

**UNIVERSITAS INDONESIA  
STRATEGIC PLAN 2015-2019**

[www.ui.ac.id](http://www.ui.ac.id)

**Veritas, Probitas, Justitia**

**-- EST. 1849--**

**Developing UI into an independent university with good governance towards  
excellence in Southeast Asia**

## CONTENTS

3	Contents
4	Vision and Missions
5	Introduction
7	Steps in Developing the Strategic Plans (RENSTRA)
9	The Current Portrait of UI
10	Strategic Goals and Objectives
11	The Diagram of Strategic Objectives
12	Key Performance Indicators (IKU) 1
13	Key Performance Indicators (IKU) 2 & 6
14	Key Performance Indicators (IKU) 3
15	Key Performance Indicators (IKU) 4, 5, & 8
16	Key Performance Indicators (IKU) 7
17	Target in Figures

## **VISION**

“The Realization of Universitas Indonesia as a State-owned Higher Education Legal Entity that is independent and excellent and is able to solve problems and challenges nationally as well as globally, towards excellence in Southeast Asia.”

## **MISSIONS**

- provide a broad and fair access, and as well as qualified education and teaching;
- implement Tridharma activities which are qualified and relevant to national and global challenges;
- create graduates who have high intellectuality, noble character, and are able to compete globally; and
- create an academic climate that can support the realization of UI vision.

## INTRODUCTION

In its work over the years, Universitas Indonesia (UI) has shown itself as a university that has become the pride of not only its academic *civitates*, but also the people of Indonesia. Naturally, the benchmark for UI's eminence is the achievements of the faculty, students, and alumni of UI with many creations and works for the benefits of the society, people, and nation. UI has produced graduates that correspond with needs of users, based on the result of the tracer study whose system is developed by UI itself and that is performed regularly. Each year, the number of cum laude graduates increases. In addition, in the last two years, there has been an increase in indexed UI international publications and it is expected that the trend continues in the subsequent years.

In 2013, UI has been established as an autonomous university with the status of State-owned Higher Education Legal Entity stipulated by the Government Regulation Number 68 of 2013 on the Statute of Universitas Indonesia. The autonomy given to UI is a platform in making UI as a State University that is able to achieve high, innovative, and creative academic achievement.

UI as a university that reflects the image of Indonesia is a front liner as well as the driving force in the progress of science and technology in Indonesia. In the long-term development plan, in 2035 UI will consistently implement the Tridharma of Higher Education as Asia's Excellence.

UI implements the Tridharma of Higher Education to enrich the life of the nation, to raise the dignity and cultural richness of the nation, and to solve problems and challenges nationally as well as globally. UI emerges as the agent of changes to build civilization.

Prof. Dr. Ir. Muhammad Anis, M. Met.

Rector of Universitas Indonesia

## **Steps in Developing the Strategic Plans (RENSTRA)**

Internal Factors

External Factors

SWOT ANALYSIS

VISION MISSIONS

Critical Issues

Main Strategy

Objectives and Outcomes

Performance Measurement

IKU/IKK

UI RENSTRA of 2015-2019 is developed with reference to Act Number 68 of 2012 on Higher Education, the Government Regulation Number 68 of 2013 on the Statute of Universitas Indonesia, the Decree of the Board of Council (WMA) Number 009 of 2014 on UI General Policies and UI Bylaws as well as UI Long-term Development Plans of 2015-2035

### **VISION**

“The Realization of Universitas Indonesia as a State-owned Higher Education Legal Entity that is independent and excellent and is able to solve problems and challenges nationally as well as globally, towards excellence in Southeast Asia.”

### **MISSIONS**

- provide a broad and fair access, and as well as qualified education and teaching;
- implement Tridharma activities which are qualified and relevant to national and global challenges;
- create graduates who have high intellectuality, noble character, and are able to compete globally; and
- create an academic climate that can support the realization of UI vision.

