Strategic Plan
Bogor Agricultural University
2008-2013

Excellence in Organization, Transparency, Accountability, Accreditation, and Performance.
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Our collective work has earned the respect and regard of the broader University and our colleagues and supporters, and has established a framework for thinking creatively about the development of that will outlive this plan.

Despite the challenging in financial context, I believe that Bogor Agricultural University is in a particularly strong position, in part because the strategic planning process will serve as a platform for critical decision making in the months and years ahead. We have drawn closer together as a community and are a much stronger institution as we go forward because of this joint exercise. And since we have learned a great deal about our strengths and weaknesses and have prioritized our opportunities for moving ahead, we are well positioned to make a strong case to potential supporters.

While the current financial environment will necessarily affect the pace at which we are able to advance our goals, the planning we have embarked upon at Bogor Agricultural University will strengthen us during this period of financial turmoil and will help us to advance our teaching and research priorities.

We are fortunate that Bogor Agricultural University is a strong and secure institution. Although we will need to make some hard decisions and difficult tradeoffs in response to pressures on our funding sources, we should feel confident that our history of prudent fiscal management makes us well positioned to address the serious fiscal concerns confronting institutions throughout the country and the world. There is little doubt...
that we will continue to move Bogor Agricultural University in new and exciting directions.

During the first year of my post as Rector of Bogor Agricultural University, I have come to appreciate the enormous strengths of Bogor Agricultural University community. The intelligence, creativity, and generosity of spirit of the faculty, staff, and students and their commitment to the University and its important mission. I am proud to lead such an inspiring institution, and I believe that our dedication, unity, and belief in our Institution collective power will strengthen us during this challenging time and contribute to our success in overcoming any obstacles that may come our way.

Our strategic planning process was at its heart an investment in ourselves and I believe that we could not make any better investment. I hope that in reading the strategic planning report, and in working with me to implement it, you will come to believe the same.

Sincerely,

Prof. Herry Suhardiyanto, Ph.D
Rector
Bogor Agricultural University
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EXECUTIVE SUMMARY

On 19 December 2008, the Board of Trustees of Bogor Agricultural University approved the Strategic Planning 2008-2013. This Strategic Plan is a “blueprint for action,” defining the vision and goals for the next ten years. It is the culmination of an intensive planning effort involving the faculty, staff, and students of Bogor Agricultural University, and the communities. This Strategic Plan focuses on the unique role of Bogor Agricultural University “to be the World Class Research University with tropical agriculture and entrepreneurship as its core competence”. As the first University-wide strategic plan at Bogor Agricultural University that created an umbrella under which unit-level strategic plans were developed and aligned, this plan set the keynote for strategic actions. Thus, with this plan, a new era ensued for Bogor Agricultural University with a common vision and concerted effort of all units toward the “advanced level.”

This review of the plan was conducted by a Strategic Plan Review Committee appointed by Rector in July 2008. The purpose of this review is to focus on the “big picture” providing both a retrospective view of the effectiveness of the plan, and a prospective view of the defining characteristics and supportive priorities to be considered for the next plan. This executive summary provides a capsulated view of the most salient aspects of the review of Bogor Agricultural University’s strategic plan, and the recommendations to consider as the University looks to the future.

It has been abundantly clear that the strategic plan has been remarkably successful in taking Bogor Agricultural University to the “advanced level.” Bogor Agricultural University has made very substantial progress with the strategic plan in reaching the goals of Learning, Discovery, and Engagement – a refreshed progressive framework for the core purposes and commitments of a modern research-based university. More importantly, and perhaps of most long-lasting significance and impact, the plan along with the planning process have created a change in institutional culture: a new pervasive culture of strategic thinking, planning, actions, assessment, and accountability.

This new culture is marked by innovation, visionary initiatives, aggressive resource development, and widespread connectivity with Bogor Agricultural University’s constituents. The strategic plan has given the university new energy, a sense of excitement and accomplishment, and a sense of pride that have been reverberating throughout the University among its internal and external constituencies. Bogor Agricultural University’s strategic plan vision has been extraordinarily effective and exciting as the defining banner for the identity of the strategic plan.
This review strongly suggests that future strategic planning should position Bogor Agricultural University to boldly go beyond fulfilling the core commitments to Indonesia, and further expand its reach nationally and toward a significant global presence, impact, and leadership with the range of great responsibilities that come with this stature. The following recommendations (excepted from the full report) attempt to capture the defining characteristics and supportive priorities that address the “big picture” as Bogor Agricultural University looks to the future for renewed strategic planning.

The mission of the Bogor Agricultural University will be as follows:

1. To offer challenging academic programs and demonstrate a commitment to the development of both the undergraduates and graduate students who seeks advanced degree programs that prepare them to make significant contribution to their fields, with particular purpose to be a competitive nation.

2. To expand the boundaries of knowledge and insight of Bogor Agricultural University through teaching, research, artistic expression, which is relevance to the national needs as an agricultural. It is really required as the trends that the university will becoming more competitive.

3. To promote a model for systematic management for higher learning institutions and pervasive attention to competencies, effectiveness, efficiencies, transparencies, and accountability.

4. To prepare students to assume leadership roles in society through an education that stresses moral and spiritual as well as on righteousness and human-right principles.

To achieve its mission and to realize Bogor Agricultural University’s vision, directions to execute these university's vision were formulated as follows:

1. To produce quality graduates who are competitive and resilient, as well as competent in utilizing and developing science and technology with entrepreneurships characteristics.

2. To develop friendly scientific and technological innovation for the improvement of national development, which is relevance to the national programs to be an agricultural, as well as to improve the welfare of human beings.

3. To enhance university responsiveness to continuous and rapid changes of community needs and development challenges

4. To establish IPB as a moral force for Indonesian civil society.

The plan is an important milestone in an ongoing process of discussion and reassessment of Bogor Agricultural University's goals and the processes by which it can achieve them. It provides a new perspective on the University shared future. Planning requires continual evaluation of what we have accomplished and responsiveness to the needs determined by the environment around us. Recreating community and fostering academic excellence in the context of an increasingly diverse environment will continue to engage our energies as we prepare for the challenges of the 21st century.
Chapter 1

Pendahuluan

Introduction
1.1 Historical Background

Since its initiation on 1940, the agricultural higher education institutions have taken pride to be the vital role in nation building, and the development of agriculture as well. Bogor Agricultural University is one of the higher education institutions to offer agricultural fields in Indonesia. This mandate, as a vision of the First President of the Indonesia, was stated in his address when he officiated the “First Laying Stone” for the construction of Bogor Agricultural University campus (formerly it was Faculty of Agriculture and Faculty of Veterinary Medicine of the University of Indonesia) on 1954.

Bogor Agricultural University has proven history that this agricultural higher education institutions and the development of agriculture in broader sense have been closely interrelated. Nowadays, the agricultural higher education institutions has affirmed that this higher education institution plays important role to support the development of agriculture, fisheries, forestry, industry, as well as services in the following topics: (1). To develop qualified human resources; (2). To support the government to achieve food security program; (3). To support the development of agribusiness; (4). To develop scientific and technological innovation for the improvement of national development and the welfare of human beings; (5). To promote nature conservation and environmental management programs. Those five functions of Bogor Agricultural University is reflected
in the Tridarma (three basic services of higher education): (1). Teaching; (2). Research programs; and (3). Community Services. For the agricultural development program Bogor Agricultural University has played important role in producing qualified graduates, as well as the development of science and technology to support that program.

Bogor Agricultural University plays important role in the production of qualified human resources, and the development of science and technology, and was mandated to be the pioneer in the agricultural development in the broader sense. Bogor Agricultural University was established based on the Decree of the Minister of Higher Education Institutions and Sciences No. 91 of 1963, and was further enacted by the President Decree No. 279 of 1965. At the beginning Bogor Agricultural University was organized into six (6) faculties: (1). Faculty of Agriculture; (2). Faculty of Veterinary Medicine; (3). Faculty of Fisheries; (4). Faculty of Animal Husbandry; (5). Faculty of Forestry; and (6). Faculty of Agriculture Technology and Mechanization, (which at the year of 1968 changed its name into the Faculty of Mechanical and Technology Agricultural Products and at the year 1981 until now became the Faculty of Agricultural Technology). On 1981, the university has established Faculty of Science and Mathematics, which on 1983 its name has been changed into Faculty of Natural sciences ad Mathematics. Further on the year 2000, the university has established Faculty of Economics and Management, moreover, after pertanian memiliki peran dalam menghasilkan SDM dan IPTEKS.

having its reorganization of its departments and subjects being offered, on 2005 Bogor Agricultural University has established Faculty of Human Ecology.

Finally, according to the Government Decree No. 154 of 2000 (Official Gazette No.27.2) the legal status of Bogor Agricultural University has been shifted into State-owned Legal Entity. Since 1970, Bogor Agricultural University offers and open its door wider, in addition to the regular undergraduate (S1) Degree Program, this university offers the graduate level for Masteral and Doctoral degree programs. On 1978, the university developed the Non-degree Programs on Technology (FNGT), and for the implementation of those programs, they have been integrated into its respective faculties on 1992. On 2005, in order to maximize accessibility to and applicability of advance knowledge Bogor Agricultural University, as well as the initiation to develop an embryo of a research-based university, the management of the Non-Degree (Program Diploma) was removed from the respective faculty into the separate unit, called as Diploma Program.

In facing the globalization era nowadays, Bogor Agricultural University has embarked on its ambitious plan to develop as a futuristic university, which would provide better and up-to-date skills and systems for science and technology education by taking full advantage of the rapid development in information technology (IT). Bogor Agricultural University looks to the future for renewed strategic planning with emphasizes on the tropical agriculture and the accelerated Gelar Teknologi (FNGT) yang penyelenggarannya kemudian diintegrasikan pada fakultas terkait pada tahun 1992. Pada tahun 2005 dalam rangka menyiapkan IPB sebagai embrio perguruan tinggi berbasis riset, program diploma ini dipisahkan pengelolaannya dari fakultas menjadi unit tersendiri di bawah Program Diploma.

Sejalan dengan perkembangan tantangan pembangunan pertanian yang semakin kompleks, IPB memperlebar mandatnya ke dalam pengertian pertanian dalam arti luas yaitu pertanian tropika dan biosains sebagai suatu sistem pengelolaan sumberdaya hayati dan lingkungannya secara berkelanjutan untuk kesejahteraan manusia. Pertanian dalam pengertian ini merupakan keseluruhan proses aplikasi biosains sebagai kegiatan agribisnis, tidak hanya sub-sistem produksi (on-farm), namun mencakup sub-sistem dari hulu hingga hilir serta sub-sistem pendukung. Dalam kaitan tersebut, tujuan pendidikan di IPB rumuskan mengikuti tantangan dan ranah kompetensi tersebut. Tujuan pendidikan ini kemudian dijadikan sebagai dasar untuk merancang dan merencanakan kegiatan akademik yang lebih antisipatif yang meliputi kegiatan pendi- dikan, penelitian dan pengabdian kepada masyarakat (tridarma perguruan tinggi). Selain itu, perubahan status IPB menjadi PT BHMN memberikan mandat tambahan, yaitu IPB harus dapat melaksanakan kegiatan pembangkitan pendapatan yang perolehan dananya digunakan untuk mendukung peningkatan kualitas dan kuantitas kegiatan tridarma perguruan tinggi.

CHAPTER 1
Introduction
engagement of bioscience for nature conservation the sustainable development. The agricultural in this mandate means the entire process of the utilization bioscience as the agribusiness activities, not only on farms, but also the up-stream to down-stream process with other supporting sub-systems. Accordingly, the education program of Bogor Agricultural University will also be adjusted into that directions. The Strategic Plan of Bogor Agricultural University 2008-2013 reaffirms the goals of the previous versions while incorporating some editorial changes and placing greater emphasis to accelerated engagement of bioscience as basic science for nation economic development with focus on entrepreneurship: “to be the World Class Research University with bioscience and entrepreneurship as its core competence”. The strategic plan adopted by the Board of Trustees proposed reaffirms the goals of the following priorities: education for citizenship, the use of technology to enhance teaching and learning, to encourage the integration of different forms of knowledge, and to stimulate not only the acquisition but also the creative and humane use of knowledge. In addition, the shifting of the legal status of Bogor Agricultural University to be the State-owned Legal Entity Universities (BHMN), gave a new mandate for Bogor Agricultural University to develop and implement a comprehensive financial plan to support the improvement of both the quality and quantities of Tridarma activities for the University.

According to the decree of the Minister of National Education Republic of Indonesia No. 232/U/2000 on the Competencies Based Education Systems, which was reiterated on the Decree No 045/U/2002 has stressed to develop students intellectual capability to become responsible citizens. Bogor Agricultural University has translated this national Competence - Based curriculum (KBK Kurikulum Berbasis Kompetensi) into the Bogor Agricultural University setting Major-Minor curriculum systems. The Department offers Major Minor Programs designed to qualify students for application in either of two major fields of agriculture, or for positions where competence in both fields is required. However, deeper and specific assessment with regard to the implementation of Major-Minor Programs is really required. Effective 2005, Bogor Agricultural University starts to evaluate and reorganize its departments to appraise whether the subjects being offered are aligned with the proposed action plan. Finally, the university uses performance indicators and has designed the academic Information Systems (SIMAK Sistem Informasi Akademik) to assess learning outcomes to improve educational quality and administrative effectiveness.

The successful efforts made previously as well as the internal condition of Bogor Agricultural University 2007 have indicated that the university has successfully built an embryo to be the Research based University. The increased number of qualified staff, number of scientific publications, patents, terpadu serta kehandalan Sistem Informasi Akademik (SIMAK).

Melalui berbagai upaya yang dilakukan sebelumnya, kondisi internal IPB pada akhir tahun 2007 telah menunjukkan indikasi yang mengarah pada embrio perguruan tinggi berbasis riset. Hal ini ditandai dengan peningkatan jumlah SDM yang berkualitas, jumlah publikasi ilmiah, jumlah paten, inisiasi pembangkitan pendapatan, kerjasama dengan pemerintah dan industri, penemuan dan aplikasi hasil penelitian IPB seperti varietas baru, vaksin dan benih berbagai komoditas, serta mesin-mesin pertanian. Upaya-upaya yang telah dilakukan IPB bermuara pada terbangunnya sistem jaminan mutu yang baik, tata pamong yang baik, pelaksanaan program-program yang berkualitas dan manajemen usaha yang baik. IPB akan terus melakukan upaya perbaikan secara menerus terhadap hasil-hasil yang sudah dicapai, peningkatan kinerja dan kesejahteraan dosen dan tenaga kependidikan, internasionalisasi IPB, peningkatan kuantitas dan kualitas penelitian, peningkatan pendapatan non konvensional dan peningkatan kualitas fasilitas akademik dan non akademik.

Berbagai capaian di atas merupakan salah satu modal dasar bagi IPB untuk menjadi perguruan tinggi kelas dunia. Untuk memposisikan IPB mengarah pada perguruan tinggi kelas dunia berbasis riset diperlukan berbagai upaya untuk dapat memenuhi persyaratan-persyaratan yang memadai. Berbagai rintisan kerjasama internasional bidang pendidikan yang telah
the initiation of income generating, cooperation networks with the government and industries, inventions and the applied research implemented have invented new variety, vaccines and seedlings as commodity, and the agricultural machineries are the indicators of the achievements. At the end, those achievements will encourage the establishment of the labeling systems, healthy organization, well-implemented of quality programs and better business management. To ensure that Bogor Agricultural University uses the resources to the best advantage, the university must implement processes for the ongoing improvement. Bogor Agricultural University needs to be explicit about its goals, improve the work performance, increase the remuneration and benefits for Faculty members and educational staff, enhance the international academic reputation, improve the quantity and quality of the research programs, increase the income through the non-conventional funds, and improve the quality of both and academic non-academic facilities of the university.

Achievements made in the last few years have become the foundation for Bogor Agricultural University to be the World Class University. To foster the development of the University’s goal to the research based university steps have to be taken to comply with required qualifications. International collaboration research for education have been established, particularly with the USA, European Economic Communities, Eastern European countries, Japan, China, Taiwan, dan Australia, terutama dalam pengembangan pendidikan pascasarjana. IPB berusaha untuk memperoleh pengakuan internasional dengan memfokuskan pada akreditasi internasional terutama bagi departemen, pusat penelitian, dan program studi pascasarjana unggulan. Disisi lain juga diupayakan untuk mencapai peringkat top dunia yang reliable pada tahun-tahun mendatang.
and Australia, specifically for the development of the Graduate School. Those networks and cooperation were established to accredit their Graduate Study program, as well as the Departmental Units, and its Research Centers. This cooperation involves establishment of scholarships for advanced studies, enhancement of doctorate level research capabilities, modernization of laboratory equipment, the holding of international seminars, library expansion, collaborative research, research student programs and the undertaking of twinning programs.

