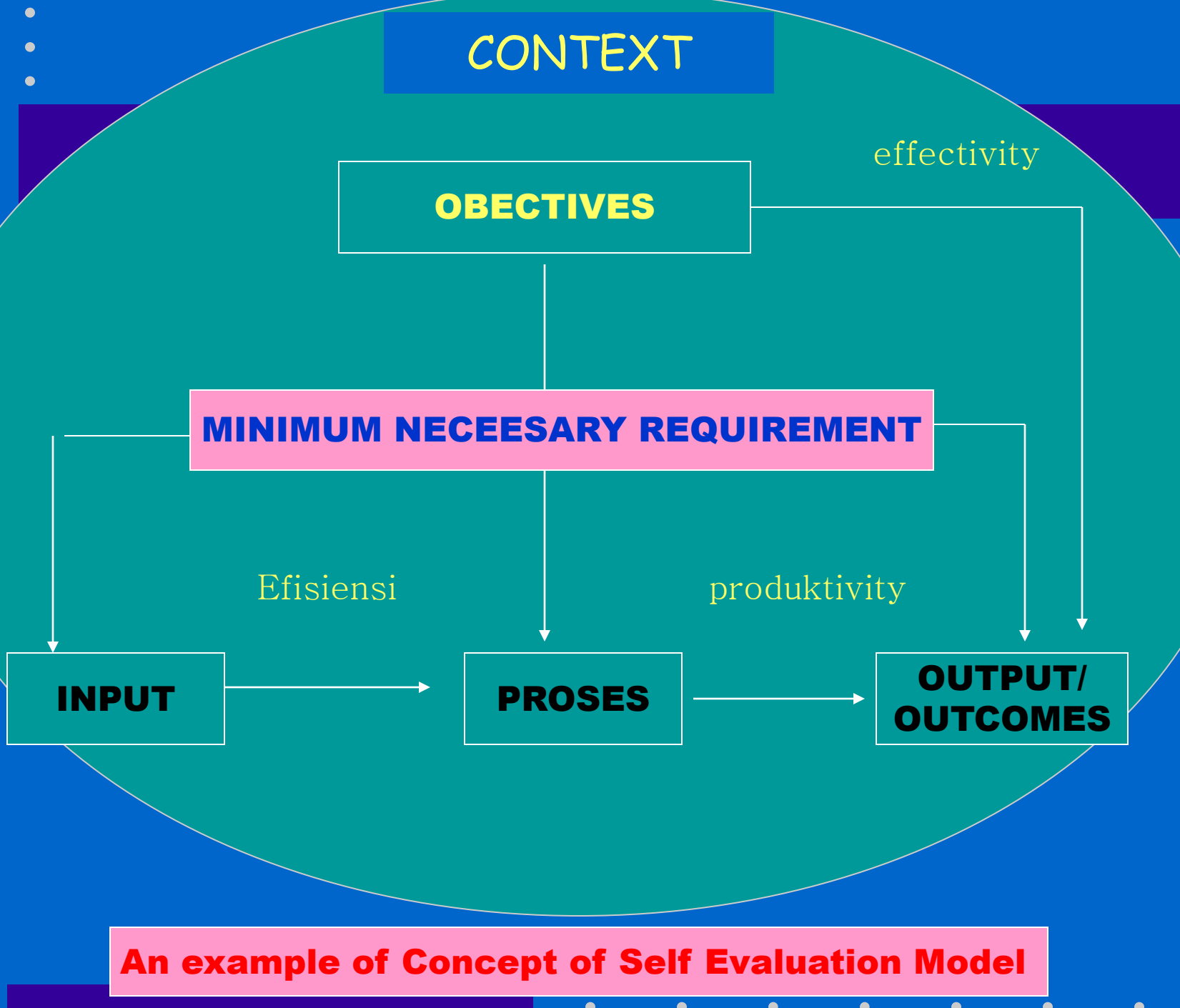
produktivity

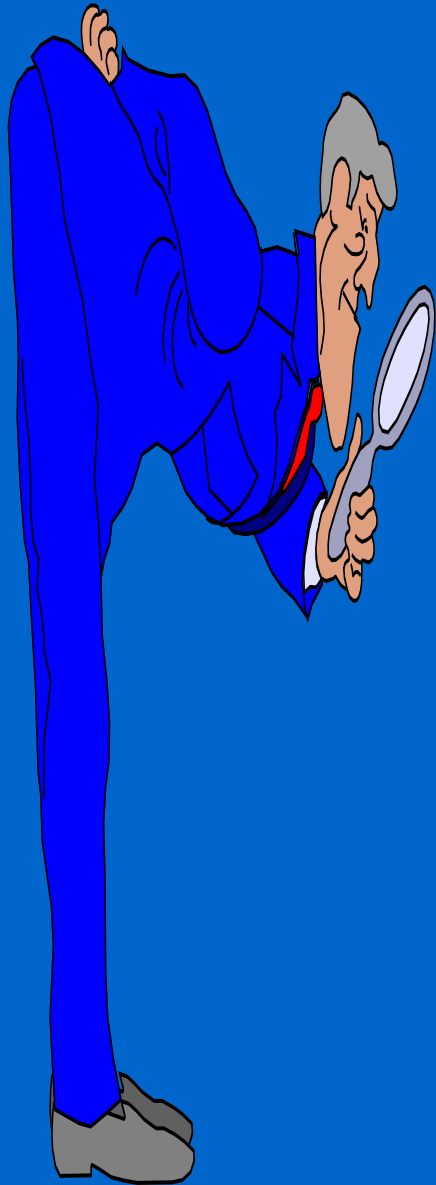
INPUT

PROSES

OUTPUT/
OUTCOMES

An example of Concept of Self Evaluation Model





EXECUTIVE SUMMARY

- **PROBLEM STATEMENT**
- **FUNDAMENTAL ISSUES**
- **SWOT ANALYSIS**
- **PERFORMANCE INDICATORS**

MAIN REPORT



- UNIVERSITY EXISTING STATUS
- UNIVERSITY MANAGEMENT



MAIN REPORT

UNIVERSITY EXISTING STATUS

- Background
- Vision, Mission, goals, and strategies
- Prevailing regulations affecting university operation



MAIN REPORT

UNIVERSITY MANAGEMENT

- Environmental setting
- University governance
- Human resource management
- Financial management
- Capital and information facilities



MAIN REPORT

UNIVERSITY MANAGEMENT

- Program management
 - Education
 - Research
 - Community Services
- Revenue generating activities
- Quality assurance system
- Performance indicators



EXECUTIVE SUMMARY

A. PROBLEM STATEMENT

- MISSION, VISSION AND VALUES NEED TO BE REDEFNED, REVITALIZED, AND MODIFIED
