

**STRATEGIC PLANS OF UNIVERSITAS GADJAH MADA
IN 2003 – 2007**

**Authorized by the Board of Trustees of Universitas Gadjah Mada
on a Meeting on April 25, 2004**

**Yogyakarta
2004**

UNIVERSITAS GADJAH MADA

INTRODUCTION

Based on Governmental Regulation Number 153 in 2000, one of the duties of Board of Trustees is to establish general policies of a university in non-academic affairs (chapter 10 article 1.a.) and to authorize strategic plans of the university (chapter 10 verse 1.c).

In the matter of strategic plans, chapter 21 mandates that Administration of the University composes strategic plans based on the Board of Trustees' general policies which contain objectives and targets of the university to be achieved in 5 (five) years time.

Further, transferred determination includes that by the implementation of Government Regulation Number 153 in 2000, all of the university regulations not appropriate and/or contradictory to Government Regulation have to be adjusted.

Based on the decisions resulting in a meeting on Sunday, April 25, 2004, the Board of Trustees authorized the revision of Strategic plans of 2003 – 2007 as attached in this document as the foundation for composing Activities Plans and Annual Budget of the university and the organizing units, and as a reference in the university policy making.

Yogyakarta, April 25, 2004
The Board of Trustees
Universitas Gadjah Mada
Chairman,

Prof. Dr. Koesnadi Hardjasoemantri, S.H., M.L.

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A. THE FRAMEWORK OF POLICY

A.1. THE GENERAL POLICY

Stepping on the early years of the new millennium, higher education is dealt with opportunities and all at once with the global challenges in environment and the orders which rapidly and continuingly changed. In a futuristic society, science is believed to be the main motivator of economic growth and prosperity of the society. The control and implementation of knowledge are changes and challenges that need fast and strategic responses. Universitas Gadjah Mada is determined to take roles as an intellectual power for the delivery of a new society standing on knowledge (knowledge society).

Nowadays, Indonesia is facing various crisis and big changes that at the end they are expected to deliver a civil society. These changes are characterized by democratization, autonomy and the awareness of Bhinneka Tunggal Ika as a nation and a state. The pluralistic Indonesian society, and facing changes, Universitas Gadjah Mada is expected to become the source of inspiration for reformation and all at once the moral power for unifying the nation.

In responding the level of a pluralistic nation with its enormously richness of varieties, Universitas Gadjah Mada obliges itself to widen and spread evenly the accesses to higher education and public services which become part of Universitas Gadjah Mada responsibilities. Besides, the demand and expectation from society are gradually increased, so that, Universitas Gadjah Mada is obliged to produce higher quality of graduates and able to stand equally in the association of world society, to possess active roles in motivating economic wheel and nation development, and to produce opuses which are able to encourage the increase of nation superiority.

By the local autonomy, UGM has big changes to take roles actively in local development based on its strategic superiority.

To be able to utilize the strategic superiority optimally, a guarantee of management order in UGM is required to lead to independence in determining policies, which cover education, researches, and public services. The new

arrangement with independent principles will become a set of equipment accelerating the implementation of new roles and the fulfillment of expectations. This independence is also required to create UGM as an institution that is effective, quality perspective, and efficient in its management and all at once accountable to society.

The independence as a higher education of a State Owned Corporation has to be regarded as an increase of UGM responsibilities and roles in developing the nation through human resources development and their intellectuals. As the biggest higher education in Indonesia, UGM has to be able to pose itself in a prominent position in the quality growing of higher education. Therefore, in the framework of its participation to increase the nation superiority, UGM needs to develop programs and activities to become a research university which is internationally acknowledged and always orientates on prosperity, security and wealth of Indonesian society in particular and mankind in general.

By its independence, UGM raises its role as an important power in developing Special Region of Yogyakarta (DIY) as the center for education and culture and scholar in Indonesia and Southeast Asia. This is suitable with the development vision of DIY (stated in *Propeda* DIY 2001 – 2000). The programs in UGM are developed through world perspectives and explore the cultural richness and the participation of Yogyakarta society and its surrounding. By the programs, they can generate science, technology, art, and culture based on high values as part of the re-actualization of various cultural richness and local wisdom. Further, UGM will be able to participate actively in shaping futuristic society that is tolerant in diversity, peaceful, and more equitable and civilized.