1.2 Legal Status and Strategic Plan

Position

1. Legal Basic:
   a. Government Regulations No. 154 of 2000 Article No. 30
   b. Government Regulations No. 154 of 2000 Article No. 19
   c. Letter of Decision of Board of Trustees No. 59/MWA-IPB/2007

2. The Position of University Strategic Plan, Action Plan and Annual Budget

The Bogor Agricultural University Strategic Plan, Work Plan, and the Annual Budget Plan are an integrated plan. This program is presented in the following Figure (Figure 1.1)
1.3 Methods for the Formulation of Strategic Planning

These methods show five steps in the formulation of the strategic plan 2008-2013 which will be the basis of directions and guidances in making the yearly operational plan as well as annual budget plan for Bogor Agricultural University. The five steps are as follows:

1. The formation of Draft-0 (Zero). The draft was prepared by the Working Group by soliciting input from the stakeholders/university community, literature reviews of the related documents systematic analysis of secondary data and information, and was put in the report;

1.3 Metode Penyusunan

Metode penyusunan menunjukkan tahapan aktivitas dalam proses penyusunan dokumen hingga tahap pengesahan menjadi Rencana Strategis IPB Tahun 2008-2013 (Keputusan Paripurna MWA), untuk menjadi acuan dalam menyusun Rencana Kerja dan Anggaran IPB tahunan. Tahapan yang dilakukan melalui lima tahap yaitu:

1. Tahap Penyusunan Draft-0 (nol). Suatu dokumen yang disusun dengan menginventarisasi masukan dari stakeholders, studi berbagai dokumen yang relevan, dan menganalisis data dan informasi sekunder yang tersedia menurut sistematika dan struktur penulisan yang disepakati.
2. Tahap Penyusunan Draft 1 (satu). Suatu dokumen yang disusun sebagai penempunan draft-0, yang disampaikan pada tahap “konsultasi publik” dan tahap sidang pleno Senat Akademik (SA) IPB.
3. Tahap "Konsultasi Publik" draft kepada stakeholder utama di lingkungan IPB, khususnya Dekan, Ketua Departemen, Kepala Pusat, Direktur, Kepala Kantor, dan pihak lainnya.
5. Tahap Pengesahan Rencana Strategis IPB Tahun 2008-2013. Disusun setelah mengakomodasi berbagai saran dan informasi tambahan dari anggota MWA dalam Sidang Paripurna MWA IPB. Rencana strategis yang telah disempurnakan menjadi dokumen resmi dan mengikat bagi seluruh stakeholder terkait di IPB.

Catatan : 1. Draft-0 dipersiapkan oleh tim kecil yang beranggotakan 7 orang (Surat Tugas Wakil Rektor Bidang Sumberdaya dan Pengembangan).
1.4 The Organization

According to the Government Act No. 154 of 2000 on the Legal Status of Bogor Agricultural University as State-owned Legal Entity Universities (BHMN) and the Decision of Board of Trustees No. 17/MWA-IPB/2003 on the Bogor Agricultural University’s By Law, as well as the Decision of Board of Trustees No. 77/MWA-IPB/2008, the organizational structure of Bogor Agricultural University is as follows: (1) The highest body to govern the University are the Board of Trustees and Academic Senate; (2) Executive Boards are Rector and Vice Rectors; (3) Academic Units are: Faculties, Research Bureau and Community Services, Departments and Centers; (4) Administrative Units are: Directorates and Offices; and (5) The Supporting Units are: Library, Laboratories, Workshops, Animal Hospital, University Farms, Business Unit, Securities Units, and other units. The Organizational structure of Bogor Agricultural University is presented in Figure 1.2.

1. **Board of Trustees**, is the University’s highest decision making body that document and the basis for the formulation of the operational plan and Rector’s General Policy Directions.

Notes: 1. Draft-0 was prepared by the small group consisted of 7 (seven) (As appointed by the Vice Rector for Resources and Development).

2. With reference to Decision Letter of Rector of Bogor Agricultural University No. 085/13/PR/2008, dated 18 July 2008, the Strategic Plan 2008-2013 Team was formulated. The Team is responsible to prepare the Draft-0 and finalize it up-to the approval to be the official document.
represent the government, the university's community and the public. To manage and auditing the implementation of strategic plan, the operational plan of the university, the Board of Trustees will be assisted by Board of Auditor (Dewan Auditor), which will evaluate independently both the external and internal audit report yearly working and budget plans, on behalf of the Board of Trustees.

2. The Academic Senate, as the highest academic normative board in the institute, Academic Senate (SA) mean the organ of Bogor Agricultural University that administers and develop academic life as well as moral and ethical integrity within the university community.

3. The Executive Boards (Rector and Vice Rectors), represent Bogor Agricultural University toward further fulfillment of its mission. To execute his duties and his daily activities, Rector will be assisted by four Vice Rectors: a). for Academic and Student Affairs; b). Vice Rector for Resources and Development; c). Vice Rector for Research and Collaborations; and d) Vice Rector for Business and Communication.

4. Dean of School and Faculty
   a. Deanship: The organizational structure of the Faculty is consisted of Dean and Vice Dean, Academic Senate of Faculty, Departments, and Functional Units.

a. Fakultas, organisasi Fakultas terdiri atas Pimpinan Fakultas (Dekan dan Wakil Dekan), Senat Fakultas, Departemen dan Bagian.

b. Graduate School, according to the organizational structure, it is in the same level as the Faculty. The Organizational Structure of the Graduate School are: the Executive Boards that consisted of Dean and Vice Dean, and the Secretary.

c. The Graduate School of Business Management, Diploma Program, and the School of First Common. Its organizational structure consisted of Director and Assistant/Deputy Director.

d. Directorate of Research and Community Services (LPPM). This Directorate is headed by the Director and is assisted by the Deputy Director for Research Program, and Deputy director for Community Service and Secretary.

5. Administrative Units (Directorate, Offices, and the Executive Secretary of the Institute)

Directorate is headed by the Director, whose daily activities is coordinated by the Vice Rector. Office is headed by the Director, and the Secretary of Institute is headed by the Executive Secretary, and his daily activities is directly managed by Rector.

a. Vice Rector for Academic and Student Affairs: assists the Rector in coordinating with (1), Directorate of Education Assessment and Development; (2). Directorate of Academic Administration; (3)
Direktorat Perencanaan dan Pengembangan, (2) Direktorat Keuangan; (3) Direktorat Sumberdaya Manusia, dan, (4) Direktorat Fasilitas dan Properti;

c. Direktorat di bawah koordinasi Wakil Rektor Bidang Riset dan Kerjasama, terdiri atas (1) Direktorat Riset dan Kajian Strategis, dan (2) Direktorat Kerjasama dan Program Internasional;

d. Direktorat di bawah koordinasi Wakil Rektor Bidang Bisnis dan Komuniksi, terdiri atas (1) Direktorat Bisnis dan Kemitraan, dan (2) Direktorat Komunikasi dan Sistem Informasi;

e. Kantor dan Sekretariat Institut, terdiri atas (1) Kantor Hukum dan Organisasi; (2) Kantor Manajemen Mutu; (3) Kantor Audit Internal dan (4) Sekretaris Institut.

6. Penunjang Akademik

Merupakan satuan kerja yang berfungsi menyediakan sarana kuliah, praktikum, penelitian, pemasaran barang dan jasa, pelayanan rujukan dan/atau kegiatan akademik lainnya. Satuan kerja penunjang akademik terdiri atas (1) Perpustakaan, (2) University Farm (UF), (3) Unit Pelatihan Bahasa, (4) Rumah Sakit Hewan Pendidikan, (5) Asrama Mahasiswa, (6) Unit Olah raga dan Seni, (7) Lab Kimia Terpadu, (8) Unit Keamanan Kampus, dan (9) Poliklinik.

Selain Struktur organisasi utama tersebut, terdapat pelaksana pembangkitan

In addition to the Supporting Units, the university has established Business Management to generate additional incomes for the university. Those units are: (1). Library; (2). University Farm; (3). Language Development Unit; (4). Teaching Hospital for Veterinary Medicine Students; (5). Dormitories; (6). Integrated Sport and Cultural Halls; (7). Integrated Chemical Laboratories; (8). Security Unit; and (9). Polyclinic.

CHAPTER 1
Introduction

BAB 1
Pendahuluan
Figure 1.2. Organization Structure of IPB
Letter of Decision of Board of Trustees No. 77/MWA-IPB/2008
Chapter 2

SWOT Analysis

Analisis SWOT
2.1. Isu-Isu Strategis

Isu-isu strategis yang dipertimbangkan dalam penyusunan rencana strategis IPB meliputi:

1. Arah pembangunan Indonesia, khususnya di bidang ekonomi, pangan, bioenergi, kesehatan, manajemen sumberdaya alam dan lingkungan.
2. Kecenderungan persaingan global pendidikan tinggi yang mengharuskan perguruan tinggi di dalam negeri untuk meningkatkan daya saingnya, baik dalam penyelenggaraan maupun mutu lulusan yang kompetitif bertaraf internasional.
3. Perubahan regulasi penyelenggaraan pendidikan tinggi yang mengharuskan perguruan tinggi dapat memposisikan sebagai institusi penghela kemajuan bangsa yang berorientasi jauh ke depan, dan tidak terperangkap pada aspek solusi yang parsial dan jangka pendek.
4. Belum terbangunnya sinergi kerjasama antar perguruan tinggi dan dengan jejaring mitra strategisnya baik instansi pemerintah maupun swasta, sehingga penyelesaian masalah nasional tidak efisien, tumpang tindih, dan berjalan lamban.
5. Optimalisasi peran IPB dalam penyelenggaraan pendidikan tinggi yang harus mampu menghasilkan lulusan yang kompetitif, bermutu dan kompeten serta penelitian yang bermanfaat bagi pengembangan IPTEKS dan sesuai dengan kebutuhan masyarakat.
6. For effective and efficient implementation of Tridarma at Bogor Agricultural University, it is required that the university should impose the management of the educational programs transparent and accountable.

7. The encouragement of resources mobilization of Bogor Agricultural University in meeting the challenge of globalization. It is expected that the University will become a competitive leverage due to the existence of highly reputable to effectively generate and manage the University financial resources required to support the academic activities of Bogor Agricultural University.

8. Insufficient salaries and benefits for meritorious lectures and other staff,
2.2 SWOT Matrix Analysis

Based on the current situation and condition, Strengths, Weaknesses, Opportunities, and Threats (SWOT) of Bogor Agricultural University is formulated and is presented in Table 2.1. This SWOT analysis has been referred to in the Development Plan of Bogor Agricultural University 2025.

Mencermati identifikasi kekuatan (strengths), kelemahan (weaknesses) yang dimiliki IPB serta peluang (opportunities) dan ancaman (threats) yang dihadapi dalam pengembangan IPB, maka perlu diupayakan rumusan strategi pengembangan IPB, melalui: (1) mengembangkan kekuatan (strengths) dan mengoptimalkan peluang (opportunities), (2) mengembangkan kekuatan (strengths) untuk mengatasi ancaman (threats), (3) meminimalkan kelemahan (weaknesses).
<table>
<thead>
<tr>
<th>Code</th>
<th>Strength</th>
<th>Code</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>S2</td>
<td>The adequacy of experienced academic and support staff, as well as its facilities to implement the multilevel strata teaching and learning program.</td>
<td>W3</td>
<td>The competencies of Bogor Agricultural University graduates to cope with rapidly changing environment and the lower successful number for the graduates in having job in the international labor market.</td>
</tr>
<tr>
<td>S3</td>
<td>High lectures to student ratio 1:21</td>
<td>W4</td>
<td>Low proportion of Professor holders among academic staff.</td>
</tr>
<tr>
<td>S4</td>
<td>Established and proven know-how/expertise in the field of agriculture</td>
<td>W5</td>
<td>The professionalism and the qualification of Bogor Agricultural University Faculty members are relatively low.</td>
</tr>
<tr>
<td>S5</td>
<td>Transparent selection of students based on the principle of merit, to make Bogor Agricultural University the institution of choice for talented students who desire to study to take agricultural and entrepreneurship education program.</td>
<td>W6</td>
<td>Insufficient numbers of books and international scientific journals subscribed for the successful of learning process.</td>
</tr>
<tr>
<td>S6</td>
<td>Dynamic and progressive student-centered learning communication that foster student success</td>
<td>W7</td>
<td>Umbrella for research program related to Bogor Agricultural University competencies has yet institutionalized.</td>
</tr>
<tr>
<td>S7</td>
<td>Both the existing Research Centers and Community Development program which are responsive with the stakeholders demand</td>
<td>W8</td>
<td>Lack of synergetic relationships between research and the community development programs.</td>
</tr>
<tr>
<td>S8</td>
<td>Supported by appropriate Information Technology both Intranet and Internet</td>
<td>W9</td>
<td>Lack of coordination and integration between faculty members as well as departmental units in implementing research activities as well as the community development programs.</td>
</tr>
<tr>
<td>S9</td>
<td>Cooperation networks with government institutions, international, national and local as well as non-government institutions.</td>
<td>W10</td>
<td>Limited budget for research activities has caused the lack of research habits among the faculty members.</td>
</tr>
<tr>
<td>Code</td>
<td>Strength</td>
<td>Code</td>
<td>Weaknesses</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------------------------------</td>
<td>------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>W11</td>
<td>The number of scientific publications published by the national and international accredited journals are relatively low</td>
<td></td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>W12</td>
<td>The number of marketable research products used by companies and societies are relatively low</td>
<td></td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>W13</td>
<td>The identification of appropriate level of Bogor Agricultural University resources for funding sources required to support the planned education Merit program for academic excellence has not been optimalized</td>
<td></td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>W14</td>
<td>No maximum guarantee for the continues support for the quality and the maintenance of Bogor Agricultural University' infrastructures that includes equipment, cleanliness of its premises, water supplies and electricity connections</td>
<td></td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>W15</td>
<td>Insufficient salaries and benefits for both faculty and educational staff.</td>
<td></td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>O1</td>
<td>The globalization era has given opportunities for Bogor Agricultural University to play important role in local - international development</td>
<td></td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>T1</td>
<td>The impact of globalization in various sectors has caused the higher learning institutions to generate non knowledge and to improve its competitiveness to enable them to achieve the highest level locally as well as internationally</td>
<td></td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
## Chapter 2

### Analysis SWOT

<table>
<thead>
<tr>
<th>Code</th>
<th>Strength</th>
<th>Code</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>O2</td>
<td>The development of agribusiness and agroindustry in Indonesia, which are supported by the abundance of natural resources has enabled Indonesia to be The prospective and a promising country</td>
<td>T2</td>
<td>The next paradigm in national development does not put the agriculture as the basic flat form for its development programs</td>
</tr>
<tr>
<td>O3</td>
<td>The increasing demand of skilled labor at the domestic job market, which are related to the various Bogor Agricultural University’s competences</td>
<td>T3</td>
<td>The growing competition among public universities to recruit talented prospective students</td>
</tr>
<tr>
<td>O4</td>
<td>The established network to improve the quality and capability of staff to access scientific information supported by appropriate Information Technology</td>
<td>T4</td>
<td>The decreasing animo of prospective students to pursue to the higher learning institutions, particularly in agricultural fields</td>
</tr>
<tr>
<td>O5</td>
<td>The increasing demands of consultation services offered by Bogor Agricultural University expertise</td>
<td>T5</td>
<td>Rapidly changing environment and highly demanding job market, especially graduates of Bogor Agricultural University to get jobs from the job market</td>
</tr>
<tr>
<td>O6</td>
<td>The increased request for Bogor Agricultural University expertise services</td>
<td>T6</td>
<td>The weakness support of the support of the agricultural fields in supporting the national economic development</td>
</tr>
<tr>
<td>O7</td>
<td>The status of Bogor Agricultural University as State-owned legal entity universities, has enabled the university to improve the academic quality, products and its services, as well as achieving Bogor Agricultural goals</td>
<td>T7</td>
<td>The impact of globalization has triggered tougher competition in international job market</td>
</tr>
<tr>
<td>Code</td>
<td>Strength</td>
<td>Code</td>
<td>Weaknesses</td>
</tr>
<tr>
<td>------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>------</td>
<td>------------</td>
</tr>
<tr>
<td>O8</td>
<td>Public perception for Bogor Agricultural University reputation as one of the leading higher education institutions in Indonesia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>O9</td>
<td>Bogor Agricultural University with its research and community services is committed to continue providing the highest quality teaching community, and one of the highly reputable university in the future</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on the identified strength, weaknesses of the Bogor Agricultural University, as well as its opportunities and threats encountered in the development of Bogor Agricultural University, it is deemed necessary to formalize the development strategy of Bogor Agricultural University, as follows: (1). The development of strength and optimize it opportunities; (2). The development of its strength to encounter the threats; (3). To minimize the weakness for the utilization of opportunities; and (4). Minimize the weaknesses to encounter threats. Matrix of development strategy of Bogor Agricultural University is presented in the Table 2.2.