- LESS AUTONOMY OF MANAGEMENT CAPACITY UNDER THE PREVAILING REGULATIONS
- HUMAN RESOURCES MANAGEMENT NEED TO BE IMPROVED IN TERMS OF QUALITY, EFFICIENCY AND PRODUCTIVITY



A. PROBLEM STATEMENT

- INFORMATION FACILITIES AND TECHNOLOGY NEED TO BE ENHANCED IN TERMS OF QUALITY, EFFICIENCY AND PRODUCTIVITY
- FINANCIAL CONTROL AND ACCOUNTABILITY SYSTEM NEED TO BE MODIFIED AND INOVATED WITH ENHANCING IN TRANSPARANCY



A. PROBLEM STATEMENT

- PROGRAM MANAGEMENT OF EDUCATION, RESEARCH AND COMMUNITY SERVICES NEED TO BE PERFORMED IN MORE OPTIMALLY
- LACK OF CLEAR LINK BETWEEN MANAGEMENT PROCESS OF EDUCATION, RESEARCH AND COMMUNITY SERVICES WITH THE MISSION, VISION AND GOALS



A. PROBLEM STATEMENT

- LOW EFFICIENCY OF THE UTILIZATION OF INFRASTRUCTURES FACILITIES
- THE RESOURCES SHARING FACILITIES HAS NOT BEEN FULLY DEVELOPED



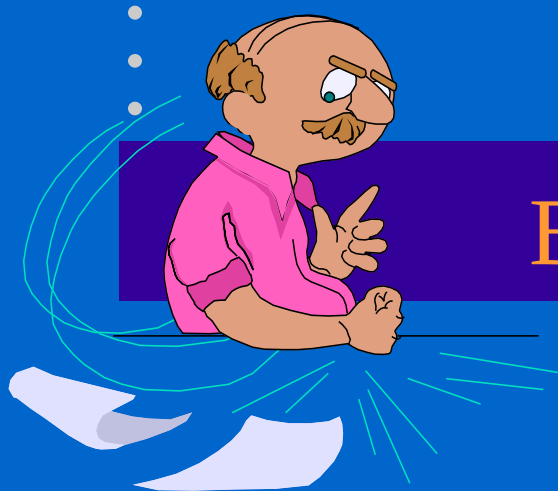
A. PROBLEM STATEMENT

- QUALITY ASSURANCE SYSTEM (QAS) HAS NOT BEEN FULLY USED EVEN THOUGH SOME ELEMENTS OF QAS HAS ALREADY BEEN APPLIED
- SUBSTANTIAL CONSTRAINTS NEED TO SOLVED FOR SUSTAINABILITY