A.2. THE BASIC PHILOSOPHY

2.1. PHILOSOPHY

The right to live of Universitas Gadjah Mada is derived and set up in devoting itself for society, and this right to live can be eternal and bring benefits as great as possible for society only if it is unified in basis and being one in the cultural

pattern with society, therefore, Universitas Gadjah Mada is based on spiritual principles and the culture of Indonesian nationhood in a whole.

2.2. BASIC PRINCIPLES

- (1) The universality and objectivity of science in reaching realities and rightfulness.
- (2) Academic freedom which is implemented in wisdom and responsibility.
- (3) Refinement, utility, happiness, humanity, and prosperity.
- (4) The actualization of Pancasila values in academic life.
- (5) Excellent undergraduate and graduate education.
- (6) Researches and Qualified Public Services.
- (7) Management independence, transparency, efficiency, and a high priority for university's interests.
- (8) Administration centralization that supports academic decentralization.

2.3. BASIC VALUES

- (1) Honest, just, integrated, and polite.
- (2) Qualified, innovative, dynamic, and efficient.
- (3) Independent and responsible.
- (4) Open-minded and possess nationhood and global perspectives.

A.3. VISION

Universitas Gadjah Mada becomes an excellent and prominent research university in international standards, orientates in the interest of the state, and is based on Pancasila.

A.4. MISSIONS

1. To carry out a qualified higher education in the framework of developing intelligence and empowering life of the nation, and to maintain the national integration.
2. To generate graduates with high moral standard, integrated, holding leadership spirit, and excellent on basis of the nation's identity.
3. To encourage the advancement of researches that support educational and scientific advancements, technology, and the enrichment of national culture.
4. To increase public services based on social responsibilities for people's interest.
5. To work out continuing cooperation with educational institutions, researching institutions, government, entrepreneurs, and societies.
6. To develop a university organization that is appropriate with demand of the era and to increase a transparent management and that is continually qualified.

A.5. ORIENTATION

1. Education for generating graduates who are :
 - a. capable, religious, and pious,
 - b. responsible to society prosperity,
 - c. professional and academic capable,
 - d. able to implement, to develop and to enrich the treasure of science, technology, and art (IPTEKS),
 - e. high integrated and have a perspective on nationhood and Indonesian culture,
 - f. independent, creative, innovative, and entrepreneurial.
2. Research and Public Services which cover :
 - a. development on science, technology and art in creative and innovative ways to create the nation superiority,

- b. utilization of the results of science, technology, and art to empower society and to support national and local development,
 - c. researches in basic science and humanity needs to get special attention.
- 3. Cultural enrichment to support independence and the wholeness of the nation and the state.
- 4. The transformation of organization and UGM management to develop academic superiority and to increase efficiency and productivity through the implementation of “administration centralization and academic decentralization” principles (SADA).
- 5. The provision of campus instrument and infrastructure to support UGM position into internationally qualified level.
- 6. The development of UGM working networks leading to development of a society which is democratic, just, and prosperous in a way with national policy.

A. THE ISSUES AND STRATEGIC OBJECTIVES

B.1. STRATEGIC ISSUES IN 2003 – 2007

1.1. National and Global

- (1) The changing of higher education in the world grows faster because of the advancement in technology and educational methods, and this affects university’s structure and conventional paradigm in its implementation.
- (2) The changing of national policy about the development of higher education as a consequence of National Education System Act, State Finance Act, and Local Autonomy.

1.2. Academic

- (1) Long experiences in managing higher education and academic tradition have been rooted.

- (2) The quality of UGM's graduates have not met society's need yet in creating the nation superiority especially in communication skill mastery, teamwork, leadership, and information technology.
- (3) Productivity, quality, and relevance of research and public services have not supported the establishment of a research university.
- (4) Learning methods are less relevant.
- (5) Learning processes are not research orientated yet.
- (6) Industrial cooperation networking and society have not developed optimally yet.
- (7) Development and internalization of humanity and nationhood values have not actualized Pancasila in academic life effectively.

1.3. Ability and Institutional Working

- (1) UGM reputation has been internationally and nationally well-known
- (2) A stable organization and synergies among various units in UGM have not established yet and the implementation of "administration centralization academic decentralization" principles (SADA) has not carried out optimally yet in creating the efficient and productivity of university's assets.
- (3) The institutionally ability of service units, library, information, and instrument-infrastructure have not met international standards yet.
- (4) The framework of legal basis of higher education autonomy has not been conducive yet.
- (5) UGM's readiness in facing higher education globalization has not been akin to the expectation.
- (6) The utilization of Information Technology and Communication in university management is still limited.