## STRATEGIC OBJECTIVES

- ❖ Ranking improvement in the best accreditation list
- ❖ The increase of research culture and quality, entrepreneurial spirit, innovations, and effectiveness
- ❖ The increase of graduates' competitiveness
- ❖ The application of good university governance
- ❖ Strengthening the cornerstone of human resources
- ❖ Recruiting the best students
- ❖ Strengthening collaborations and partnerships
- ❖ Developing qualified facilities and infrastructure

### UI Current Portrait

QS University Rankings: Asia 2014

Rank	Institution	Score
1	National University of Singapore (NUS)	100.00
2	KAIST- Korea Advanced Institute of Science & Technology	99.50
3	The University of Hong Kong	99.30
4	Seoul National University	98.70
5	The Hong Kong University of Science and Technology	98.40
6	The Chinese University of Hong Kong	97.40
7	Nanyang Technological University, Singapore (NTU)	97.30
32	Universiti Malaya (UM)	80.40
40	Mahidol University (Thailand)	72.70
48	Chulalongkorn University	67.40
56	Universiti Kebangsaan Malaysia (UKM)	65.40
57	Universiti Sains Malaysia (USM)	64.00

66	Universiti Teknologi Malaysia (UTM)	59.60
71	Universitas Indonesia	58.80
76	Universiti Putra Malaysia (UPM)	57.20
125	Bandung Institute of Technology (ITB)	45.20
127	Airlangga University	45.00
134	Thammasat University	44.10
142	Prince of Songkla University	41.80
145	International Islamic University Malaysia (IIUM)	41.50
145	Universitas Gadjah Mada	41.50

#### **Permanent Lecturers Education Level Population**

<b>Degree</b>	<b>Population</b>
Bachelor's Degree	2 %
Professional Bachelor's Degree	1%
Master's Degree	49 %
Doctoral Degree	41 %
Specialist I	5 %
Specialist II	2 %

#### **Permanent Lecturers Academic Position**

<b>Position</b>	<b>Population</b>
Instructors	18 %
Associate Lecturers	22 %
Lecturers	29 %
Associate Professors	21 %
Professors	10%



### UI International Publications of 2009-2014 (Scopus Indexed)

Year	Conference Paper	Articles	Others	Total
2014	131	254	28	413
2013	218	297	46	561
2012	149	240	48	437
2011	96	214	36	346
2010	57	156	29	242

Type	Accreditation A	Accreditation B	Accreditation C	No Accreditation
Vocation	4	7	-	-
Profession	2	-	-	4
Specialist	33	5	-	9
Doctor	22	9	2	4
Master	42	21	-	5
Bachelor	43	11	1	3

### Strategic Goals and Objectives

The Goals of Universitas Indonesia	Strategies of Universitas Indonesia
Inclusive education	The best accreditation rank
Intelligent and conscientious graduates	Graduates' competitiveness
	Recruitment of best students
Developing and disseminating science, technology, and culture	Increasing research culture and quality, entrepreneurial spirit, innovations, and effectiveness as well as producing breakthrough ideas which can be applied in community service
Active participation of the academic <i>civitates</i> in development and community service	

The role as higher education provider, and cooperation	Strengthening collaborations and partnerships
Collaborations, partnerships and opportunities for cultural enrichment and continuing education	
Professional development for all members of UI and in useful technology	The implementation of good university governance
	Strengthening the cornerstone of human resources
	Developing Facilities and Infrastructure

### **Eight Strategic Objectives**

1. Improving the best accreditation ranking from national and international accreditation institutions as well as the increase of UI position in the world's rankings;
2. Improving graduates' competitiveness, nationally and internationally;
3. Improving research culture and quality, entrepreneurial spirit, innovations, and effectiveness, as well as producing breakthrough ideas which can be applied in community service;
4. The realization of UI as a healthy university based on the application of good university governance
5. Strengthening the cornerstone of human resources that is based on ethics and is oriented on the performance, integrity, and integration of academic *civitates*;
6. Recruiting the best students from different backgrounds that have excellent academic credentials;
7. Strengthening collaborations and partnerships in education, researches, and between education and researches, in a dynamic academic climate without boundaries;
8. Developing qualified Facilities and Infrastructures in an effort to achieve efficient and effective service excellence.

