



House of
Religious
Moderation
UIN WALISONGO SEMARANG



Strategic Plan

UIN Walisongo Semarang 2025-2029



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**RECTOR'S DECREE
STATE ISLAMIC UNIVERSITY WALISONGO SEMARANG
NUMBER 091 OF 2025**

**REGARDING
GUIDELINES FOR THE IMPLEMENTATION OF THE PPEPP CYCLE
STATE ISLAMIC UNIVERSITY WALISONGO SEMARANG
YEAR 2025**

- Considering :**
- a. That in order to implement the National Standards for Higher Education consistently and sustainably at the State Islamic University Walisongo Semarang, it is necessary to design an Internal Quality Assurance System;
 - b. That in order to implement the Internal Quality Assurance System, Guidelines for the Implementation of the PPEPP Cycle are required;
 - c. That based on the considerations as referred to in letter a and letter b, it is necessary to stipulate a Rector's Decree concerning the Guidelines for the Implementation of the PPEPP Cycle at the State Islamic University Walisongo Semarang for the Year 2025.
- Taking into account :**
1. Act of the Republic of Indonesia Number 20 of 2003 concerning the National Education System;
 2. Act of the Republic of Indonesia Number 12 of 2012 concerning Higher Education;
 3. Act of the Republic of Indonesia Number 14 of 2005 concerning Teachers and Lecturers;
 4. Government Regulation of the Republic of Indonesia Number 4 of 2014 concerning the Provision of Higher Education and the Management of Higher Education Institutions;
 5. Regulation of the Minister of Research, Technology, and Higher Education of the Republic of Indonesia Number 55 of 2017 concerning Standards for Teacher Education;
 6. Regulation of the Minister of Education, Culture, Research, and Technology of the Republic of Indonesia Number 53 of 2023 concerning Quality Assurance in Higher Education;
 7. Regulation of the Minister of Religious Affairs of the Republic of Indonesia Number 54 of 2015 concerning the Organisation and Working Procedures of the State Islamic University Walisongo Semarang;
 8. Regulation of the Minister of Religious Affairs of the Republic of Indonesia Number 8 of 2022 amending the Regulation of the Minister of Religious Affairs Number 54 of 2015 concerning the Organisation and Working Procedures of the State Islamic University Walisongo Semarang;
 9. Regulation of the Minister of Religious Affairs of the Republic of Indonesia Number 57 of 2015 concerning the Statute of the State Islamic University Walisongo Semarang.

DECIDES

To Stipulate : **THE RECTOR'S DECISION OF THE STATE ISLAMIC UNIVERSITY WALISONGO SEMARANG ON THE GUIDELINES FOR THE IMPLEMENTATION OF THE PPEPP CYCLE OF THE STATE ISLAMIC UNIVERSITY WALISONGO SEMARANG YEAR 2025**

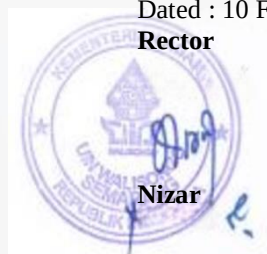
FIRST : The Guidelines for the Implementation of the PPEPP Cycle at the State Islamic University Walisongo Semarang shall be as set out in the appendix, which constitutes an inseparable part of this decision.

SECOND : The Guidelines for the Implementation of the PPEPP Cycle at the State Islamic University Walisongo Semarang are formulated with due consideration to the resolutions of the Academic Senate Meeting of the State Islamic University Walisongo Semarang held on 15 January 2025 and subsequently approved on 7 February 2025.

THIRD : This decision shall come into force as from the date of its stipulation. Should any errors be found in this decision in the future, necessary amendments and corrections shall be made accordingly.

Issued in : Semarang
Dated : 10 February 2025

Rector



Nizar

Cc:
Director General of Islamic Education, Ministry of Religious Affairs of the Republic of Indonesia



STRATEGIC PLAN

**STATE ISLAMIC UNIVERSITY OF WALISONGO
SEMARANG 2025 – 2029**

STRENGTHENING TOWARDS A NATIONAL RESEARCH UNIVERSITY

APPROVAL AND AUTHORISATION SHEET

In the name of Allah, the Most Gracious, the Most Merciful, and with the hope of receiving blessings from Allah the Almighty, to realise a better way of life at Walisongo State Islamic University Semarang, as part of the implementation of the Walisongo State Islamic University Semarang Statute, The Rector of the State Islamic University Walisongo Semarang submits the Strategic Plan of the State Islamic University Walisongo for the years 2025-2029 as an adaptation to national policies and the 4th Industrial Revolution, seeking approval and ratification from the Senate of the State Islamic University Walisongo Semarang.