A. PROBLEM STATEMENT

- SOCIAL RESPONSIBILITY NEEDS TO BE STRENGTHENED
- EFFICIENCY NEEDS TO BE INCREASED



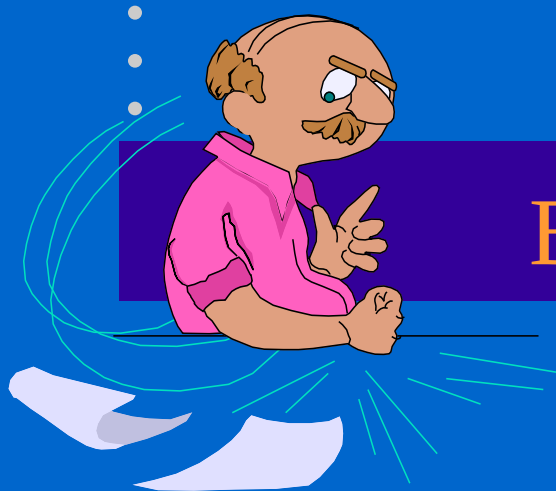
B. FUNDAMENTAL ISSUES

◆ EDUCATION

- quality
- academic atmosphere
- relevance
- efficiency

◆ RESEARCH

- quality
- networking
- priority
- academic reputation



B. FUNDAMENTAL ISSUES

- MORE STREAMLINING AND EFFICIENT MANAGEMENT AND ORGANIZATION
- RAPID DEVELOPMENT OF SCIENCE AND TECHNOLOGY REQUIRED HIGH CAPABILITY OF HUMAN RESOURCES
- APPLICATION OF ADVANCED INFORMATION TECHNOLOGY FOR ENHANCING ACADEMIC NETWORKING



C. SWOT ANALYSIS

STRENGTH

a. Study programs

- various levels of study (D-3, S-1, S-2, S-3)
- various study programs (17 D-3, 67 S-1, 65 S-2 & S-3)
- capability to organized inter-disciplinary scientific activity

b. Physical & information facilities

- enough in quality and space of buildings and rooms
- relatively advanced laboratory equipment
- relatively enough scientific information
- some advanced information technology has been installed



C. SWOT ANALYSIS

STRENGTH

c. Research

- 20 multi-disciplinary centers under the Research Institute
- 5 multi-disciplinary centers under Inter University Center

d. Community Services

- 6 multi-disciplinary programs under the Institute of Community Services
- specific programs under 18 faculties



C. SWOT ANALYSIS

STRENGTH

e. Dedication and motivation of academic staff in:

- enhancing the reputability of university
- improving the professionalism
- as a mother university for other state and private universities

f. Quality of academic staff

- of the 2270 staff, Ph.D. (23.26%); Master (52.29%)
- full professor 6%
- post graduate degrees obtained from various foreign countries
- involvement in national and international scientific activities
- some staffs appointed to be the top rank officers in central Gov.



C. SWOT ANALYSIS

STRENGTH

g. Established evaluation system

- mechanism of curriculum evaluation
- mechanism of the first-two year evaluation

h. students' background

- the best 10% rank
- huge number of student from many places and countries may enrich cross-cultural understanding



C. SWOT ANALYSIS

STRENGTH

i. Academic atmosphere

- Yogyakarta city provides an excellent academic atmosphere for education development
- sense for togetherness
- relatively has a high standard as a moral force
- sense of belonging
- self respect and esteem
- good working environment of the campus



C. SWOT ANALYSIS

STRENGTH

j. Alumni

- More than 70,000 alumni is a huge information, feedback, back up and criticism
- Various levels and kinds of profession
- Some alumni appointed as a top ranks officers in central government



C. SWOT ANALYSIS

WEAKNESS

- The huge of staff and organization tend to decrease efficiency and productivity
- Asymmetric spread of the number of students
- Less capacity of room to accommodate future number of student
- Unbalance activities of academic staff