## The Diagram of Strategic Objectives

Objective: Asia's Excellence

<b>Accreditation</b>	<b>Research</b>	<b>Graduates' competitiveness</b>	<b>Good Governance</b>
<ul style="list-style-type: none"> <li>➤ QS Ranking</li> <li>➤ Webometric</li> <li>➤ BAN PT (National Accreditation Board of Higher Education)</li> <li>➤ AUN (ASEAN University Network)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of Research Funds</li> <li>➤ Number of Journals</li> <li>➤ Number of Publications</li> <li>➤ Number of entrepreneurship Activities</li> <li>➤ Number of Books</li> <li>➤ Number of Community Services</li> <li>➤ Number of Patents</li> <li>➤ Number of Intellectual Property Rights</li> </ul>	<ul style="list-style-type: none"> <li>➤ Users' Satisfaction</li> <li>➤ Graduates' Performance</li> <li>➤ Professional Education</li> <li>➤ Graduates' Competence</li> </ul>	<ul style="list-style-type: none"> <li>➤ Internal Control</li> <li>➤ BP//Non-BP Ratio</li> <li>➤ IT Based Management</li> <li>➤ Stakeholders' satisfaction</li> <li>➤ ISO Compliance</li> <li>➤ Staff Career Path</li> </ul>

Human Resource	Students	Partnerships	Facilities & Infrastructures
<ul style="list-style-type: none"> <li>➤ Percentage of Lecturers</li> <li>➤ Number of Professors</li> <li>➤ Percentage of Employees</li> <li>➤ Number of Lecturers with Doctoral Degree</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of Scholarships for Bachelor's Degree Students</li> <li>➤ Number of National and International Achievements</li> </ul>	<ul style="list-style-type: none"> <li>➤ International Academic Cooperation</li> <li>➤ International Non-academic Cooperation</li> <li>➤ UI's revenue</li> </ul>	<ul style="list-style-type: none"> <li>➤ Service Level Agreement</li> <li>➤ POCAB</li> <li>➤ Master Plan</li> <li>➤ Sharing Facilities</li> </ul>

**Key Performance Indicators  
(KPU/IKU) 1**

**Goal**

Creating an inclusive educational community, based on courtesy, trust, integrity, mutual respect, and diversity in a safe and friendly environment.

**Strategic Objective**

Obtaining best accreditation ranking from national and international accreditation institutions and increasing the position of UI in the world's rankings

**Basic Program**

Quality assurance improvement

**Key Performance Indicators**

- The percentage increase of study programs with the best accreditation rankings by National accreditation agency;
- The percentage increase of study programs assessed by AUN-QA;
- The improvement of UI's ranking in the QS World University Ranking.

## **Key Performance Indicators (KPU/IKU) 2&6**

### **Goal**

Preparing learning participants to be intelligent and conscientious graduates through the provision of educational programs that are clear and focused, so as to implement development, enrich and advance science, technology, and culture.

### **Strategic Objectives**

- Increasing graduates' competitiveness, nationally and internationally;
- Recruiting the best students from different backgrounds who have excellent academic credentials.

### **Basic Programs**

- The Quality Improvement of Graduates with Global Competitiveness Program;
- New Student Enrollment System Improvement Program.

### **Key Performance Indicators**

- The percentage increase of study programs with the best accreditation rankings by National accreditation agency;
- The percentage increase of study programs assessed by AUN-QA;
- The improvement of UI's ranking in the QS World University Ranking.

## **Key Performance Indicators (KPU/IKU) 3**

### **Goals**

- Developing and disseminating science, technology, and culture and implementing their applications to improve the dignity and life of the community and enrich the national culture;

- Encouraging and supporting the active participation of academic *civitates* in the development and service to the community that is democratic, prosperous, and civilized as an independent moral force.

### **Strategic Objectives**

The increase of research culture and quality, entrepreneurial spirit, innovations, and community service to support the independence of the nation and provide solutions to national and global problems;

### **Basic Programs**

The Program of Capacity, Quality, and Productivity Improvement of UI Researches and Innovations (The Development of knowledge discovery and knowledge factory).