Mencermati identifikasi kekuatan (strengths), kelemahan (weaknesses) yang dimiliki IPB serta peluang (opportunities) dan ancaman (threats) yang dihadapi dalam pengembangan IPB, maka perlu diupayakan rumusan strategi pengembangan IPB, melalui: (1) mengembangkan kekuatan (strengths ) dan mengoptimalkan peluang (opportunities), (2) mengembangkan kekuatan (strengths) untuk mengatasi ancaman (threats), (3) meminimalkan kelemahan (weaknesses) untuk memanfaatkan peluang (opportunities), dan meminimalkan kelemahan (weaknesses) untuk menghindari ancaman (threats). Matrik strategi pengembangan IPB tersebut disajikan pada Tabel 2.2.
### SWOT Analysis

<table>
<thead>
<tr>
<th>Opportunities</th>
<th><strong>Strategy S-0</strong></th>
<th><strong>Strategy W-O</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>O1, O2, O3, O4, O5, O6, O7, O8</td>
<td>Improvement access and equity development of students’ intellectual capability S1, S2, S3, S4, S5, S6 – O1, O3, O7, O8</td>
<td>Improvement of University Resources capacity W3, W13, W15 – O5, O6</td>
</tr>
<tr>
<td></td>
<td>Improvement of research quality and community services S7, S8, S9 – O2, S4, O5, O6, O8</td>
<td>Remuneration and benefits increment W13, W15 – O4, O8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threats</th>
<th><strong>Strategy S-T</strong></th>
<th><strong>Strategy W2-T</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>T1, T2, T3, T4, T5, T7</td>
<td>Improvement of resources capacity S9 – T6, T7</td>
<td>Remuneration and benefits increment W13, W15 – T1, T2, T5, T6</td>
</tr>
<tr>
<td></td>
<td>Strengthening the management systems S2, S4, S5, S9 – T1, T2, T3, T4, T6</td>
<td>Strengthening the management systems W4, W5, W14 – T3, T4, T6, T7</td>
</tr>
<tr>
<td></td>
<td>Remuneration and benefits increment S9 – T5, T6, T7</td>
<td></td>
</tr>
</tbody>
</table>

*Table 2.2 Matrix of Development Strategy of Bogor Agricultural University 2025 Based on the SWOT Analysis*
Direction and The Strategic Plan

Arah dan Strategi Pengembangan
3.1. Vision, Mission, Objectives and Quality Statement

With reference to the Long-Term Strategic Plan of the Department of National Education 2005-2025, as well as Bogor Agricultural University Strategic Plan 2020 adopted by the Board of Trustees prior to the shifting of the University legal status of to be the State-owned Legal Entities Universities (BHMN), and complement to the existing draft of the Strategic Plan of Bogor Agricultural University 2025 approved by the Academic Senates as well as in respond to the Nation's commitment for the economic development of Indonesia to be community the agricultural and maritime community, Bogor Agricultural University decided that the Long-term vision of the University adopted 2003 will become the vision of the Bogor Agricultural University for 2025, which will declares the University to be “a leading higher education institution of international quality in the development of science, technology, art and human resources with tropical agriculture as its core competence”. Based on the vision of those Long-Term Strategic Plan of the Department of National Education 2005 - 2025, the Strategic Plan of Bogor Agricultural University 2008-2013 as part of the University Development Plan 2025 was formulated. The Strategic Plan of Bogor Agricultural University 2008-2013 reaffirms the goals of the previous versions while incorporating some editorial changes and placing greater emphasis to accelerate engagement of

3.1. Visi, Misi dan Tujuan IPB


“Menjadi perguruan tinggi berbasis riset kelas dunia dengan kompetensi utama pertanian tropika dan biosains serta berkarakter kewirausahaan”.

Misi IPB untuk pengembangan IPB lima tahun ke depan (2013) adalah:
1. Menyelenggarakan pendidikan tinggi bermutu tinggi dan pembinaan kemahasiswaan yang komprehensif dalam rangka meningkatkan daya saing bangsa.
2. Mengembangkan ilmu pengetahuan dan teknologi sesuai kebutuhan masyarakat
bioscience as basic science for nation economic development with focus on entrepreneurship:

"to be the World Class Research University with bioscience and entrepreneurship as its core competence".

In view of the above Vision of Bogor Agricultural University, the mission of the University will be as follows:

1. To offer challenging academic programs and demonstrate a commitment to the development of both the undergraduates and graduate students who seek advanced degree programs that prepare them to make significant contribution to their fields, with particular purpose to be a competitive nation.

2. To expands the boundaries of knowledge and insight of Bogor Agricultural University through teaching, research, artistic expression, which is relevance to the national needs as an agricultural and maritime society. It is really required as the trends that the university will becoming more competitive

3. To promote a model for systematic management for higher education institutions and pervasive attention to competencies, effectiveness, efficiencies, transparencies, and accountability.

4. To prepare students to take leadership roles in society through an education that stresses moral and spiritual as well as on righteousness and human-right principles.

agraris dan bahari pada masa sekarang dan kecenderungan pada masa yang akan datang yang semakin kompetitif.

3. Membangun sistem manajemen perguruan tinggi yang berkarakter kewirausahaan, efektif, efisien, transparan, dan akuntabel.


Untuk menyelenggarakan misi dan mencapai visi IPB, dirumuskan tujuan yang harus dicapai IPB, yaitu:

1. Menghasilkan lulusan yang bermutu yang mampu mengembangkan dan menerapkan IPTEKS serta mempunyai jiwa kewirausahaan.

2. Memberikan inovasi IPTEKS ramah lingkungan untuk mendukung pembangunan nasional melalui perwujudan negara agraris dan bahari dan memperbaiki kesejahteraan umat manusia.

3. Menjadikan IPB sebagai lembaga pendidikan tinggi yang siap menghadapi tuntutan masyarakat dan tantangan pembangunan yang berubah dengan cepat secara nasional dan global.

3.2 Arah Pengembangan IPB 2025

IPB telah berhasil meletakkan dasar-dasar embrio universitas berbasis riset pada masa transisi BHMN. Pengembangan IPB hingga tahun 2025 ke depan difokuskan dengan membangun pondasi-pondasi Universitas Berbasis Riset (Research Based University atau RBU) dan kewirausahaan (Entrepreneurial University). Dengan modal ini ditargetkan IPB memiliki daya saing tinggi dan berkompetisi secara sehat dengan...
and entrepreneurship. These foundations will enable Bogor Agricultural University to be more competitive with other international universities. An aggressive efforts to achieve the goal should be prepared, by developing more conducive and stimulative program. The quality of teaching and supervision at Bogor Agricultural University is underpinned by research and scholarship, and the university is committed to optimising the benefits to students of studying within a dynamic research environment. Bogor Agricultural University strengths in research bring particular benefits to teaching - learning process at Bogor Agricultural University across the disciplines, and how best practice in this area can be shared. The development of research programs, both the research grants and collaborative research programs will increase the percentage of the number of graduate students, as well as will encourage the university community to implement the research programs. The improved number of university research programs will produce more scientific publications, intellectual property right (IPR) and patent, and other marketable research products, which will generate revenue to the university, its departments, and its individual inventors. In addition, improved research products will increase the university capacity in establishing more collaborative networks as well as revenue generating activities. The success of the university to increase the qualified graduates, scientific research publications, and the IPR and patent enhance the university public recognition, which will perguruan-perguruan tinggi lainnya di dunia. Upaya ke arah itu perlu dilakukan secara lebih agresif melalui upaya-upaya kondusif dan stimulatif. Pengembangan riset baik berupa hibah-hibah riset atau riset kerjasama yang dikaitkan dengan proses belajar mengajar selanjutnya dapat meningkatkan mutu proses belajar mengajar (PBM), mendorong partisipasi mahasiswa dan dosen dalam berbagai paket riset yang mempercepat laju lulusan (annual graduates), publikasi ilmiah, paten, dan produk riset komersial. Peningkatan laju lulusan, publikasi riset, dan perolehan paten menjadi pembangkit citra publik yang memperbesar peluang komersialisasi produk riset ke masyarakat luas yang berimplikasi balik pada peningkatan kepercayaan publik serta pengembangan usaha-usaha komersial. Perbaikan kepercayaan publik akan memperbesar berbagai hubungan kemitraan baik dengan sektor swasta maupun pemerintah yang menjadi kekuatan riset kolaboratif dan konsorsium. Peningkatan produk riset komersial akan menguatkan usaha-usaha komersial dan memperbaiki pendapatan institusi. Pendapatan yang sehat berkelanjutan ini menjadi pemacu kesejahteraan pegawai dan dosen, pemasok sarana/prasarana riset serta insentif riset yang diharapkan meningkatkan minat dan budaya, serta pelaku riset yang bermutu sehingga menopang siklus pengembangan proposal riset unggulan secara berkelanjutan.

Kedua, membangun kapasitas institusi dan tatapmeng perguruan tinggi yang baik
attract more collaborative research with partners from private companies as well as the government institutions, for funding and publication; improve the quality of human resources and research infrastructure. The success of the development Campaign for Bogor Agricultural University will be crucial in making a significant contribution to the university’s financial sustainability, especially to improve the salary and fringe benefits of its faculty members and educational staff, which will encourage the university community to be involved in quality research programs.

Second: To develop institutional capacity and good university governance. The development of good university governance will convince all stakeholders trust and confidence that the organizational healthy is well-implemented by Bogor Agricultural University. The improved trust and confidence will support the university to establish more “Business Unit”. Finally, when Bogor Agricultural University carry out the following four systems: (1). Auditing; (2). Accountancy; (3). Segregation of organizational functions; and (4). The availability of information to the general public. Such healthy organizational should be translated into the healthy management systems that requires improved organizational structure, policies, procedure, as well as the well qualified personnel with integrity.

Third: To improve its social responsibility. The enormous breadth and depth of its research constitutes one of the major strengths of Bogor Agricultural (good university governance atau GUG). Pengembangan GUG di IPB dilakukan melalui penyempurnaan sistem ketata-pamongan yang akan membangun trust dan confidence para stakeholders dan shareholders (dalam PT BHMN shareholders direpresentasi oleh MWA) dan menunjang pengembangan “usaha komersial”. Dengan ketatapamongan ini diharapkan kepercayaan dari masyarakat akan meningkat bila IPB cukup sehat dalam empat sistem berikut: (1) audit, (2) akuntansi, (3) keberadaan komite-komite yang independen (segregasi fungsi dalam organisasi) dan (4) publikasi laporan (Keasey dan Wright, 1997). Ketatapamongan ini perlu diterjemahkan ke dalam praktek manajemen yang baik yang memerlukan bentuk organisasi, kebijakan dan prosedur yang baik dan SDM yang bermutu dan mempunyai integritas baik.

Ketiga, meningkatkan tanggung jawab sosial dan kesejahteraan (social responsibility and prosperity), IPB harus dapat berkontribusi pada terciptanya dan meningkatnya kesejahteraan sosial di masyarakat luas yang mencakup pemecahan masalah, penerangan dan pemberdayaan masyarakat, peningkatan pendapatan, dan penyediaan lapangan kerja. Hal ini diharapkan dapat terjadi melalui produk lulusan, produk riset, dan produk usaha komersial yang dikembangkan IPB pada kompetensi intinya. Kemampuan IPB berkontribusi terhadap peningkatan kesejahteraan masyarakat luas (khususnya petani) akan berimplikasi balik terhadap peningkatan kepercayaan publik.
3.3 Strategic Development Plan of Bogor Agricultural University 2008-2013

With reference to the Bogor Agricultural University 2025 Development Plan stated above, and strategic matrix resulted by the SWOT analysis presented at the Chapter II, the direction of Bogor Agricultural University Development Plan 2025 will be defined. The Strategic of Development Plan of 2008-2013, is a sustainable process to achieve the Development Plan 2025 (Figure 3.1). The Strategic Development Plan of Bogor Agricultural University is focused into five Pillars as follows:

1. Expanding access, improving education quality and students affair
2. Improving the research quality and community services
3. Improving the social welfare
4. Developing of capacity resources
5. Strengthening of the management system

The five central pillars of Bogor Agricultural University Strategic Plan 2008-2013 is closely related with the long-term University. Thus, the university is expected to contribute to generate new knowledge to increase nation's competitiveness, to educate and empower the community, and to generate employment for income generating. Those contributions, particularly for the community development (farmers), will enhance Bogor Agricultural University to articulate the university nationally and internationally recognized excellence in agriculture.

3.3.3. Strategi Pengembangan IPB 2008-2013

Arah pengembangan IPB 2025 di atas dan mengacu pada matrik strategi berdasarkan analisis SWOT pada Bab II perlu menetapkan strategi pengembangan IPB tahun 2025. Strategi pengembangan IPB 2008-2013 secara berkelanjutan merupakan tahapan dalam strategis pencapaian visi IPB 2025 (Gambar 3.1). Strategi pengembangan IPB 2008-2013 terdiri atas lima pilar, yaitu:

1. Perluasan akses dan peningkatan mutu pendidikan dan kemahasiswaan
2. Peningkatan mutu penelitian dan pengabdian kepada masyarakat
3. Peningkatan kesejahteraan dosen, tenaga kependidikan dan mahasiswa
4. Peningkatan kapasitas sumberdaya
5. Penguatan sistem manajemen IPB

Pilar-pilar strategis IPB tahun 2008-2013 di atas memiliki keterkaitan yang kuat dengan rencana strategis jangka panjang pembangunan pendidikan tinggi di Indonesia, yakni: (1) Higher Education Long Term Strategies (HELTS) 2003-2010, dengan
Figure 3.1. Direction and Strategic Plan of Bogor Agricultural University Development

Development Plan of the Higher Educations in Indonesia, namely: (1) Higher Education Long Term Strategies (HEITS) 2003-2010, to strengthen the (a) National competitiveness; (b) Autonomy and decentralization, and (c) Organizational healthy; and (2). Strategic Pillar on the Development of Higher Education Institution as stipulated in the Strategic Plan of the Department of National Education 2005-2009 (and Draft of the Strategic Plan of the Higher Education Institutions 2010-2015), as part of the Policies of the Long-term Development Plan of Higher Education Institutions of the Department of National Education 2005-2025. Pillars for the Development of the Higher Education Institutions are as follows: (1). Access and Pilar strategis untuk memperkuat: (1) daya saing bangsa, (2) otonomi dan desentralisasi, dan (3) kesehatan organisasi, dan (2) pilar strategis pembangunan pendidikan tinggi yang tertuang dalam Rencana Strategi Departemen Pendidikan Nasional 2005-2009 (dan draft rumusan rencana strategis pendidikan tinggi tahun 2010-2015), sebagai bagian dari Rencana Kebijakan Pembangunan Pendidikan Tinggi Jangka Panjang Departemen Pendidikan Nasional ahun 2005-2025. Pilar strategis pembangunan pendidikan tinggi, yakni: (1) pemerataan dan perluasan akses, (2) peningkatan mutu, relevansi dan daya saing, dan (3) penguatan tata kelola, akuntabilitas dan pencitraan publik (Gambar 3.2.)
Equity, (2). The development of Educational Quality, relevance, and competitiveness, and (3). Good governance in the management systems, accountability, and public recognition (Figure 3.2).

The first to fourth Pillar of Strategic Development of Bogor Agricultural University are focused on internal business, whereas the fifth Pillar is the foundation for the university educational programs. Those strategies is reflected in its performance based angegement. Balance scorecard board (BSC) approaches with four perspectives will be utilized: (1). Learning perspective and operational excellence will be focused on resource capacity, (2). Internal business perspective (academic excellence) with its

Pilar strategis kesatu hingga keempat dari strategis pengembangan IPB 2008-2013 menunjukkan fokus bisnis internal, sedangkan pilar kelima menunjukkan pondasi sebagai landasan program. Refleksinya, akan dibangun sistem manajemen yang kuat berbasis pada kinerja (performance based management). Pendekatan yang digunakan adalah balanced scorecard (BSC), dengan empat perspektif kinerja (performance excellence), yaitu (1) perspektif pembelajaran dan pengembangan (operational excellence) yang lebih diarahkan pada kekuatan sumberdaya, (2) perspektif bisnis internal (academic excellence) yang berorientasi pada pencapaian mutu kinerja program; penidikan, penelitian, pengabdian kepada masyarakat, pembangkitan pendapatan, dan kerjasama

**Figure 3.2.** The Interrelationships of HELTS, Strategic Pillar of the Development of Higher Learning Educaiton and Strategic Pillar of Bogor Agricultural University 2008-2013
orientation in achieving program performance, education, research, community services, income generating, institutional cooperation, (3). Financial perspective with stresses on fund raising capabilities and the establishment of good university governance reflecting effectiveness, and efficiencies, proportional, (4). Public recognition perspective which stresses on the university capability to build positive customer excellence, working relationships. parents, government, and the community. Based on the BSC (Balanced Scorecard) approaches, the vision, mission, and strategic targets of the Bogor Agricultural University Strategic Plan 2008-2013 will be put into the Roadmap of Strategic Program of Bogor Agricultural University, with its annual operational programs, as well as its appraised program indicators.

The Diagram shows, the Roadmap of Strategic Program of Bogor Agricultural University shows, its direction and the targets of its annual programs/sub programs which appraisable using Balanced Scorecard, within 2008-2013. Steps to implement these annual program/sub-programs 2008-2013. The Pillars of Bogor Agricultural University strategic plan 2008-2013 functionally shows a general set of directions and initiatives that has served Bogor Agricultural University as an educational and research institution with objectives as approved by Bogor Agricultural University Council to provide and promote higher education. The Pillar of strategic program to achieve Bogor Agricultural University mission 2008-2013 is depicted in Figure 3.3.
Strengthening of the management system
(Work performance indicator balanced scorecard)

Vision of Bogor Agricultural University 2008-2013
“to be the World Class Research University with bioscience and entrepreneurships as its core competence”.