1.4. Financial Resources

- (1) The fund derived from cooperatives has been available in almost all of academic operational units.

- (2) University financial resources have not been enough yet to support UGM vision and missions.

B.2 THE STRATEGIC OBJECTIVES IN 2003 - 2007

2.1. To increase the quality and relevance of undergraduate and graduate education to generate Gadjah Mada's graduates who retain professional mental attitudes and ethics, knowledge, skills, creativity, and excellent leadership.

2.2. To increase the quality and relevance of research and public services :

- (1) to produce intellectual and moral capital for increasing the added value of national resources,
- (2) to produce implementations and services of science, technology, and art for empowering society and increasing the quality of education,
- (3) to produce recommendations for policies to overcome the problems of society, nation, and state.

2.3. To develop a Pancasila society culture by growing and expanding :

- (1) tolerance behaviors and respect one to another,
- (2) national characters and spirit, and
- (3) self-discipline among the academic members and society to support independence and intact of the nation and state.

2.4. To develop a university management which is efficient and productive to :

- (1) produce the academic excellence of Universitas Gadjah Mada,
- (2) produce the responsible management of Universitas Gadjah Mada.

2.5. **To provide services on instruments - infrastructures supporting university quality** which correspond to the visions of Universitas Gadjah Mada as a research university in international standards.

2.6. **To develop independence of organization and cooperation networks** to increase the position in a global level supporting by campus society, alumni, industry, and society.

B.3. SUCCESS SUPPORTING FACTORS

1. Teamwork culture and responsible university management.
2. Qualified lecturers, students, employees.
3. The pride and possessive feeling to the alma mater.
4. The coordination on prominent researches and the integrated users of university resources.
5. The implementation of research-based education.
6. The appropriate instruments - infrastructures to support academic environment.
7. The implementation of Information Technology and Communication (TIK) intensively.
8. Working-based remuneration system.

B.4. GENERAL STRATEGIES

1. The integrity on carrying out programs.
2. The integrity in administration implementation.
3. The utilization of resources optimally.
4. Society participation in funding.
5. Working-based management for service quality guarantee.

B. THE PROGRAMS AND TARGETS

C.1. THE QUALITY IMPROVEMENT AND THE RELEVANCE OF UNDERGRADUATE AND GRADUATE EDUCATION PROGRAMS

1.1. The Optimal of Educational Programs

Targets in 2003 – 2007 :

- (1) The implementation of research-based learning.
- (2) The implementation of study programs which are suitable to national and international standards.
- (3) The execution of program restructuring to stabilize UGM as a research university.
- (4) The number of graduate students reaches 30% in minimum from the total students in 2007.
- (5) The achievement of number and composition of students optimally either from educational degrees or place of origins.

1.2. The development of the Quality of New Students

Targets in 2003 – 2007 :

- (6) The implementation of a qualified new students selection system.
- (7) The implementation of talented prospective students snaring system.

1.3. The development of learning process quality

Targets in 2003 – 2007:

- (8) The increase of quality and relevance of S1, S2, and S3 study programs and the carrying out of educational paradigm that orientates on learning by students (student-based learning).
- (9) The implementation of quality guarantee system of S1, S2, or S3 study programs
- (10) The increase of information technology use in learning processes
- (11) The increase of information technology use in academic administration processes
- (12) The implementation of credit-transferred system in inter-faculties and inter higher educations

- (13) The implementation of a periodic evaluation system toward study programs
- (14) The implementation of university scientific meetings, national and international
- (15) The implementation of a development in educational technology implementation
- (16) The implementation of an independent management of diploma's programs

1.4.The development of graduates quality

Targets in 2003 – 2007 :

- (17) The implementation of a study on graduates quality tracing and the changing of jobs market for higher education graduates.
- (18) The implementation of assistance programs for graduates.
- (19) The implementation of enrichment programs for talented students.
- (20) The implementation of a center for human resources development to help students in improving self-quality and in solving personal problems in student life.
- (21) The implementation of a center for job information to help graduates getting right jobs.
- (22) The implementation of facilities on a center for foreign language training.
- (23) The implementation of facilities on competence certification.