Semarang, 23 December 2024
Rector

Prof. Dr. H. Nizar, M.Ag.

Approved and ratified at the University Senate Meeting of the State Islamic
University Walisongo on 31 December 2024

Chairman of the Senate,

Prof. Dr. H. Abdul Djamil, M.A.

CHAPTER I: INTRODUCTION

A. General Conditions

The transformation journey of UIN Walisongo Semarang has passed through the second phase (2020-2024) of five phases (2014-2038) planned to become a leading Islamic research university based on the unity of science for humanity and civilisation. During the second phase, numerous achievements have been made, as evidenced by the evaluation results of the 2020-2024 Strategic Plan, including: achieving the highest rating in the 2022 Public Information Disclosure Award in the PTKIN category-Indonesia category, upgrading the university's accreditation from A to Excellent, and increasing the accreditation of study programmes from 27% accredited A/Excellent in 2019 to 62% in 2024. However, there is still much to be addressed and improved, such as strengthening the implementation of the university's research vision and mission.

The second phase, namely consolidation towards a research university (2020-2024), has been completed and currently Walisongo State Islamic University Semarang has entered the third phase (2025-2029), namely the strengthening phase towards a national research university. In this third phase, Walisongo State Islamic University Semarang faces various external challenges, including the emergence of an era of disruption as a result of developments in information technology, as well as changes in government policy that demand improvements in the quality of religious higher education through international certification, international recognition (QS World University Ranking), the absorption of alumni into the workforce one year after graduation, publications and citations in international journals, and improvements in Effective, transparent, and accountable governance. The State Islamic University Walisongo Semarang is determined to make unity of science the basis of the tri dharma of higher education, which then becomes one of the university's identities. This unity of science is not in the sense of unity between natural sciences and social sciences, as understood by some Western thinkers, but rather unity between al-‘ulum ad-diniyyah, al-‘ulum al-kauniyah, and al-‘ulum al-ijtima’iyah (religious sciences, natural sciences, and social sciences). The benefits of the tri dharma activities of higher education are directed at making a positive contribution to humanity and civilisation, as well as contributing to the progress of the state.

The commitment of Walisongo State Islamic University Semarang to implement national policies in line with the 2025-2029 Strategic Plan Vision of the Ministry of Religious Affairs of the Republic of Indonesia, namely, "The realisation of a harmonious, beneficial, and intelligent society with Indonesia Advancing Towards a Golden Indonesia in 2045".

1. Governance and Institutional Structure

a. Number of Study Programmes

During the period 2020-2024, there was an increase in the number of study programmes, from 47 programmes to 50 programmes in 2023. Details of

the increase in study programmes for each year can be seen in Table 1 below.

Table 1. Number of Study Programmes at Walisongo State Islamic University Semarang for the Period 2020-2024

Year	D3	Bachelor	Professional	Master's Degree	PhD	Total	Additional Programmes
2020	1	38	-	7	1	47	-
2021	1	38	-	8	1	48	Master's Degree in Arabic Language Education
2022	1	39	1	8	1	50	Professional Teacher Education S1-Environmental Engineering
2023	-	39	1	9	1	50	Master of Laws D3-Islamic Banking closed
2024	-	39	1	9	1	50	-

b. Programme and Institutional Accreditation

As mentioned in the data above, Walisongo State Islamic University Semarang has 50 study programmes consisting of 39 undergraduate programmes, 1 teacher professional education programme, 9 master's programmes, and 1 doctoral programme. Of these 50 programmes, 58% are rated Excellent, 4% are rated A, 8% are rated Very Good, 16% are rated B, and 8% are rated Good, as shown in Table 2. Meanwhile, the new accreditations that meet the minimum accreditation requirements for establishing new study programmes are as follows:

- 1) Master's Degree in Arabic Language Education
- 2) Teacher Professional Education
- 3) Master's in Law

Table 2. Accreditation Ratings of Study Programmes at the State Islamic University of Walisongo Semarang as of December 2024

Rank	Number of Programmes	Percentage
Excellent	29	58
A	2	4
Very Good	4	8

Rank	Number of Programmes	Percentage
B	8	16
Good	4	8
Good (First Accreditation)	3	6
Total	50	100

The following are the details of the rankings and accreditation scores for each study programme