Figure 3.3. The Strategic Pilar to Achieve the Vision of Bogor Agricultural University 2008-2013
Policy and Strategic Program of IPB 2008-2013

Kebijakan dan Program Strategis IPB 2008-2013
4.1 Kebijakan Strategis IPB 2008-2013

4.1.1. Perluasan Akses dan Peningkatan Kualitas Pendidikan dan Kemahasiswaan

Pengembangan pilar perluasan akses dan peningkatan pendidikan dan kemahasiswaan meliputi 4 fokus kebijakan, sebagaimana diuraikan di bawah ini.

1. Peningkatan Mutu Proses Pendidikan dan Kemahasiswaan

(1) Memperluas akses dan kesempatan belajar pada program multistrata (sarjana, magister, doktor maupun diploma), melalui:
   a. Peningkatan kualitas input (calon mahasiswa) pada berbagai jalur seleksi masuk IPB dengan promosi yang lebih intensif untuk meningkatkan competitive rate atau tingkat selektivitas calon mahasiswa.
   b. Mengintegrasikan perencanaan dan pengelolaan administrasi proses pendidikan multistrata untuk peningkatan efisiensi penggunaan fasilitas pendidikan.
   c. Peningkatan kualitas dosen bersertifikat dalam proses belajar mengajar.
   d. Peningkatan kualitas bahan ajar dan implementasi metode pembelajaran efektif.
   e. Mengembangkan cakupan kerjasama dengan institusi mitra dalam kegiatan praktek kerja, penelitian dan kegiatan-kegiatan yang dapat mendekatkan
d. Improvement on the quality of teaching materials and the implementation of effective teaching methods; and

e. Develop strategic alliances and partnerships with external parties especially for the internship trainings programs and research activities, as well as other activities to enhance Bogor Agricultural University to access and adapt global knowledge to local use, as well as train them to be qualified and adaptive work force.

(2) Improve the quantity and quality of research and academic facilities and infrastructures necessary for educational excellence of Bogor Agricultural University to achieve its status as a Research Based University as well as the World Class University, by repair and rehabilitation programs of older facilities, such as class-rooms, laboratories, pilot plants, library, university farms, and other facilities that utilizes information technology.

(3) Encourage and assist the university Departments to optimize the existing facilities in their efforts to improve the academic program activities.

(4) Create and support more opportunities for dormitory' students to participate in the intellectual and cultural life such as traditional cultures, foreign mahasiswa dengan wahana penerapan keilmuan dan dunia kerja

(2) Meningkatkan kualitas dan kuantitas fasilitas pendidikan untuk mendukung proses belajar yang efektif dan upaya mencapai RBU serta world class university (WCU) melalui perbaikan dan pengembangan infrastruktur yang berkualitas, khususnya ruang kelas, teknologi informasi, laboratorium, pilot plant, perpustakaan, university farm, dan fasilitas lainnya

(3) Mendorong dan memfasilitasi departemen dalam mengoptimal-kan pemanfaatan seluruh sumber-dayanya untuk peningkatan kualitas kegiatan akademik.

(4) Meningkatkan pembinaan sosial budaya di Asrama TPB, pengembangan unit-unit kegiatan mahasiswa (kesenian daerah, bahasa asing, paduan suara, olah raga, resimen mahasiswa, dll) dan berbagai kegiatan ekstra-kurikuler maupun ko-kurikuler yang dapat meningkatkan khususnya kemampuan soft-skill dan jiwa kewirausahaan.

(5) Secara terprogram meningkatkan kompetensi tambahan di bidang kewirausahaan kepada para lulusan baru agar lebih siap di pasar kerja dan mampu berdiri sendiri dalam berwirausahaan.
languages, choir, sports, student regiments, etc. as well as both he extra-curricular and curricular activities. Those activities will assist students to acquire soft-skill and entrepreneurship characteristics.

(5) Well-prepared program to develop the competencies new graduates with focus on entrepreneurship, and to equip them with skills for the successful competition in the labor markets or to be self-motivated to create their own jobs.

2. Establishement of Major-Minor Curriculum for Undergraduate and Graduate Students

(1). Evaluate and develop the Mayor-Minor curriculum which offered by Bogor Agricultural University for both the undergraduate and graduate students since 2005, to appraise whether those programs are aligned with the proposed program. The curriculum to will enable the university to meet the future needs and demands, especially the need of a more dynamic management mode in the higher learning to cope with the dynamic changes and enable students to have appropriate competencies.

(2). Evaluate policies to implement minor cluster and other supporting courses for Major-Minor curriculum for the undergraduate students.

2. Pemantapan Kurikulum Mayor Minor Program Sarjana dan Pascasarjana

(1) Mengevaluasi dan mempertajam implementasi kurikulum mayor-minor pada program sarjana dan pascasarjana yang telah diterapkan sejak tahun 2005 agar sesuai dengan tujuan awal pengembangan sistem mayor-minor, yaitu memberikan kompetensi secara lebih luas kepada mahasiswa program sarjana dan pascasarjana dan meningkatkan efisieni proses pendidikan.

(2) Pengkajian kebijakan dan implementasi klasterisasi minor dan supporting courses pada kurikulum mayor-minor program sarjana

(3) Mendorong dan memfasilitasi kesiapan departemen untuk memperoleh akreditasi internasional untuk program sarjana dan pascasarjana yang telah mendapatkan nilai akreditasi nasional A, sebagai upaya peningkatan daya saing IPB dan proses internasionalisasi.

(4) Mendorong dan memfasilitasi departemen dalam peningkatan kualitas program dengan akreditasi nasional B.

3. Peningkatan Intensitas dan Efektifitas Promosi Pendidikan Multistrata

(1) Meningkatkan efektifitas promosi untuk program Sarjana, Pascasarjana dan Diploma pada peningkatan jumlah dan kualitas pendaftar

2. Effects of Curriculum on Student Competencies

(1) Evaluate the impact of the major-minor curriculum on student competencies, especially in entrepreneurship and soft-skills. This program aims to prepare students to be self-motivated and to create their own jobs.

(2) Analyze policies to implement minor clusters and supporting courses for the major-minor curriculum for undergraduate students.

3. Improvement of Intensity and Effectiveness of Multistrata Education Promotion

(1) Enhance the effectiveness of promotion for undergraduate, graduate, and diploma programs through increased numbers and quality of applicants.
CHAPTER 4
Policy and Strategic Program of IPB 2008-2013

3. Improve the Intensity and Effective Promotion for Multilevel Educational Programs

(1). Improve the effectiveness of the promotion program for the Undergraduate, the Graduate and Diploma of Bogor Agricultural University, by utilizing “cost effective” methods. Moreover, Bogor Agricultural University should improve its external service for the prospective students. Finally, the university should improve the design and contents the promotion kits, expand its market distribution, and utilize external marketing services such as planning road shows outside Bogor, as well as through mass media.

(2). Strengthening and expanding the national and international collaborative network, by encouraging faculty members to be

4. Peningkatan Mutu Kurikulum dan Penyelenggaran Pendidikan Program Diploma

(1) Penyempurnaan kurikulum Program Diploma untuk memperkuat kompetensi lulusan yang sesuai dengan kebutuhan dunia kerja yang kompetitif.

(2) Peningkatan kerjasama kemitraan dengan swasta/pengguna lulusan dalam perumusan kompetensi, proses pengajaran, praktek kerja, dan penyerapan lulusan.

(3) Penguatan kompetensi dosen dalam penyelenggaraan pendidikan vokasional
the active members of scientific as well as professional associations. By having research collaboration, on the job trainings programs and the cooperation networks, will enable university to improve the competencies of competitiveness students in the labor market, entrepreneurships, field works.

4. Improving the Curriculum Quality and the Implementation of Diploma Program

(1). Standardize the curriculum of Diploma Program to improve the competencies of the new graduates to be more competitive in the labor market.

(2) Strengthening and expanding the cooperation network with private companies/prospective employers of the new graduates, particularly for the formulation of their competencies, learning process, on the job training programs, and job availability.

(3). Strengthening the competencies and the qualification of the Lecturers for the implementation of the vocational education programs.

4.1.2 Improving the Research Quality and Community Services

The development of Pillar on Research Program and Community Services of Bogor Agricultural University will be focused on three policies as follows:

4.1.2. Peningkatan Kualitas Penelitian dan Pengabdian kepada Masyarakat

Pengembangan pilar peningkatan kualitas penelitian dan pengabdian kepada masyarakat meliputi 3 fokus kebijakan, sebagaimana diuraikan di bawah ini.
1. Enhance the International Academic Reputation and Accreditation in Research

(1). To improve the quality of human resources especially for lecturers, scientists, and students of Bogor Agricultural University on designing and implementing research programs, specifically on research methodology, to enable them implementing research-based teaching and learning programs;

(2). To improve the institutional management of research capacity, to pursue collaborative research with partners in terms of research process, funding and publication. As outstanding research and teaching require high quality buildings and facilities, Bogor Agricultural University with international reputation should improve the overall condition of all research buildings and facilities that fit to the international standard.

(3). To improve the quality of research programs and its products by giving priority to address the issues of the nation. It is expected that the proposed research projects will contribute to generate new knowledge to increase nation's competitiveness, the improvement of educational systems, and the development of business, and to make further significant contributions to community.

1. Pembinaan Kualitas Penelitian Khususnya Penelitian Terobosan Bertaraf Internasional

(1). Mengembangkan kualitas peneliti diarahkan pada peningkatan kemampuan dosen, peneliti, dan mahasiswa untuk melakukan kegiatan penelitian, termasuk di dalamnya dalam menguasai dan mengembangkan metodologi penelitian,

(2). Mengembangkan kualitas sumber-daya penelitian diarahkan pada peningkatan dana penelitian untuk meningkatkan jumlah dan kualitas penelitian serta peningkatan kualitas sarana dan prasarana penelitian yang memenuhi standar internasional,

(3). Meningkatkan kualitas materi dan hasil penelitian yang relevan dengan kebutuhan untuk pengembangan ilmu itu sendiri, untuk pendidikan, untuk kepentingan usaha, serta masyarakat. Untuk itu perlu pengembangan kegiatan penelitian berbasis prioritas, terutama:

a. Penelitian yang secara detail dapat memberikan solusi terhadap persoalan kedaulatan dan ketahanan pangan, baik kelangkaan bahan pangan, krisis agraria, maupun kemiskinan petani, nelayan, peternak, dan masyarakat sekitar hutan;

b. Penelitian yang terfokus dalam menemukan solusi untuk
Accordingly, Bogor Agricultural University should prioritize its research programs on the following topics:

a. Topic of researches that address the issue on food security, which include the food scarcity, agrarian reforms, poverty among farmers, fishermen, dairy farmers, and the forest communities;

b. Research programs on the utilization natural resources for renewable sources of energy, this program is to respond the energy problems; and

c. Research programs on the rehabilitation and biodiversity resources conservation, with focus on the sustainable development and justice.

2. The Management and Dissemination of Research Products

The management and the utilization of research products will be followed by the development of “Knowledge Management Systems”, which will synthesize the Bogor Agricultural University research products to ensure that the University's research activities are exploited and disseminated for the benefit of society, particularly the development of tropical agriculture and human resources development.

(1). Improving the quality and efficiency of patent and other intelectual property, protecting them through technical and non-technical protection that includes law and reputation. The determination of the type of protection is done based on the associated technology, market potential, and the availability of resources, as well as the characteristics of the HKI regime that is targeted.

(2). Developing partnerships in the commercialization of research results, through the development of cooperation with the private sector through mechanisms that are fair and mutually beneficial, and encouraging the use of funds from Corporate Social Responsibility (CSR), supporting the development of research proposal.
property rights, and supports the exploitation of intellectual property created by the Bogor Agricultural University's researchers for the benefit of the Indonesian economy, while ensuring that the financial rewards flow back to the University, its departments, and its individual inventors. HKI of Bogor Agricultural University files new patent application and will assist technical as well as non-technical support for the inventors to apply for licensing intellectual property.

(2). Developing relationships with potential research funders in order to make greater opportunities available to researchers. It will provide resources (for example from the John Fell OUP Fund) to support innovative projects and proof-of-concept work that is at too early a stage to be put to an external sponsor. It will also provide start-up funds for early career researchers.

(3). Improving the dissemination of research products by facilitating international engagement initiated by Bogor Agricultural University academic staff, ranging from conferences and visits to student exchanges and research collaborations, as well as memberships of professional associations, ensuring that any engagement with external partners meets Bogor Agricultural University

(3). Mengembangkan publikasi hasil penelitian, melalui dokumentasi dan publikasi internasional, mendorong para dosen dan penelitinya untuk aktif terlibat dalam berbagai forum ilmiah internasional, diantaranya seminar, konferensi, workshop, serta keterlibatan dalam keanggotaan organisasi profesi internasional

(4). Mengembangkan institusi pelayanan dan pendampingan masyarakat secara terpadu, sebagai pintu bagi masyarakat yang membutuhkan hasil penelitian maupun pelayanan konsultasi, melalui tropical agriculture services showroom yang didukung fasilitas database dan IT yang canggih serta penguatan hubungan dengan petani dan nelayan sebagai komitmen IPB dalam membantu dan mensejahterakan masyarakat pertanian tropika.

3. Pengembangan Kelembagaan Penelitian yang Terarah

Kebijakan ini memfokuskan pada pengembangan kegiatan penelitian yang bersifat multidisiplin, interdisiplin, dan transdisiplin. Dalam hal kelembagaan penelitian tersebut, perlu pengembangan sistem evaluasi kelembagaan penelitian secara periodik dikaitkan dengan
Developing institutionalization of integrated research and community services of Bogor Agricultural University, will encourage the institutionalization research development of new and interdisciplinary research collaborations, for example in areas such as enterprise and the environment and bio-medicine. Colleges will also continue to play an active role in the fostering of interdisciplinary research initiatives.

3. Developing the Research Capacity of Bogor Agricultural University

Development research capacity of Bogor Agricultural University is intended for the development of multidiscipline, interdiscipline, and transdiscipline research programs. Within the period 2008-2013, Bogor Agricultural University should establish a centralized mechanism and criteria for proposed external funding initiatives based on the cost and benefits for Bogor Agricultural University. At a minimum, the criteria should include:

a. Researchers working group;
b. Research centers; and
c. Research Institute

4.1.3 Improving the social welfare

The development of Pillar for the social welfare will be focused on the three policies as follows:

4.1.3. Peningkatan Kesejahteraan

Pengembangan pilar peningkatan kesejahteraan meliputi 3 fokus kebijakan, sebagaimana diuraikan di bawah ini.
1. Increase the Fringe Benefits

(1). Develop social security systems for lecturers and staff which will be implemented in the form of health insurance, polyclinic and ambulance services, daily commuter Bogor-Darmaga Campus, in campus transportation, bicycles for students and staff, down payment for housing scheme, and Idul Fitri Bonuses.

(2). Implement a comprehensive compensation strategy that is affordable within the university resources. Bogor Agricultural University offers a competitive cash compensation program, especially the unit cost in implementing education, research and community services in each of their program/subject. Whereas for research and community services, variable compensation will be given for those who have established cooperation networks which are beneficial for Bogor Agricultural University.

(3). Develop performance-based incentive systems for lecturers based on the criteria indicators. Bogor Agricultural University believes strongly in rewarding performance. Whereas for skilled education staff, their evaluation will be based on their achievements in implementing their strategies and managerial jobs as reported on their monthly performance.

1. Pengembangan Jaminan Sosial (Fringe Benefit)

(1). Mengembangkan sistem jaminan sosial bagi dosen dan tenaga kependidikan mencakup jaminan kesehatan dalam bentuk asuransi kesehatan, pelayanan poliklinik dan ambulan, transportasi pulang dan pergi menurut rute Bogor-Kampus Darmaga, komuter di lingkungan kampus darmaga, pelayanan sepeda kampus, bantuan uang muka perumahan, dan tunjangan hari raya.

(2). Meningkatkan standar insentif pendidikan, penelitian dan pengabdian kepada masyarakat diarahkan pada unit biaya per beban masing-masing program/matakuliah khususnya bidang pendidikan, sedangkan untuk bidang penelitian dan pengabdian masyarakat didasarkan pada kemampuan dalam membangun relasi dan jaringan kerjasama yang dapat berkontribusi bagi pengembangan IPB.

(3). Mengembangkan sistem insentif berbasis kinerja, bagi dosen dalam melaksanakan kegiatan akademiknya berdasarkan pada pencapaian indeks kinerja dosen, sedangkan bagi tenaga kependidikan berdasarkan pada capaian kinerja bulanan dalam melaksanakan tugas strategis dan fungsi manajemen IPB.
2. **Fund Raising**

(1). Expand the established professional network for the benefit of Bogor Agricultural University, especially for the increment of the community welfare of its staff. It is necessary to evaluate the on-going business contracts, as well as to initiate the mutual cooperation with government and private institutions working on the same interest with Bogor Agricultural University. Criteria for establishing networks should be clearly informed in advance.

(2). Bogor Agricultural University believes strongly in rewarding performance. Bogor Agricultural University offers a competitive cash compensation program, which includes base pay, variable compensation for all employees, quarterly bonuses, and commissions for sales personnel. Professional reward will be based on the professionalism rank, and their involvement and implementation of the proposed project. Whereas for institutional rewards will based on the property rights of the intellectual works, management fee, institutional image, and project renewal.