C. SWOT ANALYSIS

WEAKNESS

- Weak in law enforcement
- Less integrated framework between education, research and community services
- Limited reward and penalty mechanism
- Relatively low efficiency and productivity in educational process
- Relatively low efficiency and productivity in research



C. SWOT ANALYSIS

WEAKNESS

- Poorly coordinated staff's research and public services activities
- Ineffective evaluation system
- Long bureaucracy
- Relatively weak in networking development



C. SWOT ANALYSIS

OPPORTUNITY

- Promoted as one of four university for pilot plan of university autonomy
- Various kinds of field study and research centers have enabled to participate in national development
- Adequate academic facilities to change curriculum



C. SWOT ANALYSIS

OPPORTUNITY

- Adequate staffs in various fields can anticipate curriculum fast
- University autonomy improves staff's creativity
- Improved self-funding policy may enable to improve social welfare



C. SWOT ANALYSIS

THREATS

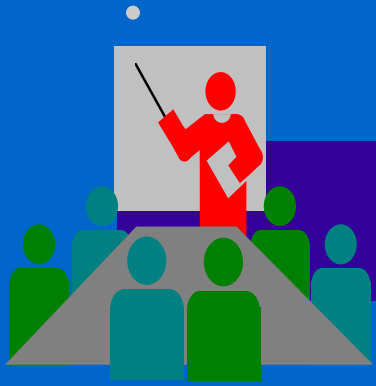
- Negative impact of globalization might threaten the university identity
- National sosio-economic and political conditions influence students on spirit of learning
- Competition from similar program study from other institutions



C. SWOT ANALYSIS

THREATS

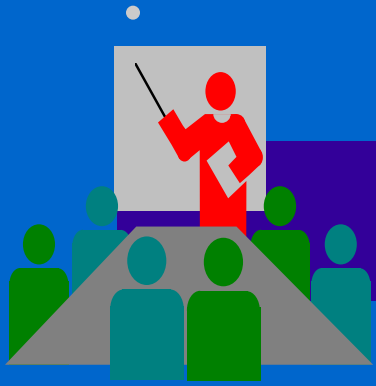
- General characteristics of alumni may mismatch with more specialization need in global market of human resources
- Very competitive external job opportunities offered to staffs



D. PERFORMANCE INDICATORS

MANAGEMENT CAPACITY

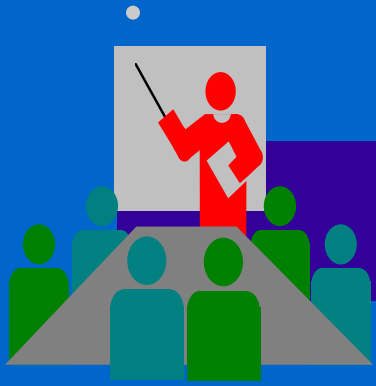
- HUGE NUMBER OF STAFFS AND STUDENTS
 - academic staffs : 2270
 - supporting staffs : 2404
 - non permanent supporting staffs : 600
- LARGE ORGANIZATION
 - number of faculties : 18
 - number of research centers : 25
 - number of community services programs : 6



D. PERFORMANCE INDICATORS

MANAGEMENT CAPACITY

- number of community services programs : 6
- number of supporting units : 9
- various level of education : D-3, S-1, S-2, S-3
- number of program study : 65
- percentage graduate to undergraduate student: 25.4



D. PERFORMANCE INDICATORS

QUALITY

- INPUT
 - score of state examination test (UMPTN: the best 10%
 - percentage of students admitted in on-demand programs: 13.5
- PROCESS
 - Percentage of program study accredited by BAN : 100
 - Percentage of active full professors : 5.86
 - Percentage of staff holding advanced degree : 28.8
 - TOEFL score student nearly graduated : 424.6