Table 3. List of Study Programme Accreditation as of December 2024

No	Faculty	Programme	Level	No. of Decision	Rank	Score	Validity Period
1	FDK	Islamic Guidance and Counselling	Bachelor's Degree	6330/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	371	30 December 2025
2	FDK	Islamic Communication and Broadcasting	Bachelor's Degree	6420/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	362	30 December 2025
3	FDK	Dawah Management	Bachelor's Degree	6421/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	365	1 April 2025
4	FDK	Development Islamic Society	Bachelor's Degree	6422/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	382	15 December 2025
5	FDK	Hajj Management and Umrah	Bachelor's Degree	583/SK/BAN-PT/Akred/S/IV/2021	B	346	28 April 2026
6	FDK	Islamic Communication and Broadcasting	Master's Degree	6419/SK/BAN-PT/Ak.KP/M/X/2024	Excellent	361	6 September 2027
7	FSH	Islamic Criminal Law (HPI)	Bachelor's Degree	6337/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	367	20 December 2028

No	Faculty	Programme	Level	No. of Decision	Rank	Score	Validity Period
8	FSH	Islamic Economic Law (mu'amalah)	Bachelor's Degree	6334/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	368	30 December 2025
9	FSH	Family Law Islam (Personal Status Law)	Bachelor's Degree	6336/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	373	9 July 2028
10	FSH	Law	Bachelor's Degree	4210/SK/BAN-PT/Ak/S/X/2023	Excellent	365	17 October 2028
11	FSH	Astronomy	Bachelor's Degree	6342/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	370	01-05-2029
12	FSH	Astronomy	Master's Degree	7188/SK/BAN-PT/Ak.KP/M/XII/2024	Excellent	369	14 November 2028
13	FSH	Law	Master's Degree	Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia Regulation No. 427/E/O/2023 dated 16 May 2023 Permission to Operate the Master's Degree Programme in Law 4360/SK/BAN-PT/Ak.P/M/V/2024	Approved	First Accreditation	21 May 2026
14	FITK	Islamic Religious Education	Bachelor's Degree	469/SK/LAMDIK/Ak/S/IV/2023	Superior	386	6 June 2028
15	Faculty of	Arabic	Bachelor's	1129/SK/LAMDIK/Ak/S/XI/2023	Excellent	373	2 October 2028

No	Faculty	Programme	Level	No. of Decision	Rank	Score	Validity Period
	Islamic Theology	Language Education	Degree				
16	FITK	Islamic Education Management	Bachelor's Degree	6343/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	363	21 October 2027
17	Faculty of Islamic Theology	English Language Education	Bachelor's Degree	799/SK/LAMDIK/Ak/S/XII/2022	Excellent	392	27 December 2027
18	Faculty of Islamic Theology	Madrasah Teacher Education Primary	Bachelor's Degree	9593/SK/BAN-PT/Ak-PPJ/S/VII/2021	B	350	22 July 2026
19	Faculty of Islamic Studies	Early Childhood Islamic Education (PIAUD)	Bachelor's Degree	1223/SK/LAMDIK/Ak/S/XII/2023	Excellent	372	12 December 2028
20	Faculty of Islamic Theology	Islamic Religious Education	Master's Degree	111/SK/LAMDIK/Ak/M/I/2023	Excellent	385	01-08-2027
21	FITK	Islamic Education Management	Master's Degree	24/SK/LAMDIK/Ak/M/I/2023	Excellent	373	25 July 2027

No	Faculty	Programme	Level	No. of Decision	Rank	Score	Validity Period
22	Faculty of Islamic Theology	Arabic Language Education	Master's Degree	New Programme, Minimum Accreditation (8 October 2021) Operating Permit, KMA No. 1193 of 2021 (4 November 2021) November 2021) 2397/BAN-PT/LL/2021 BANPT Decision No. 1944/SK/BAN PT/Ak.P/M/V/2023 (dated 23 May 2023)	Approved	First Accreditation	23 May 2025
23	Faculty of Islamic Theology	Teacher Professional Education	Profession	40/SK/BAN-PT/Min-Akred/PS/XI/2020 (New Study Programme, Minimum Accreditation (17 November 2020) Operating Permit, KMA No. 26 of 2021 (dated 6 January 2021) BAN-PT Decision No. 4070/SK/BAN-PT/PB-PS/PP/VII/2022 (3 July 2022)	Good	First Accreditation	06 January 2026
24	FUHUM	Islamic Theology and Philosophy	Bachelor's Degree	7192/SK/BAN-PT/Ak.KP/S/XII/2024	Excellent	371	8 December 2025
25	FUHUM	Qur'anic Studies and Exegesis	Bachelor's Degree	6340/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	369	7 July 2025
26	FUHUM	Sufism and Psychotherapy	Bachelor's Degree	6355/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	361	2 February 2026
27	FUHUM	Religious Studies	Bachelor's Degree	6353/SK/BAN-PT/Ak.KP/S/X/2024	Excellent	367	27 June 2028