3. **Trust Fund Development**

The source of financial budget for students support, faculty members and
educational skilled staff of Bogor Agricultural University is from the national budget (APBN) through DIPA (Daftar Asian Pelaksanaan Anggaran or proposal for implementation budget), and the Local Government Budget (APBD), and unbonded sponsored from corporations/private institutions locally and internationally. Efforts will be made to funding support by intensive promotion, cooperation networks that involve students, faculty members, skilled educational staff, grants and soft loan.

4.1.4. Developing of Capacity Resources

The development of university resources will be focused on four policies which will closely related with capacity resources, personnel management, and the tangible and intangible assets. With regard to the asset management, according to the Board of Trustees in the Letter Decision No. 59/MWA-IPB/2007, the Board has approved that the Bogor Agricultural University’s assets are protected and managed efficiently, to reflect transparency and accountability, for the improvement of educational, and research programs and the social welfare of the entire staff of Bogor Agricultural University. Focus of the Capacity Building development of Bogor Agricultural University will explained as follows:

1. Development of Entrepreneurships among University Communities

To accelerate engagement of Bogor Agricultural University education, hibah dan pinjaman lunak.

4.1.4. Peningkatan Kapasitas Sumberdaya

Peningkatan kapasitas sumberdaya meliputi 4 fokus kebijakan yang berhubungan dengan kapasitas lembaga, individual SDM, aset tangible maupun intangible. Dalam hal pengelolaan aset, TAP MWA Nomor 59/MWA-IPB/2007 bahkan telah memberikan arahan kebijakan bahwa seluruh aset yang dimiliki IPB harus dikelola secara efisien, transparan dan akuntabel untuk sebesar-besarnya kemajuan pendidikan dan riset maupun kesejahteraan seluruh warga IPB. Fokus kebijakan peningkatan kapasitas sumberdaya diuraikan sebagai berikut:

1. Pengembangan Jiwa Kewirausahaan Sivitas Akademika

Pengembangan jiwa kewirausahaan sivitas akademika diwujudkan terutama melalui upaya nyata pengembangan Satuan Usaha Akademik (SUA). SUA
Agricultural University communities in natural economic development with focus on entrepreneurship through the development of Academic Business Unit (SUA). These business units are implemented by academic departments, and Faculties, as the application of “Science and Technology” in extending their services. The achievements made by SUA will be utilized as the embryo for further development of other SUA in all Faculty units of Bogor Agricultural University.

2. Development of Business Units
   (1) Improve the professional performance of the Supporting Business Units;
   (2) Develop the technology and expertise based business;
   (3) Develop Bogor Agricultural University's assets based business; and
   (4) Establish a Committee on Business Development and Evaluation.

3. Strengthening the External Funding Sources
   (1) Encourage and promoting the Bogor Agricultural University faculty members to serve as visiting professors in Indonesia and overseas universities and colleges;
   (2) Improve the important role of Bogor Agricultural University in the various development programs;
   (3) Enhancing reputation and internationally recognition, by defining...
4.1.5 Strengthening of the Management System

Responding to the paradigm shift in the context of autonomy and decentralization, Bogor Agricultural University should continuously improve its institutional capacity and measure quality toward a participatory governance reflecting transparency, accountability, responsibility, integrity, and fairness. Establish Performance Evaluation Instrument (Minimum Service Standard and Cost Analysis Standard) as follows:

1. **Excellence Organization and Management**
   - Improving the effectiveness and efficiency of the operation of the University as an icon for Tropical Agriculture; and
   - The image of Bogor Agricultural University as an icon for Tropical Agriculture and developing peripheral areas.

2. **Expanded Developmental Periphery**
   - Developing cooperation networks with government institutions as well as private companies and State-owned Business Enterprises, which will be implemented and managed by the International Cooperation Network.

3. **Develop the Cooperation Networks**
   - Strengthening and improving the relationships with alumni by increasing the number and frequencies of activities, as well as improving the cooperation networks with alumni, universities, and other institutions as well as private companies.

4. **Policy and Strategic Program of IPB 2008-2013**

   **Kebijakan dan Program Strategis IPB 2008-2013**

   **BAB 4**

   **4.1.5. Penguatan Sistem Manajemen**
productivity of Bogor Agricultural University management by the following actions: (1). Review the existing organization structure: optimize the role of Committee on Business Development and Evaluation as financial controller of SUP, SUA, and SUK, and reform the jog descriptions; and standardize the quality manual; Standardize the Quality Manual; (2). Improvement of the quality of human resources and infrastructure management by planning, integrating accurately, focusing on the development area by considering the balance of activity and the availability of the required resource (Endeavour to optimize the added value of products having international prospect); (3). Standardize audit system; (4). Standardize the quality assurance; (5). Reclassifying the responsibilities centers; (6) Centralize financial management systems; (7). The quantity and quality of the human resources should be proportional, in particular in implementing open recruitment (vertical and horizontal), and their professional development; (8). The quality service in its facilities and properties; (9). The establishment of integrated of information systems and consistent data communication; (10). Appropriate legal services.

2. Accountability

The establishment of the financial report complying with the a standard accountancy system, in: (1). The SUA dan SUK; reformasi tugas pokok dan fungsi (tupoksi); dan penyempurnaan manual mutu,(2) pengawalan aturan perilaku (perbaikan manual mutu, penerbitan petunjuk teknis dan petunjuk pelaksanaan), (3) pemantapan sistem audit, (4) pengawalan implementasi sistem jaminan mutu, (5) reklassifikasi unit tanggung jawab (responsibility centres), (6) pengelolaan keuangan terpusat, (7) kuantitas dan kualitas sumberdaya manusia yang proporsional, terutama terselenggaranya rekrutmen terbuka (vertikal dan horizontal) dan pembinaan tenaga kependidikan, (8) pelayanan fasilitas dan properti yang prima, (9) integrasi sistem informasi dan komunikasi data yang konsisten, dan (10) pelayanan tata hukum yang memadai.

2. Peningkatan Akuntabilitas

Mengeoptimalkan tingkat akuntabilitas institusi melalui: (1) penerapan manajemen berbasis kinerja, (2) perencanaan strategis, (3) penerapan perencanaan kerja dan anggaran berbasis kinerja, (4) pengukuran kinerja, (5) penyempurnaan sistem akuntansi, (6) pelaporan keuangan, (7) perbaikan sistem pengendalian internal.

3. Peningkatan Transparansi

Mengeoptimalkan tingkat transparansi institusi melalui: (1) pengelolaan dan transparansi penyebaran informasi, (2) internalisasi sistem informasi manajemen berbasis teknologi informasi, (3)
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4.2 Strategic Plan of Bogor Agricultural University 2008-2013

The closely connected contribution of the five respective strategic Pillars of Bogor Agricultural University Development Plan 2008-2013 for the national development of higher education institutions in Indonesia is presented at the Figure 4.3. The plan aims to bring together thinking across all areas of the University, within the 2008-2013 period, as the foundation of the university's vision for 2013. The structural and strategic programs to achieve the university's vision for 2013 is presented at the Figure 4.4.

4.2 Program Strategis IPB 2008-2013

The 2008-2013 strategic plan of Bogor Agricultural University aims to bring together thinking across all areas of the University, in order to provide an effective overall strategy. It outlines a framework for the work of Bogor Agricultural University over the next five years, setting out from the premise that the University’s work should continue to be guided by the core values and objectives articulated in 2008. To appraise the work performance against the performance based indicators, and to show the integrated level of program/sub-programs to achieve 2013 Bogor Agricultural University vision, the Roadmap of Strategic Program of Bogor Agricultural University was designed. The Roadmap of Strategic Program of Bogor Agricultural University is presented at Figure 4.5.

Program/sub program strategis IPB tahun 2008-2013 merupakan serangkaian aktivitas yang penyelenggaranya dilakukan pada tiap tingkat dan unit kerja IPB. Masing-masing program/sub program saling terkait satu sama lainnya untuk mendukung tercapainya visi IPB 2013. Untuk melihat keterukuran capaian kinerja, berdasarkan manajemen berbasis kinerja dengan pendekatan BSC, tingkat keterkaitan antar program/sub program dalam mencapai visi IPB 2013 tersebut, disusun dalam suatu peta program strategis IPB tahun 2008-2013 sebagaimana disajikan pada Gambar 4.5.
Figure 4.3. The Contribution of the Strategic Plan of Bogor Agricultural University 2008-2013 for the Development of Higher Education Institutions in Indonesia.
Figure 4.4. Structure of Strategic Programs to Support IPB 2013 Vision

- **Vision 2013**
- **Target**
- **Strategic Program**

**Vision 2013**
- To produce quality graduates, who are capable to utilize science and technology and have entrepreneuirs

**Target**
- To excel institutional management systems, to be accountable and transparency

**Strategic Program**
- To mobilize the university resources for maximum beneficial to the university
- To increase the renumeration and benefits for lectures, staff and students
- Encourage innovation on environmentally friendly of science and technology to support national development

**Vision 2013**
- To be the world class research university with bioscience and entrepreneuirs as its core competence
Figure 4.5. Strategic Development Program Map of IPB 2008-2013 Based on Balanced Scorecard System
The Roadmap of Strategic Program of Bogor Agricultural University shows the focus of the targets of its annual programs/sub-programs within 2008-2013. Steps to implement these annual program/sub-programs 2008-2013. The development and implementation of specific actions within this plan will be scrutinised and monitored through the usual processes.

1. **Excellence in Organization.** Is the priority of programs/sub-programs for 2008. this program will focus on strengthening and finalizing the organization structure of Bogor Agricultural University as adapted by the Board of Trustees in its Letter Decision No.77/MWA IPB/2008;

2. **Excellence in Transparency.** Is the priority of programs/sub-programs for 2009, which focus on the promotion of transparency for policies of the operational education, research, community services, fund raising, and management systems;

3. **Excellence in accountability.** Is the priority of programs/sub-programs for 2010, which focus on promotion accountability for policies of the education programs, researches, community services, fund raising, and management systems;

4. **Excellence in Accreditation.** Is the priority of programs/sub-programs for 2011, which focus on the internationally accredited of Bogor Agricultural University' Departments and Superior

*Roadmap program strategis IPB menunjukkan peta fokus sasaran “tahunan” program/sub program yang bersifat berkesinambungan atau diskret pada tiap tahun selama tahun 2008-2013. Urutan pelaksanaan dari program/sub program strategis IPB tahun 2008-2013 juga sebagai penentuan prioritas tiap tahunnya dihubungkan dengan tingkat kepentingan stakeholders dan kemampuan mengoptimalkan sumberdaya yang dimiliki IPB atau sumberdaya eksternal. *Roadmap program strategis IPB 2008-2013 (Tabel 4.6), dipilah menurut prioritas tahunannya menjadi “Panca Prima”, yakni:

1. **Prima organisasi.** Merupakan prioritas program/sub program pada tahun 2008 menitikberatkan pada penguatan peran dari penyempurnaan organisasi IPB sesuai TAP MWA No.77/MWA IPB/2008.

2. **Prima transparansi.** Merupakan prioritas program/sub program pada tahun 2009 menitikberatkan pada terciptanya transparansi dalam kebijak-an dan operasional penyelenggaraan pendidikan, penelitian, pengabdian kepada masyarakat, pembangkitan pendapatan, dan sistem manajemen.

3. **Prima akuntabilitas.** Merupakan prioritas program/sub program pada tahun 2010 menitikberatkan pada terciptanya akuntabilitas dalam kebijak-an dan operasional penyeleng-garaan pendidikan, penelitian, pengabdian kepada masyarakat, pembangkitan pendapatan, dan sistem manajemen.
Research Centers (which will improve the rank of the Bogor Agricultural University to be the World Class University as well as its qualifications as the to be the Research Based University). The increased number of University' Departments and Research Centers with international accreditation will be the superior university for to implement educational programs, researches, community services, fund raising, and management systems; and

5. **Excellence in performance.** Is the priority of programs/sub-programs for 2012-2013, which focus on its achievement to the “Research based University with tropical agriculture and bioscience as its core activity and entrepreneurship characteristics. The achievements will be reflected in its Academic’ Departments works, as well as internationally accredited centers, educational programs, researches, community services, fund raising, and management systems.

3. **Prima akuntabilitas.** Merupakan prioritas program/sub program pada tahun 2010 menitikberatkan pada terciptanya akuntabilitas dalam kebijakan dan operasional penyelenggaraan pendidikan, penelitian, pengabdian kepada masyarakat, pembangkitan pendapatan, dan sistem manajemen.

4. **Prima akreditasi.** Merupakan prioritas program/sub program pada tahun 2011 menitikberatkan pada tercapainya akreditasi internasional untuk berbagai departemen atau pusat penelitian unggulan (dan beriring dengan perbaikan ranking world class university serta terpenuhinya beberapa indikator kinerja RBU). Peningkatan jumlah departemen atau pusat yang terakreditasi internasional, akan memposisikan IPB sebagai perguruan tinggi unggulan dalam hal penyelenggaraan pendidikan, penelitian, pengabdian kepada masyarakat, pembangkitan pendapatan, dan sistem manajemen.

5. **Prima prestasi.** Merupakan prioritas program/sub program pada tahun 2012-2013 menitikberatkan pada tercapainya prestasi “Menjadi perguruan tinggi berbasis riset kelas dunia dengan kompetensi utama pertanian tropika dan biosains serta berkarakter kewirausahaan”. Hal ini tercermin pada karya-karya berprestasi departemen dan pusat yang terakreditasi internasional dalam hal penyelenggaraan pendidikan, penelitian, pengabdian kepada masyarakat, pembangkitan pendapatan, dan sistem manajemen.
### Table 4.6 Roadmap Strategic Program Bogor Agricultural University 2008-2013