1.5.The Development of Academic Atmospheres

Targets in 2003 – 2007:

- (24) The implementation of conducive academic atmospheres in learning process on all of the S1, S2, and S3 study programs.
- (25) The implementation of providing opportunities for part time jobs for students.
- (26) The implementation of providing achievement scholarship for high potential students from poor families.

- (27) The implementation of programs on student affairs in academic guidance, development of intellectual attitudes, and leadership and entrepreneurial training.

1.6.The Development of academic atmospheres

- (28) The implementation of student facilities and programs (student senate, student activity units, groups of interests, clubs, etc).
- (29) The implementation of sports guidance, art, and special interests.
- (30) The implementation of a center for student health service.
- (31) The implementation of a student insurance system.
- (32) The implementation of operating student dormitory as well as boarding house and dormitory information system.

C.2. QUALITY IMPROVEMENT AND RESEARCH RELEVANCE AND PUBLIC SERVICES

2.1. The Development of Utilization Knowledge

Targets in 2003 – 2007

- (33) The implementation of technology centers.
- (34) The growth of cooperation among research centers and graduate school in trans-disciplinary graduate education.
- (35) The implementation of innovative research programs and the development of Center for Intellectual Property Rights in UGM.

2.2. Quality Improvement and Research Relevance

Targets in 2003 – 2007

- (36) The development of researches orientating in Indonesian natural resources utilization for improving society prosperity and nation independence.
- (37) The increase of quality-continuing researches through superior research programs and sabbatical research mechanism in the university.

- (38) The implementation of evaluation and consolidation of research centers in UGM to have a more increased relevance, sustainability, and efficiency.
- (39) The Development of research center capacities as a vehicle for multidisciplinary researches and trans-disciplinary, without neglecting the development of basic sciences and humanity studies.
- (40) The implementation of application of research quality standard which is based on good laboratory practice, quality management system, and laboratory competence accreditation mechanism.
- (41) The support of research fund fostered from various sources.

2.3. The Improvement of Utility Relevance of Science, Technology, and Art for Society

Targets in 2003 – 2007

- (42) The implementation of public services activities as an implementation of Science, technology, and art which are orientated on society's needs and national industries superiority.
- (43) The implementation of re-orientation of Real Working Lecture (KKN) as a vehicle to implement science and technology.

2.4. Society Empowerment

Targets in 2003 – 2007

- (44) The implementation of traditional technology inventory, traditional intellectual ownership tracing, and assisting help on registering rights of Intellectual Property Rights for Small and Medium Enterprises (UKM).
- (45) The implementation of partnership programs and an establishment to empower the society of Small and Medium Enterprises.
- (46) The implementation of public services which are able to become a catalyst for the development of civil society in a broader society.

2.5. Policy Advocacy

- (47) The implementation of activities to influence and evaluate state policy and non government organization to take more sides on people interest.
- (48) The implementation of activities on science and technology implementation which is oriented on industrial society superiority.

C.3. THE RAISING OF PANCASILA SOCIETY CULTURE

3.1. Continuing Development of nation's cultural treasure

Targets in 2003 – 2007:

- (49) The growth of high values of nation culture and the creation of UGM as a center of Indonesian culture development.
 - (50) The establishment of a cultural center in the campus of UGM.
 - (51) The creation of UGM as a center for development and implementation of Pancasila's values.
- 3.2. The improvement of contributions on upgrading nation life quality and a civil-society-based state which is spirited by Pancasila's values.
- (52) The increase of academic civities' understanding about social responsibilities in civil society.
 - (53) The creation of UGM as a model of civil society through a relationship creating which is harmonious and democratic in the life of campus society.
 - (54) The establishment of a Religious Center in UGM environment.

3.3. The improvement of campus life quality as a basis for developing an entrepreneurial knowledge society which is spirited by Pancasila's values

Targets in 2003 – 2007 :

- (55) The increase of gadjah mada's spirit among UGM academic civities.
- (56) The increase of independence/entrepreneurial spirit in UGM management.
- (57) The increase of global perspectives among academic civities.

- (58) The increase of professionalism among academic civities and alumni to achieve global excellence.