No	Faculty	Programme	Level	No. of Decision	Rank	Score	Validity Period
28	FUHUM	Islamic Art and Architecture Studies	Bachelor's Degree	1711/SK/BAN-PT/Aked/S/III/2021	Approved	240	30 March 2026
29	FUHUM	The Science of the Qur'an and Exegesis	Master's Degree	1823/SK/BAN-PT/Ak.Ppj/M/V/2023	B	332	26 July 2027
30	FEBI	Islamic Economics	Bachelor's Degree	7999/SK/BAN-PT/Akred/S/XII/2020	A	365	2–12–2025
31	FEBI	Sharia Accounting	Bachelor's Degree	080/DE/A.5/AR.10/XII/2022 (LAMEMBA WITHOUT SCORE)	Excellent	-	27 December 2027
32	FEBI	Islamic Banking	Bachelor's Degree	161/DE/A.5/AR.10/XII/2022	Very Good	-	03-01-2028
33	FEBI	Management	Bachelor's Degree	89/SK/BAN-PT/Accreditation/S/I/2021	Good	227	5 January 2026
34	FEBI	Islamic Economics	Master's Degree	022/DE/A.5/AR.10/X/2022 (LAMEMBA WITHOUT SCORE)	Very Good	-	10 October 2027
35	Faculty of Social and Political Sciences	Political Science	Bachelor's Degree	4857/SK/BAN-PT/Ak/S/VII/2024	Excellent	362	02-07-2029
36	Faculty of Social and Political Sciences	Sociology	Bachelor's Degree	4858/SK/BAN-PT/Ak/S/VII/2024	Excellent	361	02-07-2024

No	Faculty	Programme	Level	No. of Decision	Rank	Score	Validity Period
37	FPK	Psychology	Bachelor's Degree	4103/SK/BAN-PT/Ak.Ppj/S/X/2023	B	318	04-01-2028
38	FPK	Nutrition	Bachelor's Degree	0024/LAM-PTKes/Akr/Sar/1/2023	Very Good	343	13 January 2028
39	FST	Biology	Bachelor's Degree	8572/SK/BAN-PT/Akred/S/XII/2020	B	350	22 December 2025
40	FST	Physics	Bachelor's Degree	8059/SK/BAN-PT/Akred/S/XII/2020	B	339	08-12-2025
41	FST	Chemistry	Bachelor's Degree	7884/SK/BAN-PT/Akred/S/XII/2020	B	331	01-12-2025
42	FST	Mathematics	Bachelor's Degree	8249/SK/BAN-PT/Akred/S/XII/2020	B	351	15 December 2025
43	FST	Biology Education	Bachelor's Degree	3107/SK/BAN-PT/Ak-PPJ/S/V/2020	A	361	10 May 2025
44	FST	Physics Education	Bachelor's Degree	912/SK/LAMDIK/Ak/S/IX/2023	Excellent	372	18 September 2028
45	FST	Chemistry Education	Bachelor's Degree	1231/SK/LAMDIK/Ak/S/XII/2023	Excellent	374	04-12-2028
46	FST	Mathematics Education	Bachelor's Degree	308/SK/LAMDIK/Ak/S/III/2024	Excellent	375	09-0402029
47	FST	Information Technology	Bachelor's Degree	882/SK/BAN-PT/Accreditation/S/II/2021	Good	223	16 February 2026

No	Faculty	Programme	Level	No. of Decision	Rank	Score	Validity Period
48	FST	Environmental Engineering	Bachelor's Degree	0840/SK/LAM Engineering/AS/XII/2024	Good	232	20 December 2029
49	Postgraduate Bachelor	Islamic Studies	Master's 's Degree	6338/SK/BAN-PT/Ak.KP/M/X/2024	Excellent	364	7 July 2025
50	Postgraduate Bachelor	Islamic Studies	Doctorate	6512/SK/BAN-PT/Ak.Ppj/D/IX/2022	Very Good	355	27 September 2027

c. Reputation

In 2024, UIN Walisongo Semarang received an extension of its accreditation rating from BAN-PT with a score of 368 (A) based on BAN-PT Decision No. 137/SK/BAN-PT/Ak.Ppj/PT/V/2024 and received an Excellent accreditation rating based on Decision No. 2084/SK/BAN-PT/Ak.KP/PT/XI/2024. UIN Walisongo Semarang is ranked 6th among all PTKINs according to Webometrics and 81st among all national higher education institutions. UIN Walisongo Semarang has also earned a reputation as the Best Higher Education Institution with Public Transparency from 2022 to 2024. Additionally, in 2024, UIN Walisongo Semarang has published two Scopus-indexed journals: the Journal of Psychohumaniora and the Journal of Al Hakam.