### **Key Performance Indicators**

- The increase of the allocation percentage of research funding and community service budget per year;
- The increasing number of indexed and cited international scientific publications;
- The increasing number of UI's Intellectual Property Rights (Indonesian acronym: HKI);
- The increasing number of community service activities per year;
- The increasing number of average number of citations per academic staff per year;
- The increasing number of textbooks/teaching materials/scientific books generated and used for learning per year;
- The increasing number of centers of excellence that support UI to become Asia's Excellence;
- The establishment of innovation Center.

## **Key Performance Indicators (KPU/IKU) 4, 5 & 8**

### **Goal**

Investing in professional development for all UI members and also in useful technology in order to achieve competitive advantage through teaching, researches, and community service.

### **Strategic Objectives**

- The embodiment of UI as a healthy higher education institution based on the application of good university governance;
- Strengthening the cornerstone of human resources on ethics and orienting on performance, integrity, and the integration of academic *civitates* to produce a superior performance as the most important factor in education and research quality;
- The development of qualified Facilities and Infrastructures in the effort to achieve service excellence that is efficient and effective, environmentally friendly based on cost-sharing and resource-sharing, and supported by strong internal control and risk management.

### **Basic Programs**

- Strengthening the integrated governance system and healthy organization (good university governance);
- Revenue Improvement and Financial Management System Program;
- Human Resource Professionalism Strengthening Program;
- Facility and Infrastructure Improvement Program;
- Information System and Technology Improvement Program.

### **Key Performance Indicators**

- The improvement of financial management, Facilities and Infrastructures, as well as effective and efficient ICT;

- The availability of UI personnel blue prints;
- The establishment of UI's position as a *cyber-campus*;
- The availability of the blue prints of UI's facilities and infrastructures.

### **Key Performance Indicators (KPU/IKU) 7**

#### **Goals**

- Strengthening the role as a provider of higher education, and collaborating with professional institutions and associations, so that graduates can acquire skills at professional level;
- Improving the quantity and quality of service to the nation, the country and the world through collaborations, partnerships, and opportunities for cultural enrichment and continuing education.

#### **Strategic Objective**

Strengthening collaborations and partnerships in education, researches, and between education and researches in a dynamic and limitless academic climate.

#### **Basic Program**

Partnership Improvement Program with the Government, Industry and Community.



## Key Performance Indicators

Improving the quality of cooperation and collaborations with various parties, domestic and international, resulting in a synergy of powers possessed in addressing the nation's problems and challenges of research at global level.

### Targets in Figures

<b>Asia QA Rank</b> 50 <sup>th</sup>	<b>Published Research</b> 2000
<b>Number of Lecturers with Doctoral Degree</b> 70 %	<b>Number of Professors</b> 300
<b>Endowment Fund</b> 45 M	<b>Center of Excellence</b> 5
<b>Teaching Hospital</b> 100 % complete	<b>Bachelor's Degree Scholarship</b> 30 %

Matrix of Statutes, RPJP, and Renstra Continuity

UI's Goals in Statute	Strategic Plan on RPJP	Strategic Plan on Renstra
<p>Create an inclusive educational community, based on trust, integrity, respect, and unity in a safe and friendly environment</p>	<p>Education</p>	<p>To achieve the best accreditation from national and international accreditation agency and to increase UI's rank in international level.</p>
<p>Prepare the students to become a bright and conscientious graduates through educational program which focus and clear so that they will be able to apply, develop, enrich, and bring forward science, technology, and culture.</p>		<p>To develop graduates' competitiveness both in national and international level through inter, multi, cross, and trans-discipline education development by scholarly hibridity.</p>
		<p>To recruit the best students from various background and have the best academic ability.</p>
<p>Develop and spread science, technology, and culture and sought its appliance to advance dignity and social life, and enrich national culture.</p>	<p>Research and Innovation</p>	<p>To advance culture and research quality, the spirit of entrepreneur, innovation, efficient, and produce a breakthrough idea and also able to be applied in community service to support nation's independent and give solution to nation</p>
<p>Encourage and support role</p>	<p>Community</p>	<p>and global's problem, especially</p>