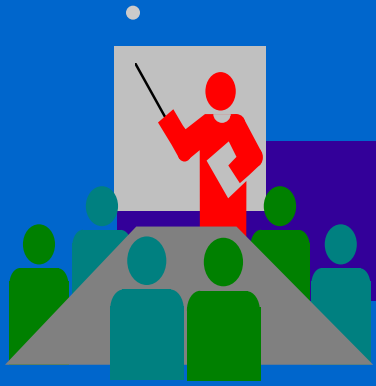


D. PERFORMANCE INDICATORS

QUALITY

- OUTPUTS

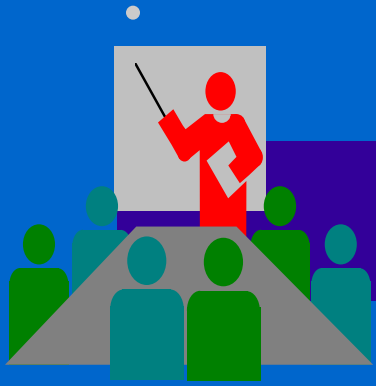
- grade point average, GPA : 2.81
- staff per capita publication : 0.309
- S-1 student per capita publication : 0.0262
- S-2 & S-3 student per capita publication : 0.0211
- research competitive grants
 - university development (number) : 38 grants
 - international / national (capita/year) : 0.219



D. PERFORMANCE INDICATORS

QUALITY

- Community competitive grant (number) : 74
- Non competitive grants
 - research (capita per year) : 0.479
 - community services : 0.820
- Percentage of academic staff appointed to be the top rank officers and consultants : 10

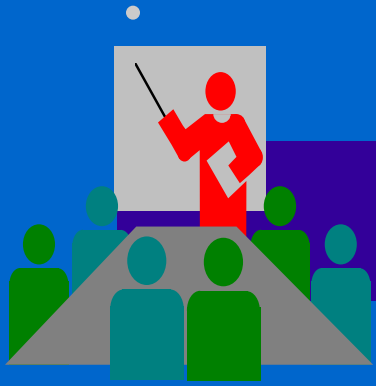


D. PERFORMANCE INDICATORS

SUSTAINABILITY

- STRENGTH
 - percentage of academic full time staff : 100
 - percentage of non-academic full time staff : 80
 - student share in current budget : 28.8 *
 - International networking (number) : 113 *
 - National networking (number) : 81 *

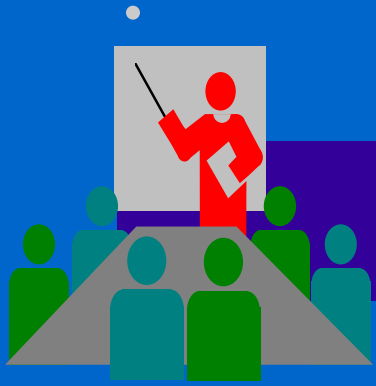
* on average for the last five years



D. PERFORMANCE INDICATORS

SUSTAINABILITY

- WEAKNESS
 - Low level basic salary for staffs
 - Low level endowment funds
 - Low level revenue generated per capita per year

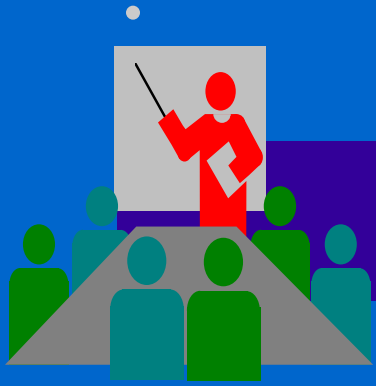


D. PERFORMANCE INDICATORS

ACCOUNTABILITY

- Rating of external financial audit : unqualified opinion
- Percentage of graduated student : 99.601 *
- Percentage of drop-out student : 0.399 *

* on average for the last five years

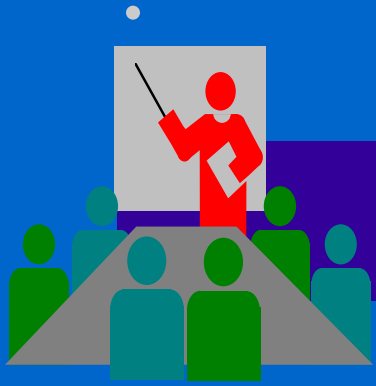


D. PERFORMANCE INDICATORS

SOCIAL RESPONSIBILITY

- Percentage of student receiving financial aid : 11.6
- Local Talent Tracing Program (PBUD/PBAD) : 18.1 *
- Percentage of academic staff assigned to
private and state universities : 24.5 *
- other non-profit services : 18

* on average for the last five years



D. PERFORMANCE INDICATORS

EFFICIENCY

- Length of study (semester) : 12 *
- Graduate time to employment for S-1 (month) : 7.89 *
- Length of writing thesis (month) : 12.29 *

* on average for the last five years