<table>
<thead>
<tr>
<th>No</th>
<th>Strategic Pillar</th>
<th>Strategic Program</th>
<th>Sub Program</th>
<th>Target</th>
<th>Time Frame (Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Expanding access, improving education quality and students affair</td>
<td>Improving the quality of education process and student body (A1)</td>
<td>Expansion of the &quot;Quality educations for all programs&quot; at the Multi strata (levels) offers by BAU</td>
<td>Increased net enrollment rates, and improved the quality of learning process, and student outcomes</td>
<td>08 * 09 * 10 * 11 * 12 * 13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve the quality and quantity of infrastructure capable of supporting the learning process (Repair and rehabilitation of older facilities that include class rooms, laboratories, library, teaching farms, student centers, sport centers, student banking, and bursa corners)</td>
<td>The availability of complete infrastructure for learning process and research programs which are modern and efficiencies</td>
<td>* *</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improving quality by focusing on relevance, academic atmosphere, institutional management, sustainability, and efficiency</td>
<td>Effective implementation on the utilization of Department’s resources</td>
<td>* * *</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Create and support more opportunities for students to participate in both the extra-curricular and curricular activities, to develop students to acquire soft-skill and entrepreneurship</td>
<td>Develop students intellectual capability to become responsible citizens The improved the student quality as well as its activities</td>
<td>* * * *</td>
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<tr>
<td></td>
<td></td>
<td>Develop and support the alumni to be the qualified entrepreneur</td>
<td>Self-built capacity to develop businesses</td>
<td>* * *</td>
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<tr>
<td></td>
<td></td>
<td>Standardize the Mayor-Minor curriculum for the multistrata level of education program (A2)</td>
<td>Evaluation and deepen the implementation of mayor-Minor curriculum offer for the undergraduate and graduate programs</td>
<td>The Mayor-Minor curriculum will be well-implemented and assessable</td>
<td>* *</td>
</tr>
<tr>
<td>No</td>
<td>Strategic Pillar</td>
<td>Strategic Program</td>
<td>Sub Program</td>
<td>Target</td>
<td>Time Frame (Year)</td>
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<td></td>
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<td></td>
<td>Evaluation of the policies to implement Minor clusterization and the supporting course curriculum for the Mayor-Minor for both the undergraduate and graduate study programs</td>
<td>The established policies to evaluate the implementation of Minor clusterization and the supporting course curriculum for the Mayor-Minor for both the undergraduate and graduate study programs</td>
<td>** ** ** ** **</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Offering study programs that internationally recognized</td>
<td>Academic’ departments with international accreditations will be identified</td>
<td>** ** ** ** **</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Improving the quality of program with B-rank accreditation</td>
<td>A-rank accreditation will be achieved by all program will</td>
<td>** ** ** ** **</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Create and implement marketing program that effectively promote the Multi-strata education offered (A3)</td>
<td>Intensify and expand the promotion program for effective marketing of the Undergraduate, the Graduate and Diploma Programs</td>
<td>** ** ** ** **</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Leverage factors of alumni to be successful to obtain jobs in the labor market</td>
<td>The length of the alumni who are waiting for jobs in the labor market has been reduced</td>
<td>** ** ** ** **</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Improving the curriculum quality and the implementation of Diploma Program (A4)</td>
<td>Define curriculum for Diploma Program which are competitive and relate to the most demanding job market</td>
<td>** ** ** ** **</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Improve the cooperation networks with private companies/prospective employer of alumni</td>
<td>Increased the number of companies open for internships/field works of students, as well as willing to recruit them</td>
<td>** ** ** ** **</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Improve the Faculty competencies for vocational education</td>
<td>The competencies of faculty members for vocational education have been improved</td>
<td>** ** ** ** **</td>
</tr>
<tr>
<td>No</td>
<td>Strategic Pillar</td>
<td>Strategic Program</td>
<td>Sub Program</td>
<td>Target</td>
<td>Time Frame (Year)</td>
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<td></td>
<td>The develop-</td>
<td>Improved the qualification of researchers in implementing research programs</td>
<td>08 09 10 11 12 13</td>
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<td></td>
<td>ment of applied research internationally recognized (B1)</td>
<td>Increased the funding sources for research programs</td>
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<td></td>
<td></td>
<td></td>
<td>Improve the research capacity of the university</td>
<td>Increased the number of priority-based research programs</td>
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<td></td>
<td></td>
<td></td>
<td>Improve the relevance and the quality of research material</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>The develop-</td>
<td>Increased the number of patented research products as well as copyrighted publications</td>
<td>08 09 10 11 12 13</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>ment of research quality and intellectual rights</td>
<td>Increased the number of patented research products and translate those intellectual property into commercialized ventures</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Develop collaboration with local and international agencies/institutions which are ready to translate the intellectual property into commercialized ventures</td>
<td>* * * * *</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Publish the research reports</td>
<td>The increased number of articles appear in local and international journals</td>
<td>* * * * *</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>The development of institutional services and integrated community empowerment</td>
<td>The establishment of the integrated community services</td>
<td>* * * *</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>The development of research organization for the directed research programs</td>
<td>Increased the number of the number of research organizations (institutionalized) of applied researches</td>
<td>* * *</td>
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<tr>
<td></td>
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<td></td>
<td>Development of social welfare including the health insurance for Faculty members and the educational staff</td>
<td>Substantially increased the availability of social welfare for Faculty members and the Educational staff</td>
<td>* *</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Increasing the incentive standard for education and research and community services</td>
<td>Substantially increased the availability of incentive for Faculty members and the Educational staff</td>
<td>* *</td>
</tr>
<tr>
<td>No</td>
<td>Strategic Pillar</td>
<td>Strategic Program</td>
<td>Sub Program</td>
<td>Target</td>
<td>Time Frame (Year)</td>
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<td></td>
<td>Increasing the performance based incentive, as profit from commercial business, for Faculty members and the educational staff</td>
<td>Substantially increased the availability of incentive for Faculty members and the Educational staff based on their performance indicators</td>
<td>08 09 10 11 12 13</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Fund raising (C2)</td>
<td>The establishment of the professional networks for the improvement of social welfare</td>
<td>Substantially increased the income for Faculty members and the educational staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>The development of reward system for the establishment of professional cooperation</td>
<td>Substantially increased the income for Faculty members and the educational staff as resulted by the professional networks</td>
<td>* *</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Trust fund (C3)</td>
<td>Development of funding support for students (scholarships), faculty members and educational skilled staff</td>
<td>Increased the number of students who received funding support from the Bogor Agricultural University</td>
</tr>
<tr>
<td></td>
<td>4. Developing of capacity resources</td>
<td>The development of entreprenuerships character of the university community (civitas academika) (D1)</td>
<td>Development of Academic Business Units</td>
<td>The operation of Academic Business Units in all Units of the Bogor Agricultural University</td>
<td>08 09 10 11 12 13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Development of Business Unit (D2)</td>
<td>The improvement of professionalism of supporting units</td>
<td>The implementation of Professional Services and efficient provided by Supporting Units</td>
<td>* * * * *</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>The development of technological and expertise based businesses</td>
<td>The operation of professional Technological and Expertise - based businesses at Bogor Agricultural University</td>
<td>* * * *</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>The Development of Bogor Agricultural University Asset-based Business</td>
<td>The operation of professional Asset - based businesses at Bogor Agricultural University</td>
<td>* * *</td>
</tr>
</tbody>
</table>
### CHAPTER 4
Policy and Strategic Program of IPB 2008-2013

#### BAB 4
Kebijakan dan Program Strategis IPB 2008-2013

<table>
<thead>
<tr>
<th>No.</th>
<th>Strategic Pillar</th>
<th>Sub Program</th>
<th>Target</th>
<th>Time Frame (Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>08</td>
<td>Sustainability of university external funding (D3)</td>
<td>The development of Committee on “Business Development and Evaluation”</td>
<td>*</td>
<td>08 09 10 11 12 13</td>
</tr>
<tr>
<td>09</td>
<td>Intensifying the promotion of Faculty members of Bogor Agricultural Universities serving as expertise for local and international institutions or organizations</td>
<td>*</td>
<td>* * * * *</td>
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</tr>
<tr>
<td>10</td>
<td>Increased the number of Faculty members of Bogor Agricultural University who are recruited as expertise for local and international institutions or organizations</td>
<td>*</td>
<td>* * * * *</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Strengthen the important role of Bogor Agricultural University in various Development Plan</td>
<td>*</td>
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<tr>
<td>12</td>
<td>The real contribution of Bogor Agricultural University in various National Development Plan will be increased</td>
<td>*</td>
<td>* * * * *</td>
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</tr>
<tr>
<td>13</td>
<td>Strengthen the image of Bogor Agricultural University as an Icon for international tropical biology</td>
<td>*</td>
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</tr>
<tr>
<td>04</td>
<td>The establishment of cooperation networks (D4)</td>
<td>To place the alumni as strategic counterparts</td>
<td>*</td>
<td>08 09 10 11 12 13</td>
</tr>
<tr>
<td>05</td>
<td>Improved participation of alumni in the intellectual and cultural life of Bogor Agricultural University</td>
<td>*</td>
<td>* * * * *</td>
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</tr>
<tr>
<td>06</td>
<td>The development of the periphery</td>
<td>Improved service capacities</td>
<td>*</td>
<td>* * * * *</td>
</tr>
<tr>
<td>07</td>
<td>Expanded networks between Bogor Agricultural Universities with central and local governments, state-owned enterprises, local and international funding organizations</td>
<td>*</td>
<td>* * * * *</td>
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</tr>
<tr>
<td>08</td>
<td>Developed collaboration with central and local governments, state-owned enterprises, local and international funding organizations</td>
<td>*</td>
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</tr>
<tr>
<td>09</td>
<td>The real contribution of Bogor Agricultural University to various National Development Plan will be increased</td>
<td>*</td>
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<tr>
<td>10</td>
<td>Strengthen the important role of Bogor Agricultural University in various Development Plan</td>
<td>*</td>
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<tr>
<td>11</td>
<td>The real contribution of Bogor Agricultural University in various National Development Plan will be increased</td>
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<tr>
<td>12</td>
<td>Strengthen the image of Bogor Agricultural University as an Icon for international tropical biology</td>
<td>*</td>
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</tr>
<tr>
<td>13</td>
<td>Expanded networks between Bogor Agricultural Universities with central and local governments, state-owned enterprises, local and international funding organizations</td>
<td>*</td>
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</tr>
</tbody>
</table>

**Note:** The table above outlines the strategic program with specific targets and time frames for each strategic pillar.
<table>
<thead>
<tr>
<th>No</th>
<th>Strategic Pillar</th>
<th>Strategic Program</th>
<th>Sub Program</th>
<th>Target</th>
<th>Time Frame (Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
<td>Strengthening of the management system</td>
<td>Organizational Health (E1)</td>
<td>Review the organizational structure on the establishment of SUP, SUA and SUK, as well as the reformulation of their job descriptions, and the establishment of performance evaluation instruments</td>
<td>The revised of the BAU By Laws</td>
<td>08 09 10 11 12 13</td>
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<td></td>
<td>The segregated of the function of Decision makers</td>
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<td></td>
<td>Structural Organization for Special Development Programs (Diploma Programs, Extension Programs, and Master and Doctoral Programs) will be well managed for their optimal Structural Organization of the Graduate School of Bogor Agricultural University has been formulated Structural Organization of Professional Development Programs has been established</td>
<td></td>
</tr>
</tbody>
</table>
| | | | Promoting the basic elements of good governance | The publicized of By laws | *
| | | | Standardize Audit Systems | Institutionalized mechanisms to ensure that all units have been audited regularly against all the existing regulations The prefer of external audit | *
| | | | Promoting the implementation of Quality Assurance Unit of Bogor Agricultural University | Improved the efficiency of education expenditure, caused by the activity of the Quality Assurance | *
<p>| | | | Reclassification of responsibility centers | Responsibility centers have been classified into four (4) centers | * * * |</p>
<table>
<thead>
<tr>
<th>No</th>
<th>Strategic Pillar</th>
<th>Strategic Program</th>
<th>Sub Program</th>
<th>Target</th>
<th>Time Frame (Year)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Centralized financial management</td>
<td>One gate policy for financial systems will be implemented. Increased the total amount of Non-Tuition (SPP) and non-DIPA funds.</td>
<td>* 08 09 10 11 12 13</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Career Development Plan, especially for human resources of the educational programs</td>
<td>Open recruitment (vertical and horizontal) and staff promotion will be well-implemented. Comprehensive, centralized and integrated Career and development of Human Resources Development Plan will be well-implemented. The establishment of Human Resources Development Plan Policies for Non-Government Civil Servants (PNS).</td>
<td>* * * 08 09 10 11 12 13</td>
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<td></td>
<td></td>
<td></td>
<td>Excellence services for facilities and properties</td>
<td>Improved services for facilities and properties.</td>
<td>* * * * * 08 09 10 11 12 13</td>
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<td></td>
<td>Develop and integrate the information systems and the data communication consistently</td>
<td>The information systems and data communication have been integrated. Improve the accessibility to the Information Networks.</td>
<td>* * * 08 09 10 11 12 13</td>
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<td></td>
<td></td>
<td>Appropriate legal services</td>
<td>Improved the legal services.</td>
<td>* * * * * 08 09 10 11 12 13</td>
</tr>
<tr>
<td></td>
<td>Define better accountability systems (E2)</td>
<td></td>
<td>Encourage the implementation of performance-based management</td>
<td>Performance-based management will be well-implemented.</td>
<td>* * * 08 09 10 11 12 13</td>
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<tr>
<td></td>
<td></td>
<td>Prepare strategic plan</td>
<td>The strategic plan for Bogor Agricultural University will be formulated and will be function as the guidelines for the University's operational plan 2008-2013, the Rector's General Policy, direction, activities, the University's annual budget and operational units in each year within the period.</td>
<td>* 08 09 10 11 12 13</td>
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<tr>
<td>No</td>
<td>Strategic Pillar</td>
<td>Strategic Program</td>
<td>Sub Program</td>
<td>Target</td>
<td>Time Frame (Year)</td>
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<td></td>
<td>Promoting working systems and performance based financial budget</td>
<td>The allocated budget available at the RKA of Bogor Agricultural University</td>
<td>08 09 10 11 12 13</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Defining and socialization of work performance</td>
<td>Well-socialized of work performance</td>
<td>* * * * *</td>
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<td>Standardize the accounting systems</td>
<td>The establish of fit and healthy (WTP) status</td>
<td>* * *</td>
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<td></td>
<td>Improve the financial reports</td>
<td>Reports will be consolidated</td>
<td>* *</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Improve the internal control systems</td>
<td>The implemented of adaptive monitoring and the transparency evaluation</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>Define better transparency systems (E3)</td>
<td>Policy formulation for the management and transparency of information</td>
<td>Policy for the management and transparency of information will be formulated</td>
<td>* * * * *</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finalize the Bogor Agricultural University transition to a wireless campus for better the Information System Management (SIM)</td>
<td>All sub-systems services have been well-connected electronically</td>
<td>The accuracy and rapidity for on-line services have been improved</td>
<td>* * * *</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensuring accessibility to accurate and timely information on Bogor Agricultural University by stakeholders and public at large</td>
<td>Improved the accessibility to accurate and timely information on Bogor Agricultural University by stakeholders and public at large</td>
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Chapter 5

Financial Strategy

Strategi Pendanaan
5.1. Funding Sources and Strategies for University Development Program

It is expected that the Development Plan of Bogor Agricultural University 2008-2013 will receive funding support from the central government and the public funds. There is, however, an interesting trend to increase community participation in financing higher education through among others, private donation, university industry collaboration, and involvement of national and international funding organizations for strengthening the institutional capacities.

5.1. Sumber Dana dan Kebijakan Peneri-
maan IPB

Pendanaan untuk pengembangan IPB tahun 2008-2013 mengacu kepada peraturan perundang-undangan yang berlaku, kebijakan pemerintah dalam pembangunan pendidikan tinggi nasional, kebijakan IPB, program-program pengembangan IPB, sasaran yang ingin dicapai, dan implementasi program dalam dimensi ruang dan waktu. Diperkirakan dalam tahun 2008-2013 viabilitas pendanaan IPB masih menjadi kendala. Oleh karena itu, pembiayaan fokus pada penyelenggaraan program-program pengembangan IPB yang memiliki dampak langsung pada pencapaian visi IPB. Hal ini dilakukan melalui penetapan skala prioritas, misalnya dengan berpemegang pada tema-tema program tahunan (roadmap), dengan tetap memperhatikan peningkatan kualitas/kinerja yang dihasilkan dan penguatan kapasitas institusi.

1. Dana Pemerintah

Sumber dana pengembangan IPB tahun 2008-2013 dari dana pemerintah, meliputi:
University 2008-2013 are from the government. The government funding sources are:

1. The source of fiscal budget for Bogor Agricultural University is from the national budget (APBN) through DIPA (Daftar Isian Pelaksanaan Anggaran or proposal for implementation budget). These grants will be used to cover basic activities of the university, such as the implementation of the basic and main functions of the University, the Regular Development Plan (will be utilized for the development of the undergraduate programs), as well as other national level activities such as bursaries for the undergraduate and graduate students.

2. The national budget (APBN) through DIPA, which are administered by the other related Ministries/Departments. These grants will be utilized to cover the non-regular development programs of Bogor Agricultural University.

3. Under the existing law on regional autonomy, local government has stronger capacity to support education sectors including tertiary education. Participative financing structure of the local government budget (APBD) will be utilized to provide scholarship for special students from those respective regional governments.

2. Dana Masyarakat
Sumber penerimaan dana masyarakat untuk pengembangan IPB tahun 2008-2013, meliputi:

a. Dana Pemerintah Pusat dari APBN yang dituangkan ke dalam Daftar Isian Pelaksanaan Anggaran (DIPA) untuk membiayai kebutuhan dasar/pembiayaan utilitas, pelaksanaan tugas pokok dan fungsi IPB dan pembiayaan penyelenggaraan kebutuhan dasar, serta pembiayaan untuk pengembangan IPB yang sifatnya reguler (untuk pembiayaan kebutuhan minimal peningkatan penyelenggaraan pendidikan terutama untuk mendukung pengembangan pendi-dikan program sarjana) dan kegiatan yang sifatnya prioritas nasional (untuk pembiayaan beasiswa program sarjana dan pascasarjana);

b. Dana Pemerintah Pusat dari APBN yang dituangkan ke dalam DIPA departemen atau instansi pemerintah terkait (non reguler) untuk membiaya program pengembangan melalui pembiaya-an program yang bersifat penugasan khusus.

c. Dana Pemerintah Daerah dari APBD dalam rangka aktivitas kerjasama untuk pembangunan daerah dan perluasan akses pendidikan (pendidikan sarjana) melalui program Beasiswa Utusan Daerah (BUD)
2. Public Fund Flows

Source of funding supports for the Development Plan of Bogor Agricultural University 2008-2013 are from the Public Funds, those external funds constitute of:

a. Tuition Fee (SPP): In light of the increasing community participation in supporting Bogor Agricultural University, the University shall set its own tuition fees (SPP). The tuition fees will be imposed for the Regular Undergraduate Students, Special Degree Program, program sarjana alih jenjang; funding scheme for Utusan Daerah (BUD), School of the Graduate Studies, the Graduate Studies for Magister Management, foreign students, and the Diploma Program.

b. Non -Tuition Fee (Non SPP) for the entire programs (Undergraduates, Graduates, and Diploma Program), including PPMB (The Committee for the Admission of New Incoming Students), equipment for new students, the administration fee for graduation, funds for the institutional and infrastructure development.

c. Non-commercial Income: including scholarships (all funding scheme for Non-BPPS students), auxiliary enterprises and other business Units, rental fee of the dormitories, dormitory deposits, PPKM, Dies Natalis Activities, and other sources income.

da. Sumbangan Pembinaan Pendidikan (SPP), meliputi SPP program sarjana reguler, program sarjana penyelenggaraan khusus, program sarjana alih jenjang, program sarjana beasiswa utusan daerah (BUD), program pascasarjana reguler, program pascasarjana manajemen dan bisnis, SPP mahasiswa asing, dan SPP program diploma.

e. Non SPP untuk seluruh program (sarjana, pascasarjana, dan diploma), meliputi PPMB, perlengkapan mahasiswa baru, wisuda, dan pengembangan institusi dan fasilitas

f. Pendapatan Non Komersial, meliputi beasiswa (seluruh program pendidikan non BPPS), auxiliary enterprise dan usaha lain, uang asrama mahasiswa TPB, deposit asrama, PPKM, dies natalis, dan pendapatan lainnya.

g. Dana Kerjasama Penelitian dan Pengabdian kepada Masyarakat yang dikoordinasikan oleh LPPM meliputi hibah bersaing, hibah tim pascasarjana, fundamental, insentif riset dasar dan terapan, insentif peningkatan kapasitas, insentif percepatan difusi IPTEK, RAPID, program KKP3T, dan sumber pembiayaan lainnya. Selain itu, sumber pembiayaan penelitian dan pengabdian kepada masyarakat.
d. In Indonesia, competitive funds are an important financing mechanism for agricultural R&D, especially in university-led R&D Research Funds for the Research Programs and Community Services. These funds have been coordinated by the Research Center and Community Services (LPPM), those funds are: Competitive Grants, the Graduate Team Grants, Fundamental Incidental Grants for Basic and Applied Research, Incentive Grants for Capacity Development, Incentive Grants to Expedite the IPTEK Diffusion, RAPID, KKP3T, and other funding sources. In addition, there are other research funds which are coordinated by Faculties, and creative cooperation grants for the respective Faculty' activities.

e. Commercial Business: Income generated by this Business Units are dividend and other Production Sharing of the Business owned by the University, or profits based on the share, wholly or partly, as invested by the Bogor Agricultural University, such as PT Bogor Life Science and Technology (PT BLST) and PT Prima Kelola Agribisnis and Agroindustri, and other business the Bogor Agricultural University plan to establish within 2008-2013 period.