<p>and active academic civitas in development and community service which are democratic, properous, and civilized as an independent moral strength.</p>	<p>Service</p>	<p>evidence based practice which can be applied as practical work guidelines in giving community service.</p>
<p>Invest in professional development for all UI members and its technology which useful in order to have the highest rank through teaching, research, and community service.</p>	<p>Governance and Management</p>	<p>To make UI as a healthy college based on good university governance appliance by building and apply an efficient and integrated finance system and management building a system which encourage alternative funding sources besides Education Fund, including fundraising through cooperate with public sector and industry and strengthen the governance and university endowment system.</p>
	<p>Finance and Budgeting</p>	
	<p>Human Resources</p>	<p>Strengthen the human resources base on ethics and oriented on work performance, integrity and academic civitas integrity to produce a superfine performance as education quality and important research factor.</p>
	<p>Facilities and Infrastructure</p>	<p>To develop qualified facilities and infrastructures in order to actualize an</p>

		efficient, eco-friendly and effective prime service based on fund usage and resources along with the precise and useful information technology by internal management and strong management
Strengthen UI's role as a promotor of higher education and cooperate with profession institution and association, so the graduates will gain skills on professional level.	The Role of Stakeholders	Strengthen collaboration and partnership in education, research, and between education and research, in unlimited and dynamic academical climate.
Advance service quality for the nation, country, and world through collaboration, partnership, and opportunity to preserve culture and long-term education.	Culture Development and Utilization	

**Table 6 Key Performance Indicator on each Strategic Target**

<b>SS Name</b>	<b>IKU Name</b>	<b>Baseline (2014)</b>	<b>2015 Achievements</b>	<b>2016 Achievements</b>	<b>2017 Achievements</b>	<b>2018 Achievements</b>	<b>2019 Achievements</b>	<b>PIC Unit</b>
1. Obtaining the best accreditation from both national and international accreditation institution, and the rising ranks of UI at the world level.	a. Percentage of study programs with the best accreditation by national accreditation institution.	S3 = 51%	S3 = 55%	S3 = 62%	S3 = 70%	S3 = 77%	S3 = 85%	BPMA
		S2 = 60%	S2 = 65%	S2 = 72%	S2 = 80%	S2 = 85%	S2 = 90%	
		S1 = 71%	S1 = 75%	S1 = 80%	S1 = 85%	S1 = 90%	S1 = 95%	
		D3 = 27%	D3 = 40%	D3 = 55%	D3 = 70%	D3 = 80%	D3 = 90%	
	b. Percentage of study programs assessed by AUN-QA.	15%	25%	27%	30%	32%	35%	BPMA
	c. UI Rank vs QS World University Rank.	World = 310	World = < 300	World = < 295	World = < 290	World = < 285	World = < 275	BPMA
		Asia = 71	Asia = < 70	Asia = < 65	Asia = < 60	Asia = < 55	Asia = < 50	
		Southeast Asia = 9	Southeast Asia = < 9	Southeast Asia = < 8	Southeast Asia = < 7	Southeast Asia = < 6	Southeast Asia = < 5	
	2. Increasing the culture and quality of research, entrepreneurial spirit, innovation,	a. The average percentage of research budget funds allocation and community service per year.	8%	10%	11%	12,5%	13%	15%

effectiveness, and generating breakthrough ideas that can be implemented in the community services to support the national independence and provide solutions to the national and global problems especially evidence-based practices that can be applied in real as guidelines for practical work in providing services to the community.	b. The number of international scientific publications indexed and cited.	International Indexed = 363 publications	International Indexed = 1000 publications	International Indexed = 1250 publications	International Indexed = 1500 publications	International Indexed = 1750 publications	International Indexed = 2000 publications	DRPM
		Cited = 40 publications	Cited = 200 publications	Cited = 250 publications	Cited = 300 publications	Cited = 350 publications	Cited = 400 publications	
	c. The number of Intellectual Property Rights (IPR), University of Indonesia	194 IPR	225 IPR	237 IPR	250 IPR	275 IPR	300 IPR	DIIB
	d. Total Community Services Activity per year	76 per year	80 per year	85 per year	90 per year	95 per year	100 per year	DRPM
	e. The average number of citations per academic staff per year	0.017 per year	0.04 per year	0.05 per year	0.06 per year	0.08 per year	0.1 per year	DRPM
	f. The number of textbooks / scientific books generated and used for learning per year	50 books	60 books	70 books	80 books	90 books	100 books	DRPM
	g. The number of centers of excellence that	N/A	1	2	3	4	5	DRPM