2. Students

UIN Walisongo Semarang admits new students through a selection process based on tests and academic achievements. The number of prospective students who applied, were admitted, and registered from 2020 to 2024 is as shown in Table 4. Since 2020, the total number of students at the State Islamic University Walisongo Semarang has shown a declining trend, despite the addition of new study programmes and increased student quotas for some programmes.

Table 4. Number of Students Applying, Accepted and Enrolled in 2020-2024

Faculty	Applicants					Admitted					Enrolled				
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
Dawah and Communication	13,127	8,756	7,484	8,041	2,421	626	938	1,039	1,022	669	434	692	712	604	395
Sharia and Law	9,254	7,190	5,549	5,357	2,105	847	998	1,015	1,106	735	584	748	734	689	585
Education and Teaching	21,842	17,808	15,096	15,135	4,490	698	1,480	1,445	1,520	1,170	526	1,125	1,066	968	855
Islamic Studies and Humanities	8,829	6,111	4,758	4,394	1,293	652	1,007	992	1,013	456	411	680	642	537	273
Economy and Islamic Business	21,465	17,847	14,231	14,056	4,235	551	852	924	1,183	904	391	634	639	716	751
Social Sciences and Political Science	1,593	2,358	1,465	780	423	334	532	530	327	199	223	390	375	198	140
Psychology and Health	3,078	3,811	2,759	2,371	1,470	330	335	338	420	315	270	286	285	319	310
Science and Technology	12,060	10,098	9,538	7,952	3,002	863	1,427	1,400	1,284	894	544	968	882	742	597
Postgraduate (Master's Degree)	197	204	274	242	228	196	178	255	206	208	173	170	246	194	194
Postgraduate (PhD)	29	68	106	114	146	28	63	106	112	143	22	50	100	109	130
Total	91,474	74,251	61,260	58,442	19,813	5,125	7,810	8,044	8,193	5,693	3,578	5,743	5,681	5,076	4,230

Students at UIN Walisongo Semarang come from both domestic and international backgrounds. Domestic students hail from 38 provinces, while international students originate from Thailand, Somalia, Nigeria, Yemen, Cambodia, Libya, and Malaysia. The number of new international students is detailed in Table 5.

Table 5. Number of New International Students 2023-2024

Program	Number of New International Students	
	2023	2024
Bachelor's Degree	18	4
Master's Degree	6	2
Doctorate	11	0
Total	35	6

Table 6. Number of Existing International Students in 2024

Aspect	Existing – 2024
Degree	61 students
Non-Degree	120 students
Total	181 students

Compared to 2020, the total number of students at UIN Walisongo Semarang in 2024 has increased in line with the addition of study programmes and the increase in student quotas for several study programmes.

This increase is proof that UIN Walisongo Semarang supports and plays a role in increasing the Gross Enrolment Rate and improving the quality of human resources in Indonesia. The significant increase each year is partly due to the addition of new study programmes at UIN Walisongo Semarang. The increase in the number of students has also been accompanied by an increase in student achievements, particularly at the international level. Table 7 below shows the number of national and international student achievements between 2020 and 2024.

Table 7. Number of Academic/Non-Academic Student Achievements at UIN Walisongo Semarang from 2020 to 2024

Year	National	International
2020	67	10
2021	94	38
2022	116	15
2023	183	49
2024	124	46

3. Human Resources

The human resources of Walisongo State Islamic University Semarang can be divided into two categories, namely lecturers and educational staff. By the end of 2024, Walisongo State Islamic University had 580 lecturers and 392 educational staff.

Table 8. Number of Lecturers by Academic Position

No.	Functional Position	2021	2022	2023	2024
1.	Professor	22	24	46	47
2.	Senior Lecturer	119	114	106	106
3.	Lecturer	169	169	260	255
4.	Senior Assistant	195	227	159	160
5.	Cados	81	49	8	9
	Total	586	583	579	580

Table 9. Number of lecturers by educational level

No.	Education	2021	2022	2023	2024
1.	Doctorate (PhD)	124	158	171	187
2.	Master's Degree (S2)	462	425	408	393
3.	Bachelor's Degree (S1)	-	-	-	-
	Number	586	583	579	580

Of the total number of lecturers at Walisongo State Islamic University Semarang in 2024, the most dominant group is Group III with 384 people.