Kebijakan penerimaan dana IPB tahun 2008-2013 dengan memperhatikan sifat dan besaran penerimaan IPB tahun 2007 dan perubahan sistem keuangan pemerintah, adalah sebagai berikut:

1. Meningkatkan capaian besaran penerimaan yang bersumberkan dari DIPA IPB dan DIPA departemen atau instansi pemerintah terkait melalui program-program kompetitif untuk kegiatan riset dan pengembangan institusi.

2. Mengoptimalkan perolehan penerimaan dana masyarakat yang bersumberkan dari SPP dengan tetap memperhatikan bantuan/subsidi bagi mahasiswa terutama mereka yang berada pada tingkat ekonomi menengah ke bawah.
3. Mengoptimalkan penerimaan IPB dari dana masyarakat lainnya melalui program kerjasama dengan berbagai lembaga nasional dan internasional untuk penyelenggaraan kegiatan riset dan pengabdian kepada masyarakat yang bersifat kompetitif atau hibah termasuk dana corporate social responsibility (CSR).

4. Meningkatkan penerimaan dari satuan usaha (usaha penunjang dan usaha komersial di lingkungan IPB) dengan tetap memperhatikan aspek keberlanjutan dan menguntungkan melalui kerjasama pihak ketiga dan atau usaha mandiri.

5. Memperjuangkan penerimaan dana bantuan internasional yang sudah termasuk blue-book Bappenas RI untuk proposal research based university dan pengajuan usulan-usulan baru untuk world class university.

determined by rigorous formula that recognize the past and current performance of the University, and the revised law for Finance. Policies to increase the proportion of the Annual Budget for the Development Plan 2008-2013 are:

1. Increase the total amount of Annual Budget for Bogor Agricultural University from the National Budget (APBN) through DIPA, as well as other competitive funds for research programs specified by governmental Ministries/Departments or related institutions.

2. Refine tuition and financial aid strategy to reflect Bogor Agricultural University market position and distinctive value. In order to encourage desirable enhanced community participation, some schemes of cross subsidy should be developed within the University.

3. Establish cooperation networks with local and international funding and research organizations for optimum funding support. Bogor Agricultural University should explore possibilities to tap the available competitive grants for its research and community service programs, as well as the corporate social responsibility.

4. Maximize the income generating from Bogor Agricultural University business units (both the supporting and the commercial business of the university owned by the university or through the joint venture), with respect to its sustainability and profitability.
5. Investigate international funding opportunities available at the blue-book BAPPENAS for research based university and the improvement of World Class University.

5.2. Functional and Policies for the Expenditure of the Annual Budget

The expenditure for the Development Plan of Bogor Agricultural University 2008-2013 will be for: (1) In order to significantly contribute to the national competitiveness, therefore, it is important to consistently advocate higher allocation of public resources, and at the same time continuously improve the efficient and effective use of the fund; (2). Strengthening the autonomy status of Bogor Agricultural University in scientific development, as well as the shifting status of the University into the State-owned Legal Entity Universities (BHMN); (3). Daily progress of the operational plan of Bogor Agricultural University; (4). Incentive and disincentive, specifically for: (a). The expansion of access and the improvement of educational quality and student body; (b). Improvement of the qualified research programs and community services; (c). Increment of salary and benefits; (d). Mobilization of resources; (e). Strengthening the management systems of higher education.

Policies to improve the efficient and effective use of the Annual Budget allocated for the Development Plan 2008-2013, will be based on its characteristics and the total
amounts of grants received in the previous years, and the revised law for Finance as follows:

1. Basic expenditure of Bogor Agricultural University, especially for its utilities such as the implementation of main activities and function and campus households, whereas offices expenses will be funded by the national budget (APBN), and the supplement funds will be funded by public funds.

2. Expenses for Program Development of Bogor Agricultural University, with specific interest on the investment on infrastructure, facilities and properties, and internationally research program will funded by national budget (APBN DIPA IPB). Additional competitive funding of non-regular budget “special assignment budget” which are specified in the governmental Ministries/Departments and other national research institutions will also be explored.

3. Improve the efficient and effective use of the fund, especially for Special Educational Program “School of Graduate Studies on Management and Business”, and the “Diploma Program”.

4. Maximize the utilization of available funds received from national and international funding organization for infrastructure, facilities, properties, research programs and international publications.

Pembiayaan penyelenggaraan kerumah tanggaan dan perkantoran (pembiayaan rutin) akan dibayai dari dana pemerintah (DIPA IPB), dan dana masyarakat sebagai dana suplemen.

2. Pengeluaran untuk program-program pengembangan IPB yang menjadi prioritas terutama investasi infrastruktur, fasilitas dan properti, dan penyelenggaraan riset unggulan internasional secara komplemen akan dibiayai dari dana pemerintah (DIPA IPB) dan dana tambahan non regular berupa “pembiayaan khusus” yang diperoleh secara kompetitif maupun penugasan dari DIPA departemen atau instansi pemerintah terkait maupun instansi pemerintah lainnya.


4. Memaksimumkan pengeluaran dari sumber bantuan/hibah lembaga donor nasional atau internasional untuk investasi infrastruktur, fasilitas, properti, dan untuk kegiatan program-program riset unggulan dan publikasi internasional.

CHAPTER 5
Financial Strategy
5. Advocate higher allocation of public resources for its Bogor Agricultural University operational program activities, institutional management, and fringe benefits for lectures and educational staff.
Monitoring and evaluation is part of Bogor Agricultural University Strategic Plan 2008-2013, and it is an essential instrument that will determine success or failure of the University. Monitoring process in the University, is the process of doing the systematic collection and analysis of information, continuously or periodically, of the University’ operational and work plan progresses. It is aimed at improving the efficiency and effectiveness of the University Work Programs. It is based on targets set and activities planned during the planning phases of work. It helps to keep the work on track, and can let management know when things are going wrong. If done properly, it is an invaluable tool for good management, and it provides a useful base for evaluation. Evaluation is the comparison of actual project impacts against the agreed strategic plans. It looks at what the University set out to do, at what they have accomplished, and how the University accomplished it. Monitoring and evaluation are conduct to control University Work Programs activities based on Bogor Agricultural University Strategic Plan 2008-2013, to achieve expected goals correctly, correct number, correct cost and correct target.

Monitoring and evaluation strategies are planned to find solution for finding problem and becomes base to increase academic and Management System performance of the university, in: (1). Academic Units (Academic Departments and Centers) in its quality control aspects for their academic program activities; (2). The Quality Assurance Units: Strategi Monitoring dan evaluasi merupakan bagian yang esensial dan tidak dapat dipisahkan dari Rencana strategi IPB Tahun 2008-2013. Monitoring meliputi kegiatan untuk mengamati/ meninjau kembali/ mempelajari serta mengawasi secara berkesinambungan atau berkala terhadap pelaksanaan program/kegiatan yang sedang berjalan. Kegiatan monitoring dilakukan untuk menemukan permasalahan, mencari alternatif pemecahan dan menyarankan langkah-langkah penyelesaian sebagai koreksi dini agar pelaksanaan kegiatan berjalan secara efisien, efektif dan tepat waktu. Selain itu kegiatan monitoring untuk mengetahui keselesaan antar rencana yang telah ditetapkan dalam Renstra IPB Tahun 2008-2013 dengan hasil yang dicapai. Evaluasi adalah usaha untuk mengukur dan memberi nilai secara obyektif atas pencapaian hasil-hasil pelaksanaan program/kegiatan yang telah direncanakan dalam Rencana strategi IPB 2008-2013 dan dijabarkan dalam rencana tahunan, serta dilakukan secara sistematis dan obyektif dengan menggunakan metode evaluasi yang relevan.

Strategi monitoring dan evaluasi diutamakan pada peningkatan mutu akademik dan sistem manajemen, pada: (1) unit pelaksana akademik (departemen dan pusat) dalam aspek pengawasan kualitas (quality control) pelaksanaan program akademik; (2) unit penjaminan mutu pendidikan (quality assurance), yakni: Fakultas, Sekolah Pascasarjana dan Program Diploma; (3) unit penjaminan mutu
Faculties, the Graduate School, the Diploma Program of Bogor Agricultural University; (3). The Quality Assurance Units of Research Programs and Community Services; (4). Administrative Units (Directorates and Offices) and the Supporting Units University Officers and other Supporting Units of Bogor Agricultural University officers are responsible for their professional performance the University’s governance structure based on the National Higher Education Institutions Standards as well as the National Accreditation Standards, which covers the quality assurance (education, research, and community services). Assess learning outcomes and use performance indicators to improve educational quality and administrative effectiveness.

6.1 Principals Methods for Implementing Monitoring and Evaluation

Bogor Agricultural University will involve the following principles in implementing the monitoring and evaluation process, the principles are as follows: (1). Establishing indicators of efficiency, effectiveness and impact of the Monitoring and Evaluation; (2). Based on objectivity: to see what the University intend to achieve what difference did it want to make? What impact did it want to make?; (3). Attainable by any qualified, competent, and fully trained person who has the authority and resources to achieve the desired result; (4). Transparency: the University is responsible for establishing a sound business environment so that various funding sources (such as government penelitian dan pengabdian kepada masyarakat (LPPM); (4) unit pelaksana administrasi (direktorat dan kantor) dan unit penunjang akademik; Acuan utama pengukuran pada standarisasi yang berlaku di IPB, dan mengacu pula pada Standar Nasional Pendidikan Tinggi (SNPT) dan standar akreditasi internasional. Standar evaluasi tersebut mencakup standarisasi mutu akademik (pendidikan, penelitian dan pengabdian kepada masyarakat), sedangkan monitoring dan evaluasi pada capaian mutu kinerja pada unit-unit pelaksana kegiatan mencakup: keluaran (outputs), hasil (outcomes/results), manfaat (benefits) dan dampak (impact) dari tiap program/kegiatan.

6.1. Prinsip Pelaksanaan Monitoring dan Evaluasi

Pelaksanaan monitoring dan evaluasi dilakukan berdasarkan prinsip-prinsip sebagai berikut: (1) kejelasan tujuan dan hasil yang dicapai dari monitoring dan evaluasi; (2) pelaksanaan dilakukan secara objektif; (3) dilakukan oleh petugas yang memahami konsep, teori, proses serta berpengalaman dalam melaksanakan monitoring dan evaluasi agar hasilnya sahih dan handal; (4) pelaksanaan dilakukan secara transparan, sehingga pihak bersangkutan mengetahui hasilnya dan hasilnya dapat dilaporkan kepada stakeholders (pihak berkepentingan/ pihak berkewenangan) melalui berbagai cara; (5) melibatkan berbagai pihak yang dipandang perlu dan berkepentingan secara
agencies, donors, students, and bondholders) can confidently provide resources to support Bogor Agricultural University's academic mission; (5) Participatory: as it is a form of internal evaluation, Bogor Agricultural University decide to involve as many people with a direct stake in the work as possible. This may mean project staff and beneficiaries working together on the evaluation. If an outsider is called in, it is to act as a facilitator of the process, not an evaluator; (6). Describe the conditions that exist when performance meets expectations; (7). Be expressed in terms of quantity, quality, time, cost, effect, manner of performance, or method of doing; (8). Will be implemented according to the scheduled dates; and the assessing its progress towards what it wanted to achieve, its impact targets (9). Periodicity and sustainable; (10). Based on the criteria indicators; (11). Establishing indicators of efficiency, effectiveness and impact. It involves establishing and sustaining appropriate legal and institutional arrangements to uphold the rule of law and maintain consistency of public policies and programs.

6.2 The Mechanism Process of Monitoring and Evaluation

The mechanisms of monitoring and evaluation activity is a gradual conduct, it means base on level and position of some one. The evaluation process starts at the academic units, administrative and supporting units as the quality control unit. The evaluation reports then, hierarchically will be reported to their immediate superior, as the Quality proaktif (partisipatif); (6) pelaksanaannya dapat dipertanggung-jawabkan secara internal maupun eksternal (akuntabel); (7) mencakup seluruh obyek agar dapat menggambarkan secara utuh kondisi dan situasi sasaran monitoring dan evaluasi yang komprehensif; (8) pelaksanaan dilakukan sesuai dengan jadwal yang telah ditetapkan dan pada saat yang tepat agar tidak kehilangan momentum yang sedang terjadi; (9) dilakukan secara berkala dan berkelanjutan; (10) berbasis indikator kinerja dan (11) dilakukan secara efektif dan efisien, artinya target monitoring dan evaluasi dicapai dengan menggunakan sumberdaya yang ketersediaannya terbatas dan sesuai dengan yang direncanakan.

6.2 Mekanisme Pelaksanaan Monitoring dan Evaluasi

Mekanisme pelaksanaan monitoring dan evaluasi dilakukan mulai dari pelaksana kegiatan akademik, pelaksana kegiatan administrasi dan pelaksana penunjang akademik selaku unit pengendali mutu, selanjutnya hasil monitoring dan evaluasi secara berjenjang dilaporkan ke atas, yaitu ke unit penjaminan mutu, penanggung jawab
Control Units, then to the Quality Assurance. The Quality Assurance, will submit the reports to the Executive Boards (Rector and Vice Rectors), Academic Senate, Council of Professors, and finally to the Board of Trustees. At the conclusion of the evaluation process, specifically for the national level reports, will be submitted to the Minister of National Education of Indonesia, through the Director General of Higher Education.

**Figure 6.1. Mechanism of the Implementation of Monitoring and Evaluation Process**
6.2.1 Monitoring and Evaluation of the Quality Control Unit

The Quality Control Units of Bogor Agricultural University are the Academic Units, namely the Departmental Units which are coordinated by Faculties, as well as Centers which are coordinated by Research Program and Community Services (LPPM), Administrative Units, and the Supporting Academic Units.

1. Departmental Units

The monitoring and evaluation process for the Departmental Units is the quality control functions for learning and teaching process. In addition, the monitoring and evaluation process will also appraise the academic activities whether they are aligned with the university goals as mandated by the Boards and to investigate important data and information as the basic performance indicators of the appraisal for the learning and teaching process, as follows: (1). Learning and teaching activities (Lectures, laboratory works, field works, and examinations); (2). Assessment of the University graduate' performance as resulted by the Learning and Teaching Activities; (3). The implementation of Major-Minor curriculum; and (4). Identify constraints and how to encounter those constraints in implementing both of academic and non-academic activities.

2. Centers

The monitoring and evaluation process

6.2.1. Monitoring dan Evaluasi oleh Unit Pengendali Mutu

Unit pengendali mutu adalah pelaksanaan kegiatan yang terdiri atas pelaksana kegiatan akademik, yaitu departemen-departemen di bawah koordinasi Fakultas dan pusat-pusat di bawah koordinasi Lembaga Penelitian dan Pengabdian kepada Masyarakat (LPPM), pelaksana kegiatan administrasi, dan pelaksana kegiatan penunjang akademik.

1. Departemen

Aktivitas monitoring dan evaluasi yang dilakukan oleh departemen bertujuan untuk mengawasi kualitas (quality control) penyelenggaraan pendidikan sesuai dengan mandat dan tupoksnanya untuk menggali data dan informasi yang dijadikan dasar untuk bahan analisis penjaminan mutu pendidikan terutama yang berkaitan dengan hal-hal : (1) aktivitas proses belajar dan mengajar (perkuliahan, praktikum, kerja lapangan dan ujian); serta (2) prestasi mahasiswa dari hasil proses belajar dan mengajar; (3) implementasi kurikulum mayor-minor; (4) identifikasi permasalahan dan upaya pemecahannya dalam kegiatan pendidikan.