	support UI to be the best in Asia							
	h. Percentage of the establishment of Innovation Centre	N/A	50%	75%	100%	100%	100%	DIIB
	i. Realizing the University Library as a reference to the National Library of Higher Education based on facilities and infrastructure, Library Collections, e-Library, subscribed e-Journal	5000 participants	5500 participants	5750 participants	6000 participants	6250 participants	6500 participants	PERP US
3. The increasing competitiveness of graduates, both national and international levels, among others through the development of educational	a. The percentage level of user satisfaction on the performance of UI graduates	72.7% satisfied	75% satisfied	76% satisfied	78% satisfied	79% satisfied	81% satisfied	DPHA
	b. The percentage of graduates UI	Domestic = 45.5% better	Domestic = 50% better	Domestic = 52% better	Domestic = 55% better	Domestic = 58% better	Domestic = 62% better	DPHA

inter, multi, traffic and trans-disciplinary with scientific hybridity	performance ratio compared to non UI graduates domestic and overseas	Overseas = 27.3% better	Overseas = 30% better	Overseas = 31% better	Overseas = 33% better	Overseas = 35% better	Overseas = 37% better	
	c. The percentage of graduates waiting time under 3 months	73,50%	75%	76%	78%	79%	80%	DPHA
	d. The percentage of graduates by field of study suitability profession	N/A	70%	72%	75%	77%	80%	DPHA
4. The realization of UI as healthy higher education based on the implementation of good university governance by developing and implementing financial and management system integrally and efficiently, building a system that encourages excavation of	a. Obtaining audit results predicate from KAP	Audit Opinion = WTP ( year 2013), year 2014 has not been audited yet	Audit Opinion = WTP	Audit Opinion = WTP	Audit Opinion = WTP	Audit Opinion = WTP	Audit Opinion = WTP	SPI
	b. Percentage of Non BP / BP	30% (excluding loan)	35%	37%	40%	45%	51%	DIRKE U
	c. The level of satisfaction of stakeholders on administrative services (Likert scale 1-5)	N/A	3	3	4	4	5	BP3U



alternative funding sources choices other than cost of education including raising more funds through cooperation with the public sector and industry, and strengthening governance and management of university endowments.	d. Realization of ISO Quality Culture based on the entire work unit in UI	PAU = 4 Unit (BPMA, DRPM, DSTI, KSP)	PAU = 5 Unit (BPMA, DRPM, DSTI, KSP, Logistik)	PAU = 8 Unit (BPMA, DRPM, DSTI, KSP, Logistik, DPA, KMB, CDC)	PAU = 11 Unit (BPMA, DRPM, DSTI, KSP, Logistik, DPA, KMB, CDC, KUI, KEU, DIRPEN)	PAU = 15 Unit (BPMA, DRPM, DSTI, KSP, Logistik, DPA, PMB, CDC, KUI, KEU, DIRPEN, BP3U, DITMAWA, DPPF, DPHA) PAF = 5 Unit	PAU = 100 %	BP3U
		PAF = 1 Unit (Faculty of Engineering , Mechanical Engineering study program)	PAF = 2 Unit	PAF = 3 Unit	PAF = 4 Unit	PAF = 5 Unit	PAF = 6 Unit	
	e. The availability of UI internal regulations that support as PTN BH according to UI Statute	N/A	100% (done)	100% (Implemented)	100% (Implemented)	100% (Implemented)	100% (Implemented and evaluated)	BLLH
f. The availability of Governance of UI Teaching Hospital	N/A	50% (discussion)	75% (done)	100% (done)	50% (Implemented)	100% (Implemented)	BP3U	