Table 10. Number of Lecturers by Rank and Category

No.	Rank/Grade	2021	2022	2023	2024
1.	IV/a - IV/e	139	138	144	156
2.	III/c - III/d	148	145	268	255
3.	III/a - III/b	257	259	165	129
4.	DTNP	42	41	2	40
	Total	586	583	579	580

A similar situation also occurred in the education sector. The lack of new positions and civil servant recruitment in 2024 has resulted in a decline in

the number of administrative staff due to the retirement of employees in 2024. However, a commendable initiative has been taken to address this shortage through the recruitment of Public Service Agency (BLU) employees. By 2024, the number of BLU employees had reached 60. This number may continue to increase in line with the future development of Walisongo State Islamic University Semarang.

Table 11. Number of Educational Staff by Rank & Category

No.	Rank/Grade	2021	2022	2023	2024
1.	IV	29	28	27	28
2.	III	102	104	114	126
3.	II	20	15	16	22
4.	I	6	5	1	1
5.	BLU	78	80	68	60
6.	Contract	112	156	157	155
	Total	347	388	383	392

In general, lecturer development is carried out by forming a Credit Score Assessment Team (TPAK) and a Technical Credit Score Assessment Team (TTPAK), which are tasked with assessing credit scores for promotions, further study scholarships, and sending lecturers to regional, national and international scientific forums. Meanwhile, the development of administrative staff is carried out through various assignments, including attending leadership courses (suspim) at various levels, a rotation system, and so on.

4. Research and Community Service

The university's achievements in the field of research are divided into four categories of research, namely: 1) research funded by Higher Education Institutions from BOPTN, namely in 2020 there were 99, in 2021 there were 102, in 2022 there were 102, in 2023 there were 59 and in 2024 there were 56; 2) research funded by domestic institutions outside the university, with 11 research projects in 2024; and 5) research funded by foreign institutions, with only 2 research projects in 2024. The fluctuations in the research budget sourced from BOPTN and PNPB funds are caused, among other things, by research budget policies. Furthermore, complete research data can be seen in the following table.

Table 12. Sources and Amounts of Research Budgets

YEAR	BOPTN Source	Budget Amount	Source OUTSIDE THE UNIVERSITY	Budget Amount	OUTSIDE THE COUNTRY	Budget Amount
2020	99	1,402,312,000				
2021	102	1,339,110,000				
2022	102	2,474,000,000				
2023	59	1,366,000,000				
2024	56	1,123,000,000	11	730,000,00	2	70,000,000

The number of community service activities conducted by lecturers based on BOPTN funding sources from 2020 to 2024 is as follows: 8 in 2020, 12 in 2021, 19 in 2022 19, 2023: 11, and 2024: 21.

Table 13. Sources and Amounts of Community Service Budgets

YEAR	BOPTN Source	Budget Amount
2020	8	104,625,000
2021	12	182,500,000
2022	19	380,000,000
2023	11	215,000,000
2024	21	385,000,000

5. Library

UIN Walisongo Semarang has library facilities located on Campus I, Campus II and Campus III. In addition, UIN Walisongo Semarang also has an American Corner, an institution that greatly supports study literature at the university. The number of library titles and collections over the past four years has continued to increase, as shown in the table below.

Table 14. Number of Printed Library Collections from 2020 to 2024

Collection	Title	Copies
2020	30,583	99,601
2021	31,964	102,666
2022	33,032	104,920
2023	34,008	107,327
2024	34,053	107,441

Table 15. Number of E-book Collections from 2020 to 2024

Collection	Title	Copies
2020	501	501
2021	2,037	2,037
2022	3,314	3,314
2023	5,456	5,456
2024	6,885	7,260

Table 16. Number of Repository Collections from 2020 to 2024

Collection	Title	Copies
2020	11,509	11,509
2021	13,456	13,456
2022	17,250	17,250
2023	20,771	20,771
2024	21,192	21,192

Table 17. Journal Database Subscriptions for 2024

Collection	Database	Description
2024	Oxford	Scope: Humanities and Social Sciences: Art, Communication, Business, Management, Economics, Law and Criminology, Education, Sociology, Political Studies, Literature, Language, Linguistics, Philosophy, Religion and other related fields
	Cambridge	Scope: 114 journals in the fields of Science, Technology and Health, including Engineering, Computer Science, Life and Natural Sciences, Medicine and Public Health and related fields

6. Collaboration

The collaborations and partnerships developed by UIN Walisongo Semarang are not only related to academic activities but also non-academic ones. Among the academic collaborations are those involving 181 international students from Thailand, Somalia, Nigeria, Yemen, Cambodia, Libya, and Malaysia. Meanwhile, non-academic cooperation is aimed at supporting the role of universities in the governance of higher education institutions that implement the BLU financial model. The number of national and international cooperation

agreements in 2020-2024 is presented in the table below.