2. Pusat

Aktivitas monitoring dan evaluasi yang dilakukan oleh pusat bertujuan untuk mengawasi kualitas (quality control) penyelenggaraan penelitian atau pengabdian kepada masyarakat. Menggali data dan informasi yang
BAB 6
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for the Research and Community Services of Bogor Agricultural University is to provide quality assurance that all Centers under the Research and Community Services are implementing research and community services aligned with the university's goals as mandated by the Boards. In addition, the monitoring and evaluation process will also investigate important data for the establishment performance parameters, the criteria to be evaluated are as follows: (1) The programs of Research and Community Services activities, (2) Work performance of the Research and Community Services activities; (3) Identify problem solving and encounter constraints in implementing both of academic and non-academic activities.

3. Directorates and Offices
The monitoring and evaluation process for the Directorates and Offices of Bogor Agricultural University is to provide quality assurance that all Directorates and Offices are aligned with the university's goals as mandated by the Boards, as well as to investigate important data and information for the establishment performance parameters, the criteria for evaluation are as follows: (1) Identify problem solving and encounter constraints in implementing the activities of those Directorates and Offices; (2) To appraise whether their work programs are aligned with the work plan approved by the Boards; (3) To appraise their job performance against
dijadikan dasar untuk bahan analisis penjaminan mutu penelitian dan/atau pengabdian kepada masyarakat terutama yang berkaitan: (1) aktivitas proses penelitian atau pengabdian kepada masyarakat; serta (2) kinerja yang dicapai dari hasil proses kegiatan penelitian atau pengabdian kepada masyarakat; (3) identifikasi permasalahan dan upaya pemecahannya dalam kegiatan penelitian dan pengabdian kepada masyarakat.

3. Direktorat dan Kantor
Aktivitas monitoring dan evaluasi yang dilakukan oleh direktorat dan kantor bertujuan untuk menggali data dan informasi terutama yang berkaitan dengan hal-hal: (1) identifikasi permasalahan yang dihadapi dan upaya pemecahan dalam pelaksanaan kegiatan yang berkaitan dengan tupoksinya; (2) kesesuaian pelaksanaan kegiatan dengan rencana (3) kinerja yang dihasilkan (ketercapaian indikator kinerja dibandingkan dengan indikator yang ditetapkan.

4. Unit Kerja Penunjang Akademik
Aktivitas monitoring dan evaluasi yang dilakukan oleh Unit Kerja Penunjang Akademik (Perpustakaan, Universuty Farm, Unit Pelatihan Bahasa, RSH Pendidikan, Unit Pengelola Asrama, Unit Olah Raga dan Seni, Lab. Kimia Terpadu, Unit Keamanan Kampus dan Poliklinik) bertujuan untuk menggali data dan informasi terutama yang berkaitan
the existing criteria indicators of job performances.

4. Supporting Academic Units.

The monitoring and evaluation process for the Supporting Academic Units of Bogor Agricultural University, consisted of Library, University Farm, Language Development Unit, Teaching Animal Hospital for Veterinary students, Dormitory Management, Sport and Performing Art Unit, Integrated Chemical Laboratory, Security Unit, and Policlinic are to evaluate whether those units are performing their jobs aligned with the standard performance approved by the Boards. The criteria for the evaluation are as follows: (1). Identify problem solving and encounter constraints in implementing the activities of those Directorates and Offices; (2). To appraise whether their work programs are aligned with the work plan approved by the Boards; (3). Their job performance against the existing criteria indicators of job performances.

6.2.2 Monitoring and Evaluation of Quality Assurance Unit

The Quality Assurance Units of Bogor Agricultural University are Faculties (Colleges), School of Graduate Studies, and Research and Community Services (LPPM), and the Diploma Program.

1. Academic units (Faculties)

The monitoring and evaluation process of Faculties is the quality control functions dengan hal-hal: (1) identifikasi permasalahan yang dihadapi dan upaya pemecahan dalam pelaksanaan kegiatan yang berkaitan dengan tupoksisnya; (2) kesesuaian pelaksanaan kegiatan dengan rencana (3) kinerja yang dihasilkan (ketercapaian indikator kinerja dibandingkan dengan indikator yang ditetapkan.

6.2.2. Monitoring dan Evaluasi oleh Unit Penjaminan Mutu

Unit penjamin mutu terdiri atas Fakultas, Sekolah Pascasarjana, Lembaga Penelitian dan Pengabdian kepada Masyarakat (LPPM), dan Program Diploma.

1. Fakultas

Aktivitas monitoring dan evaluasi yang dilakukan oleh fakultas bertujuan untuk melakukan penjamin mutu (quality
to appraise whether the learning and teaching process in the Faculties are aligned with the university's goals as mandated by the Boards and to investigate important data and information for monitoring and evaluation process are as follows: (1). Analysis evaluation and monitoring report on learning and teaching activities (Lectures, laboratory works, field works, and examinations) performed by those Academic Units under their coordination; (2). Achievements of the Academic Units on their teaching and learning process against the proposed standard performance indicators; (3). Identify constraints and how to encounter those constraints to improve the performance of both of academic and non-academic activities.

2. Postgraduate School
The monitoring and evaluation process of School of the Graduate Studies is the quality control functions of the School in appraising whether the learning and teaching process aligned with the university's goals as mandated by the Boards. The evaluation and monitoring process is also to investigate important data for the improvement of standards of quality of learning and teaching process. The criteria for evaluation process are as follows: (1). Analysis evaluation and monitoring report on learning and teaching activities (Lectures, laboratory works, field works, and examinations) performed by the Graduate School; (2). assurance) pendidikan sesuai dengan mandat dan tupoksimanya untuk menggali data dan informasi yang berkaitan dengan hal-hal: (1) Analisis laporan monitoring dan evaluasi departemen dibawah kordinasinya; (2) Identifikasi ketercapaan kinerja pendidikan dibandingkan dengan standar mutu yang ditetapkan; (3) Identifikasi permasalahan penyelenggaraan pendidikan dan upaya pemecahannya.

2. Sekolah Pascasarjana
Aktivitas monitoring dan evaluasi yang dilakukan oleh Sekolah Pascasarjana bertujuan untuk melakukan penjaminan mutu (quality assurance) pendidikan pascasarjana sesuai dengan mandat dan tupoksimanya untuk menggali data dan informasi yang berkaitan dengan hal-hal: (1) analisis laporan monitoring dan evaluasi departemen pengampu pendidikan pascasarjana; (2) Identifikasi ketercapaan kinerja pendidikan pasca sarjana dibandingkan dengan standar mutu yang ditetapkan; (3) Identifikasi permasalahan penyelenggaraan pendidikan pascasarjana dan upaya pemecahannya.

3. Lembaga Penelitian dan Pengabdian kepada Masyarakat (LPPM)
Aktivitas monitoring dan evaluasi yang dilakukan oleh LPPM bertujuan untuk melakukan penjamin mutu (quality assurance) penelitian dan pengabdian kepada masyarakat sesuai dengan mandat dan tupoksimanya untuk menggali
Achievements of the Academic Units on their teaching and learning process against the proposed standard performance indicators; (3). Identify constraints and how to encounter those constraints to improve the performance of the in implementing both of academic and non-academic activities.

3. Institute of Research and Community Empowerment
An effective performance management process sets the foundation for rewarding excellence of Research and Community Services of IPB (LPPM), in appraising whether the learning and teaching process aligned with the university goals as mandated by the Boards. The evaluation and monitoring process is also to investigate important data and information for the improvement of standards quality of Research Programs and Community Services of as follows: (1). Analysis evaluation and monitoring report on learning and teaching activities (Lectures, laboratory works, field works, and examinations) performed by the Graduate School; (2). Achievements of the Academic Units on their teaching and learning process against the proposed standard performance indicators; (3). Identify constraints and how to encounter those constraints to improve the performance of the in implementing both of academic and non-academic activities.

4. Diploma Program
The monitoring and evaluation process
6.2.3. Monitoring and Evaluation of Executive Boards (Rector)

The Board of Trustees has assigned responsibility to the Rector of Bogor Agricultural University for the management of the University's business activities. To execute these activities, he is assisted by the Vice Rector for Evaluation and Directorate of Planning and Development to compile, recapitulate, analysis, and keep and store the evaluation report on learning and teaching activities (Lectures, laboratory works, field works, and examinations) performed by those Academic Units under their coordination; (2). Achievements of the Academic Units on their teaching and learning process against the proposed standard performance indicators; (3). Identify problem encounter in the implementation of Diploma Program of Bogor Agricultural University and its problem solving.

6.2.3 Monitoring dan Evaluasi oleh Penanggung Jawab Program

Aktivitas monitoring dan evaluasi yang dilakukan oleh Penanggung Jawab Program IPB (Rektor) yang pelaksanaannya dilakukan oleh Wakil Rektor dibantu oleh Direktorat Perencanaan dan Pengembangan dalam mengkompilasi, merekapitulasi, menganalisis dan memelihara data dan informasi (laporan monitoring dan evaluasi
respective data information (Monitoring and Evaluation Reports from the Control Units and also the Quality Assurance Units). The Quality Assurance Unit Bogor Agricultural University is responsible for the provision of the Performance Indicators to appraise the performance achieved by the all Units in the University. The evaluation and monitoring process is also to investigate important data and information for the improvement of standards of quality of learning and teaching process. The criteria for evaluation process are as follows: (1). To appraise work performance whether they are aligned with Operational Plan as approved by the Board of Trustees, and against the against the proposed standard performance indicators; (2). Identify constraints and how to encounter constraints in implementing both of academic and non-academic activities.

At the conclusion of the evaluation process, the evaluation team (The Board of Trustees and The Executive Boards) shall make a written recommendation to the Minister of National Education of Indonesia, through the Director General of Higher Education.

6.2.4 Process of Monitoring and Evaluation by Academic Senate and Professorial Comitte

The monitoring and evaluation process by the Academic Senates is to investigate important data and information in the related subjects areas: (1). The analysis of Evaluation and Monitoring Report by Rector of Bogor dari unit-unit penjamin mutu dan unit-unit pelaksana kegiatan). Fungsi Kantor Manajemen Mutu dalam memfasilitasi berjalannya penjaminan mutu di lingkup IPB adalah melakukan menetapkan target mutu pelaksanaan program berdasarkan standar mutu/sasaran masing-masing indikator kunci. Aktivitas monitoring dan evaluasi yang dilakukan oleh Penaggung Jawab Program Pengembangan IPB menggali data dan informasi yang berkaitan dengan hal-hal : (1) analisis ketercapaian kinerja program dibandingkan dengan rencana program, indikator kunci (ukuran hasil) dan target yang ditetapkan; dan (2) identifikasi permasalahan dan upaya pemecahannya dalam pelaksanaan program.

Laporan hasil monitoring dan evaluasi oleh Rektor IPB yang berkaitan dengan program pengembangan IPB dalam lingkup program pembangunan pendidikan tinggi nasional secara berjenjang dilaporkan ke Direktorat Jenderal Pendidikan Tinggi yang selanjutnya oleh Direktur Jenderal Pendidikan Tinggi dilanjutkan ke Menteri Pendidikan Nasional.

6.2.4. Monitoring dan Evaluasi oleh Senat Akademik (SA) dan Dewan Guru Besar (DGB)

Aktivitas monitoring dan evaluasi yang dilakukan oleh Senat Akademik untuk menggali data dan informasi yang berkaitan dengan hal-hal: (1) analisis laporan yang disampaikan Rektor; (2) identifikasi kinerja
BAB 6

Monitoring and Evaluation Strategy

6.2.5 University Board of Trustees

The Board of Trustees is responsible for examining and evaluating all the University’s business activities in its General Assembly Meeting held at least bi-annually. To assure that the University’s assets are protected and that transactions and events are recorded properly, the Boards may call on Board of Auditor (Dewan Audit) to audit the monthly financial statements in accordance with generally accepted auditing standards. In addition, the monitoring and evaluation process by the Board of Trustees will also to investigate important data and information in the related subjects areas: (1) The Analysis of the Rector Reports; (2) Identify the relevance of both academic and non-academic program with the general policies adopted by the Board of Trustees; (3). dan kesesuaian program akademik dengan kebijakan dasar yang ditetapkan Senat Akademik; (3) identifikasi permasalahan pelaksanaan program akademik dan upaya pemecahannya. Aktivitas monitoring dan evaluasi yang dilakukan oleh Dewan Guru Besar (DGB) dilakukan sekurang-kurangnya 1 (satu) kali dalam setahun. Untuk hal tertentu DGB dapat bersama-sama dengan SA melakukan monitoring dan evaluasi berkaitan dengan hal-hal: (1) integritas moral dan etika sivitas akademika institut; (2) kukuhnya kesujiannya di lingkungan institut.

6.2.5 Monitoring dan Evaluasi oleh Majelis Wali Amanat (MWA)

Aktivitas monitoring dan evaluasi yang dilakukan oleh Majelis Wali Amanat (MWA) dilakukan sekurang-kurangnya 2 (dua) kali dalam setahun. Untuk hal tertentu MWA dapat menugaskan Dewan Audit (DA) untuk melakukan monitoring dan evaluasi yang dapat dilakukan secara berkala bulanan. Monitoring dan evaluasi yang dilakukan MWA untuk menggali data dan informasi yang berkaitan dengan hal-hal: (1) analisis laporan yang disampaikan rektor; (2) identifikasi kinerja dan kesesuaian program akademik dan program non akademik dengan kebijakan umum yang ditetapkan MWA; (3) identifikasi permasalahan pelaksanaan program akademik dan non akademik dan upaya pemecahannya. Keseluruhan hasil monitoring dan evaluasi
Identify constraints and how to encounter those constraints to improve the performance of both of academic and non-academic activities. At the conclusion of the evaluation process, the evaluation team (The Board of Trustees and The Executive Boards) shall make a written recommendation to the Minister of National Education of Indonesia, through the Director General of Higher Education.
Appendix
KETETAPAN
MAJELIS WALI AMANAT IPB
NOMOR : 89/MWA-IPB/2008

TENTANG
RENCANA STRATEGIS INSTITUT PERTANIAN BOGOR TAHUN 2008-2013

MAJELIS WALI AMANAT INSTITUT PERTANIAN BOGOR


b. Bahwa dalam merealisasikan kebijakan Umum Institut Pertanian Bogor, sebagaimana dimaksudkan pada butir a tersebut diatas diperlukan tahapan-tahapan perencanaan dalam suatu periode tertentu.

c. Bahwa untuk memberikan arah bagi pengembangan Institut Pertanian Bogor selama lima tahun ke depan diperlukan suatu Rencana Strategis yang menggambarkan agenda strategis yang ingin dicapai sesuai dengan visi dan misi Institut Pertanian Bogor.


e. Bahwa dengan memperhatikan butir c dan d tersebut di atas dan mempertimbangkan masukan anggota MWA IPB selanjutnya dipandang perlu untuk menetapkan Rencana Strategis IPB Tahun 2008-2013, yang penetapannya dilakukan dengan suatu Ketetapan MWA IPB.

Mengingat : 1. Undang-Undang Republik Indonesia Nomor 20 tahun 2003 tentang Sistem Pendidikan Nasional (Lembaran Negara Republik Indonesia Tahun 2003 Nomor 78 Tambah Lembaran Negara Republik Indonesia Nomor 4301);
2. Peraturan Pemerintah Republik Indonesia Nomor 60 Tahun 1999 tentang Pendidikan Tinggi (Lembaran Negara Republik Indonesia Tahun 1999 Nomor 115 Tambahan Lembaran Negara Republik Indonesia Nomor 3859);
3. Peraturan Pemerintah Republik Indonesia Nomor 61 Tahun 1999 tentang Penetapan Perguruan Tinggi Negeri sebagai Badan Hukum (Lembaran Negara Republik Indonesia Tahun 1999 Nomor 116 Tambahan Lembaran Negara Republik Indonesia Nomor 3860);
4. Peraturan Pemerintah Republik Indonesia Nomor 154 Tahun 2000 tentang Penetapan IPB sebagai Badan Hukum Milik Negara (Lembaran Negara Republik Indonesia Tahun 2000 Nomor 272);
Memperhatikan :


2. Hasil Sidang Paripurna Majelis Wali Amanat Institut Pertanian Bogor yang diselenggarakan pada tanggal 31 Oktober 2008;

3. Hasil Sidang Paripurna Majelis Wali Amanat Institut Pertanian Bogor yang diselenggarakan pada tanggal 07 November 2008;

4. Hasil Sidang Paripurna Majelis Wali Amanat Institut Pertanian Bogor yang diselenggarakan pada tanggal 19 Desember 2008;

MEMUTUSKAN

Pertama : Rencana Strategis Institut Pertanian Bogor Tahun 2008-2013 sebagaimana tercantum dalam Lampiran Ketetapan ini;

Kedua : Rencana Strategis Institut Pertanian Bogor Tahun 2008-2013 sebagaimana dimaksud pada Diktum Pertama ketetapan ini, menjadi rujukan dalam penetapan kebijakan operasional, perencanaan program dan kegiatan, serta pengambilan keputusan bagi semua unsur IPB selama lima tahun ke depan;

Ketiga : Ketetapan ini berlaku sejak ditetapkan.

Ditetapkan di : Bogor
Pada Tanggal : 19 Desember 2008

MAJELIS WALI AMANAT INSTITUT PERTANIAN BOGOR

Ketua               Wakil Ketua               Sekretaris

Ttd. Prof. Dr. Didik J. Rachbini   Ttd. Dr. Ishartanto   Ttd. Prof. Dr. Tridoyo Kusumastanto