C.4. THE DEVELOPMENT OF AN EFFICIENT AND PRODUCTIVE UNIVERSITY MANAGEMENT

4.1. Institutional Development

Targets in 2003 – 2007 :

- (59) The implementation of functions and duties of Board of Trustees (MWA), Academic Senate (SA), University Administration, Auditory Council (DA), and Professorship Assembly (MGB) as university's organizational elements to carry out good university governance.
- (60) The implementation of restructuring on all levels and units of the university.
- (61) The implementation of transparent and accountable accounting system and financial management in every unit.
- (62) The implementation of efficient and effective academic management system and the application of total quality assurance system on all academic activity units and supporting units.
- (63) The provision of a set of university regulations to support higher education autonomy and the application of administration centralization and academic decentralization principles.

4.2. The Development of Information System

4.2.1. To Support the Development of National Standard System of ICT

Targets in 2003 – 2007 :

The implementation of research groups in UGM which give support on the development of National Standard System of ICT

- (64) The implementation of groups which develop UGM Information System all at once also the development of National Standard System of ICT.

- (65) The carrying out of ICT system try-outs resulting from researches done by researcher groups in UGM.

4.2.2. Management Information System

Targets in 2003 – 2007:

The implementation of management information system which guarantees the carrying out of planning and financial management, Human Resources Development, instrument - infrastructure effectively and efficiently, which cover:

- (66) UGM Accounting System (SISKUNGAMA) and UGM Employees Information System (SIMPEGAMA);
- (67) UGM Academic Information System (SIAGAMA) and Room and Building Information System (SIMIGERU);
- (68) UGM Alumni Information System (SILUGAMA) and Student Affairs (SIMAWA)

4.2.3. UGM Library Information System

Targets in 2003 – 2007 :

The implementation of UGM library service effectively and the improvement of service quality continuingly to international level which is supported by :

- (69) The increase of library budget allocation until reaching minimum 5% from the university's budget.
- (70) The implementation of communication and information technology networks in all system of university libraries covering the development of center for knowledge management and pioneering efforts of regional library networks.
- (71) The availability of representative UGM center library and the availability of the most cost-effective option to maintain and develop resources and library services.

4.3. Human Resources Development

Targets in 2003 – 2007 :

(72) The availability of professional and qualified lecturers and employees, continuing regeneration, and reward and punishment reward to motivate working.

The professionally managed of UGM Human Resources:

(73) The implementation of acceptance system, appointment, establishment and promotion of educating staff supporting the enhancement of UGM as a research university.

(74) The increase of lecturers quantity is appropriate to needs of competence and lecturer – student ratio.

(75) The increase of teaching staff qualification with a target in 2010, the doctorate teaching staff of UGM will reach 50 percent.

(76) The accomplishment of gender balance in university strategic positions.

(77) The increase of senior staff functions through Senior Consultant Services.

(78) The implementation of functional-technical education program to improve the quality of supporting staff / employees suits to the need of field of duties, as part of the efforts to improve and guarantee academic quality.

The development of conducive funding support :

(79) The implementation of financial aid for national and international scientific activities.

(80) The application of working based evaluation system for academic and administrative staff, and a working-based system of prosperity restoration.

(81) The implementation of health insurance program for academic and senior administrative staff as an appreciation from university towards their services and donations.

- (82) The implementation of scholarship programs for training and further study.

The arrangement of conducting university regulations for Human Resources Development covers:

- (83) The arrangement of university regulations about supplying, appointment, promotion and dismissal of university employees.
- (84) The arrangement of university regulation about remuneration system and insurance for university employees.

4.4. The Improvement of UGM Image

- (85) The creation of UGM image as a university which generates leaders, managers, executors, and thinkers (initiator and innovator) who are reliable, high fighting spirited, global perspective, and possessing nationhood spirit.
- (86) The establishment of UGM image as a university producing science, technology, and art appropriate to society needs and development of the era, and possessing broad cooperative networks.
- (87) The establishment of UGM image as a campus with high integrated academic civities, high qualified academic, creative, innovative, global perspective, and possessing nationhood spirit.
- (88) The establishment of UGM image as a campus with complete infrastructure and facilities, keeping up with technology advancement, conducive for learning activities and self-improvement.

C.5. THE SUPPLY OF INSTRUMENT AND INFRASTRUCTURE TO SUPPORT UNIVERSITY'S QUALITY

5.1. The Development of Physical Instrument and Infrastructure

The provision of campus physical instrument and infrastructure, cover:

- (89) UGM Teaching Hospital,
- (90) Representative University Guest House,

- (91) Student Center to facilitate all of the student activities,
- (92) Dormitory for 20% of UGM's students.
- (93) Supporting Units including UGM Center Library.