Table 18. Number of Collaborations for 2020-2024

Collaborations	National	International	Number
2020	109	3	112
2021	142	8	150
2022	102	12	114
2023	134	20	154
2024	195	55	250

B. Potential and Issues

	Strengths	Weaknesses
SWOT Matrix	Possesses an Excellent university accreditation rating and 62% of study programmes are accredited Excellent.	Does not yet have any internationally accredited programmes of study or internationally certified laboratories/units International.
	Human resources possess qualifications in research, community service, and international publications	The availability of research, community service, and international publication budgets is still limited
	The presence of articles by UIN Walisongo Semarang lecturers in reputable international journals	The low number of citations of articles by UIN Walisongo Semarang lecturers in reputable international journals
	Eligibility of UIN Walisongo Semarang to be included in the QS ranking World University Rankings	UIN Walisongo Semarang has not yet been included in the QS World University Ranking
	PTKIN in the form of a university as a BLU (Public Service Agency) unit.	The institutional framework of faculties, study programmes, centres, and units needs to be optimally developed

		Curriculum development based on OBE	The availability of an information system that does not yet fully support the implementation of the OBE Curriculum
		The implementation of international classes.	There are still study programmes that do not have international classes
		Possessing human resources (lecturers) who potential in supporting the achievement of the vision and mission	The distribution of lecturers is not yet equitable. alignment between the academic field of the study programme and rank
		The number of educational staff (Tendik) is increasing every year	The competence and distribution of educational staff is not evenly distributed
		The potential for students to compete at the national and international levels	The number of national and international achievements has not increased significantly
		A reliable information system related to Tracer Study	Tracer studies have not been able to reach all alumni and graduates' employers
	Demands for the internationalisation of higher education based on the Strategic Plan	Assistance for accredited study programmes to obtain international accreditation	Conducting international accreditation for Excellent study programmes and international certification for laboratories/units

Opportunities	Availability of ample funding for research, community service, and publications International	Improving the quality of research, community service, and international publications	Assistance in developing strategies for obtaining funding for research, community service, and international publications from outside the institution
	No limit on the number of authors who cite articles	Providing financial support for open access publications in reputable international journals	Enhancing international collaboration, article quality, and article innovation
	The Ministry of Religious Affairs' strategic plan requires universities to be included the QS World University Rankings	Establishing a centre for international ranking and accreditation	Providing policy, human resources, and budgetary support for registration in the QS World University Rankings
	The Ministry of Religious Affairs provides opportunities to make organisational changes	Submitting institutional changes for institutional development	Establishing faculties/programmes/centres/units in accordance with community demands
	International accreditation requirements for universities that have implemented the OBE curriculum OBE.	Optimising the implementation of the OBE curriculum in terms of preparation, implementation and evaluation in the delivery of education	Providing an integrated information system to support the implementation of the OBE Curriculum
	Numerous cooperation offers in support of the internationalisation of study programmes	Increasing the number of collaborations with foreign universities in the implementation of international classes	Adding international classes to study programmes in each faculty

Opportunities	Ease of promotion within the system	Facilitating accelerated promotion for lecturers who have met the requirements	Placement and distribution of lecturers according to their fields of expertise
	The Ministry of Religious Affairs' strategic plan requires universities to be included the QS World University Rankings	Establishing a centre for international ranking and accreditation	Providing policy, human resources, and budgetary support for registration in the QS World University Rankings
	The Ministry of Religious Affairs provides opportunities to make organisational changes	Submitting institutional changes for institutional development	Establishing faculties/programmes/centres/units in accordance with community demands
	International accreditation requirements for universities that have implemented the OBE curriculum OBE.	Optimising the implementation of the OBE curriculum in terms of preparation, implementation and evaluation in the delivery of education	Providing an integrated information system to support the implementation of the OBE Curriculum
	Numerous cooperation offers in support of the internationalisation of study programmes	Increasing the number of collaborations with foreign universities in the implementation of international classes	Adding international classes to study programmes in each faculty
	Ease of promotion within the system	Facilitating accelerated promotion for lecturers who have met the requirements	Placement and distribution of lecturers according to their fields of expertise
	High opportunities for scholarships and competency certification for educational staff	Encouraging educational staff to obtain scholarships and competency certification	Equitable distribution of educational staff according to their competencies

