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Azyumardi Azra

Outlines of the Strategic Plan UIN Syarif Hidayatullah Jakarta

Heading towards becoming a Research University
by the Year 2007

Universitas Islam Negeri (UIN) Syarif Hidayatullah Jakarta would like to announce that within approximately five years, or by 2007, it will be ready to be a competitive and superior university with research programs of an international standard.

What is meant by the term Research University? Essentially, a Research University is a university based upon a research tradition. The implications are broad, being that the university must have the capabilities and facilities to support the strengthening of this research tradition. In realizing these aspirations, there is a need to identify how prepared the university is to begin developments in the areas of academic, financial and administrative, institutional, and student affairs. This is necessary to obtain an objective evaluation of the actual capacity of the institution in the above four areas.

In a Research University, a lecturer does not just transfer or impart information in lectures based upon textbooks, but also based upon the results and experiences of their own research. Thus, these lecturers can present lecture material along with illustrations of experiences and studies from other disciplines obtained through research reports and scientific or academic resources and, most importantly, lecturers can share their academic and research experiences with students. This pattern of teaching not only produces competent graduates, but can also develop new areas of study. It is hoped that these two methods will develop studies, and in turn, improve society's prosperity.

Transforming UIN into a research university may still just be a goal, or even just a dream. Looking at the university objectively, UIN is currently a teaching university. This means that the system of teaching is

generally confined to transferring knowledge, and that it has not reached the level where this knowledge is transformed into theories, concepts, new paradigms, or new discoveries. However, with IAIN's change of status to UIN, the number of high quality lecturers and researchers who are competent in their respective fields and the support from the Islamic Development Bank to build new facilities has increased. Therefore, UIN, specifically its non-structural centers, have been able to obtain more funds and budgetary support for seminars, workshops, research, and training activities. Together with the determination from all areas of UIN, the outlook for obtaining this goal is very positive.

The plan for UIN as a Research University is as follows:

1. A strong commitment to new discoveries in both Koranic and non-religious studies which regard research capabilities as the main measure of academic performance.
2. Place research capabilities as the main qualification in recruiting and promoting teachers and lecturers. UIN will make planned and systematic efforts to increase the number of academics and researchers with national or international reputations, and support centers in order to develop its research reputation. Centers such as the Research Institute (Lembaga Penelitian – Lemlit), Institute for Community Service (Lembaga Pengabdian Masyarakat – LPM), the Centre for the Study of Islam and Society (Pusat Pengkajian Islam dan Masyarakat – PPIM), the Center for Language and Culture (Pusat Bahasa dan Budaya – PBB), the Center for Law and Human Rights Studies (Pusat Studi Hukum dan HAM – PPSDM), the Center for Information and Technological Development (Pusat Pengembangan Informasi dan Teknologi – PUSBANGSITEK), and ICCE are very much in line with the university's goals.
3. Offer several undergraduate degrees, and have a special commitment to masters and doctoral programs, which function to develop academic and scientific studies and research in a range of disciplines. Thus, the preparation of theses and dissertations for higher degrees must be oriented to increasing or developing knowledge.
4. A commitment to intensifying cooperation with universities as well as educational and research institutions both within Indonesia and abroad.
5. UIN researchers will broaden their participation and networks. They will not restrict themselves to UIN's institutions, but will become open to and proactive in cooperating with external researchers and experts who possess superior capabilities in their respective fields. This will

ensure the number of visiting professors, visiting fellows, visiting researchers, and exchange students will continuously increase.

6. *An environment which is conducive to research, including comprehensive libraries and well-equipped laboratories, capable of accessing data and information, including academic publications, through technologically-advanced multi-media systems, which combined, are the main sources of information on research results.*
7. *To have an international outlook. The university will attempt to attract students, particularly postgraduate students from abroad, to facilitate academic and socio-cultural exchange and a pluralist or multicultural community. This environment will, in turn, create an intellectual community with a strong base in learning.*

In order to reach the aforementioned goals, over the next five years UIN aims to implement the four Strategic Development Plans below:

Academic Development

1. *Increase the quality of teachers and researchers through a human resource development program which will require each lecturer to continue on to post graduate studies, recruit external lecturers who are well qualified in their own field, as well as launch a "talent scouting program" to search for lecturers.*
2. *Develop a research library network which has comprehensive resources to be used as a basis for research and education.*
3. *Build well-equipped and technologically advanced laboratories, which can service mathematics, physics, electronics, information systems, and multimedia classes and allow for the organization of e-collaborative learning.*

Administrative Development

1. *Create an awareness and sense of belonging to the university in order to create a clean and harmonious environment of which the university can be proud.*
2. *Effectively and efficiently maintain facilities.*
3. *Develop staff members, through training and education in accordance with their respective tasks.*
4. *Improve the welfare of staff members through appropriate salary increases.*

Institutional Development

- 1. Increase the number of structural and non-structural centers and institutes, and equip them to become not only the medium for the transfer of knowledge but centers for research.*
- 2. Implement plans to continually open facilities and study programs, and create committees, in addition to building networks with relevant and competent academic and research institutions, both in Indonesia and abroad.*

Development Relating to Students

- 1. Increase the quality of student services through increasing the number of academic and administrative staff who have access to the computer facilities.*
- 2. Build a scholarly tradition amongst students.*
- 3. Develop student leadership.*
- 4. Develop student ethics, morals, and integrity.*
- 5. Improve the foreign language capabilities of students.*
- 6. Develop students' interests and talents.*
- 7. Strive to provide sufficient facilities to fulfil student needs, interests and welfare.*
- 8. Provide sports and other facilities which support student interests, talents, and creativity.*

It is hoped that all those associated with UIN Syarif Hidayatullah Jakarta are able to enjoy the benefits of these goals through future programs and developments.

Azyumardi Azra is rector of the State Islamic University (UIN) Syarif Hidayatullah, Jakarta.