The implementation of planning, supplying, operating, maintenance, and physical facility utilization optimally. These targets cover:

- (94) The increase of planning quality and campus layout development.
- (95) The availability of UGM's Campus Main Planning.
- (96) The provision of planning on feasibility, detailed engineering plan, and planning on funding of constructing buildings for social sciences and humanity clusters, libraries, and center for student activities.
- (97) The implementation of campus environment which is safe, orderly, shady, and harmonious.
- (98) To increase of the authority of UGM's campus as a center for education, learning, training and research with international standards by limiting public traffic in Bulaksumur and Sekip areas, fencing the campus, and constructing main gates and entrance gates to UGM campus.
- (99) The implementation of tranquility and security in campus, through traffic arrangement, constructing access roads in campus, and the provision of campus security unit.
- (100) The fulfilling of student accommodation needs, in a way with the growth of domestic and foreign students.
- (101) The implementation of sports and art buildings operation.
- (102) The implementation of constructing and rehabilitating infrastructure according to the needs.
- (103) The implementation of operational and maintenance of instrument and infrastructure in UGM environment.

5.2. The Development of Instrument and Infrastructure on Information and Communication Technology (TIK)

Targets in 2003 – 2007 :

The implementation of accesses in information and communication technology which are proper to the technology advancement for UGM's academic civities. These targets cover:

- (104) The construction of architectural information and communication technology service system in UGM environment.
- (105) The implementation of LAN network system and computer appliances needed.
- (106) The implementation of capacity on institutional centers for information and communication technology service.
- (107) The implementation of constructing campus telecommunication system using broadband technology system which is able to fulfill telecommunication need in 20 years ahead.
- (108) The increase of the capacity on global internet network access from 1,5 Mbps in 2002 and achieving Asian access standard in 2007 at the latest.
- (109) The availability of hardware on academic information system implementation, personnel, finance, alumni, and building and room.

C.6. THE DEVELOPMENT OF ORGANIZATION INDEPENDENCE AND COOPERATIVE NETWORKS

6.1. Enterprise Development

Targets in 2003 – 2007 :

The increase of UGM fund from non-governmental sources. These targets cover:

- (110) The implementation of UGM Perpetual Fund in amount of Rp 50 billion in 2007 by involving alumni and KAGAMA .
- (111) The implementation of cooperatives with industrial world in developing Chair Endowment Funds for professorship position on study fields which are relevant with industrial development.
- (112) The development of vigorous enterprise units and are able to become one of the university financial sources.

(113) The increase of gradual income from non-governmental sources until reaching 40 percent from university total income in 2007.

6.2. The increase of cooperative network capacity in national level.

Targets in 2003 – 2007 :

(114) The increase of cooperatives with center and local working partners.

(115) The increase of cooperative stability with working partners.

(116) The implementation of KAGAMA functions as an effective relationship support between Alma Mater and alumni and the implementation of a vehicle of UGM Academic Civities Family.

(117) The arrangement of alumni database and the collecting of alumni fund for scholarship for high achievement students but in economic shortage.

6.3. The improvement of cooperative network capacity to increase UGM into a global position

Targets in 2003 – 2007 :

(118) The implementation of international cooperative networks in quality improvement and educational program relevance, research, public service and culture movement.

(119) The implementation of academic twinning program networks in equality.

(120) The establishment of acknowledgement on equality of UGM subjects and graduates with international universities.

(121) The establishment of UGM's MWA membership in the international association of Board of Trustees.

(122) The implementation of exchanging program cooperative among universities.

6.4. The acceleration of development and application of science and technology

Targets in 2003 – 2007 :

(123) The implementation of solid working network with industry, government and donating institutions in education, research, development and training.

(124) The implementation of cooperative network in establishing Techno-industrial Park as a catalyst of science-based industries in Yogyakarta.

CLOSING

Strategic Planning of 2003 – 2007 is the basis of constructing Activities and Annual Budget Planning for the university and its implementation units. All of the university plans which are not appropriate to this strategic planning will be adjusted.

The funding of this strategic planning implementation is derived from government budget, society fund, and other sources.

In the case of strategic environment changing exists out of prediction, so that strategic planning faces big obstacle to implement, therefore, changing on the university administration's initiatives can be executed, and to be proposed to MWA to get the approval.

This strategic planning will be given details through operational planning (RENOP) and will be accomplished with working indicators to evaluate the success of programs as stated in these strategic plans.