	g. The percentage of Integration of Existing IT systems	41 information applications developed by DSTI and 7 Web Informations (2013)	30%	65%	100%	100%	100%	DSTI
5. Strengthening the foundation of human resources on ethics and orienting on performance, integrity, and integration of academicians to produce a superior performance as a factor in the quality of education and the most important research	a. UI blueprint staffing system comprising: employment status, employee discipline, procurement and staffing, employee dismissal, reward systems, career and staff development, problem solving staffing, HR IS integrated	N/A	Resolved and implemented the blueprint design of employment status, employee discipline, procurement and deployment of staff, HR IS	Resolved and implemented the blueprint design 50% of all aspects of the coverage for the entire internal HR UI	Resolved and implemented blueprint designs all aspects of the coverage for the entire internal HR UI	Resolved and implemented the blueprint design with a wider coverage including 50% of the venture and sharing HR with partner institutions	Resolved and implemented the blueprint design with wider coverage, including venture and sharing HR with partner institutions	DSDM
	b. The ratio of lecturer / student	1:21	1:21	1:21	1:20	1:20	1:20	DSDM
	c. The adequacy of the number of professors so that each 5 S3 students are	46%	50%	55%	60%	65%	70%	DSDM

	guided by Professors							
	d. The ratio of employees / number of students (not including outsourcing)	1:16	1:18	1:18	1:20	1:21	1:23	DSDM
	e. The percentage of professors titled Doctoral Degree / total number of lecturers;	40%	43%	47%	52%	61%	70%	DSDM
6. Recruiting the best students from diverse backgrounds, achievement and academically excellent	a. The average tightness percentage of regular Bachelor's Degree (invitations and written track)	3,95%	3,75%	3%	3,50%	3%	3,25%	KPMB
	b. The average tightness percentage of non-regular Bachelor's Degree	11,98%	11,50%	11%	11%	10%	10,50%	KPMB

	c. The average tightness percentage of Master's Degree	49,10%	45%	43%	43%	41%	40%	KPMB
	d. The average tightness percentage of Doctoral Degree	52,17%	50%	45%	40%	37%	35%	KPMB
	e. Percentage distribution of outermost, remote, underdeveloped students from the total of Undergraduate student	27%	30%	31%	33%	34%	35%	KPMB
7. Strengthen collaboration and partnership in education, research, and between education and research, in a dynamic academic climate without limits	a. Cooperation and collaborating with various parties, domestic and international, resulting in a synergy powers possessed in addressing national problems and challenges of research at global level	2100 Cooperation	2500 Cooperation	2700 Cooperation	2900 Cooperation	3200 Cooperation	3500 Cooperation	DKS

8. The development of quality infrastructure in an effort to realize the excellent service that is efficient and effective, environmentally friendly and based on the use of cost and shared resources, as well as supported by internal controls and strong risk management	a. The percentage of the availability and implementation of Quick Operating Procedures Standard Accountable (POCAB) handling of complaints, request repairs, and maintenance of facilities and infrastructure	N/A	100% (PAU)	100% (PAU and Faculty)	100% (PAU and Faculty)	100% (PAU and Faculty)	100% (entire UI)	DPPF
	b. The percentage of the availability and implementation of standard operating procedures maintenance of facilities and infrastructure planning integrated	N/A	100% (PAU)	100% (PAU and Faculty)	100% (PAU and Faculty)	100% (PAU and Faculty)	100% (entire UI)	DPPF

c. The percentage rate of satisfaction of use and utilization of facilities and infrastructure for academic and non-academic university	N/A	35% Satisfied	47% Satisfied	60% Satisfied	75% Satisfied	90% Satisfied	DPPF
d. The percentage of the availability and implementation of standard facilities and infrastructure (road, building access, restrooms, parking) for special needs (Disabled wheelchair) on UI facilities	N/A	30% Available	50% Available	70% Available	80% Available	100% Available	DPPF
e. The percentage of academic units which have a value of UI Green Metric above 1500	13%	20%	50% Available	80%	90%	100%	DPPF

f. Realizing UI as a cyber campus	N/A	50%	75%	100%	100%	100%	DSTI
g. The realization of UI IT Master Plan to achieve e-campus	IT Master Plan 2013	80%	85%	90%	95%	100%	DSTI
h. The availability of a Master Plan for UI facilities and infrastructures	Master Plan UI Existing	80%	85%	90%	95%	100%	BP3U