	Numerous student competitions at the national and international levels	Optimising guidance in preparing students to compete at the national and international	Encouraging students to compete at both national and international levels
	Easy access to information through various platforms	Optimising the tracer study information system that can be accessed on various platforms	Massively disseminating information to alumni and graduate users regarding tracer studies
Threats (Challenges)	Other universities already have internationally accredited study programmes	Accelerating programmes to achieve international accreditation	Provide policy support, human resources, and funding to pursue international accreditation and certification International
	High costs of publishing articles in reputable international journals	Providing financial assistance for publishing articles in reputable international journals	Increasing the budget for research, community service, and international publications, which is still minimal
	The abundance of high-quality and open-access articles from reputable international journals	Improving the quality of articles by UIN Walisongo Semarang lecturers in reputable international journals	Improvement in the quality of articles by UIN Walisongo Semarang lecturers in reputable international journals.
	Many other universities are already ranked in the QS World University Rankings University Ranking	Preparing the main requirements for the QS World University Ranking	Providing policy, human resources, and budgetary support for registering for the QS World University Rankings Ranking
	Community demands related to the development of science in the workplace	Establishing faculties/programmes/centres/ Units in accordance with public demands	Preparing human resources and building related infrastructure/facilities

			Development/establishment of new institutions
	Demand for graduate absorption in the workforce	Optimising the implementation of the OBE curriculum in terms of preparation, implementation and evaluation in the implementation of education	Providing information system support in the implementation of the OBE curriculum
	Many other universities already have international classes	Developing flagship international class programmes not offered by other universities.	Ensuring the equitable distribution of flagship international class programmes across all faculties.
	The demands of policy and system development Promotion	Facilitating lecturer promotion programmes	Placement and distribution of lecturers according to their fields of expertise
	Information system requirements in supporting performance	Facilitating training and competency improvement for educational staff	Equitable distribution of educational personnel according to competency
	High level of competition from other universities	Mapping, coaching, and mentoring for students in various fields of competition at the national and international levels	Strengthening the climate and atmosphere of student competition at the national and international levels
	Accreditation requirements related to alumni and graduate employers	Tracer study information system Accommodating input from alumni and graduate users	Facilitating alumni and graduate employers in completing the tracer study

CHAPTER II: VISION, MISSION, OBJECTIVES, AND TARGETS

A. Vision and Mission

Vision: "A Leading Islamic Research University Based on the Unity of Knowledge for Humanity and Civilisation by 2038" The explanation of the vision is as follows:

1. Islamic University

An Islamic university is a university that bases its ontology, epistemology, and axiology on the principle of tawhid (the oneness of Allah, which also means the oneness of knowledge). This principle of tawhid implies the emergence of Islamic knowledge that integrates religious sciences (al-‘ulûm al-dîniyyah), rational sciences (al-‘ulûm aqliyyah) and local wisdom. All three are considered as a unity originating from Allah the Creator. To become an Islamic university, UIN Walisongo Semarang strives to meet the following criteria (Bilgrami & Asyraf):

- a. Based on the concept of monotheistic and comprehensive education.
- b. Based on Islamic scientific research.
- c. Having pious, sincere staff who uphold Islamic values.
- d. Having a quality student selection system.
- e. Creating an effective organisation.
- f. Implementing an Islamisation of knowledge programme.
- g. Developing a core curriculum.
- h. Establishing supporting institutions.
- i. Developing Islamic teaching methods.

In the management of higher education institutions, the Islamic values that serve as a reference include the following:

- a. Trustworthiness
- b. Sidiq (Honesty)
- c. Muraqabah (Supervision)
- d. Accountability
- e. Responsibility
- f. Justice
- g. Competence (Efficiency)
- h. Cooperation (Teamwork)
- i. Environmental Conservation (Sustainability)
- j. Consistency

These ten values are illustrated in the following image;



Figure 1. Islamic values

2. Research

The word "research" emphasises that UIN Walisongo Semarang, in addition to being a centre for education and teaching, also makes research activities a key agenda in the effort to discover new knowledge and science that is beneficial for world peace (rahmatan lil alamin). In its research activities, UIN Walisongo applies several principles. First, research activities must be conducted using an integrative and transdisciplinary paradigm in order to discover new knowledge. Second, various efforts must be made to improve lecturers' competence in the field of research through various training programmes both at home and abroad, as well as establishing collaborative research with various parties. Third, UIN Walisongo Semarang must provide facilities and infrastructure that are conducive to research. Operationally, the Research University promoted by UIN Walisongo Semarang is a university that prioritises research activities without neglecting teaching and community service. There are at least nine indicators:

- a. Strengthening and integrating research into the learning process up to outcomes.
- b. Improvement quality research of and students on an ongoing basis.
- c. Enhancement of collaborative research between lecturers and students at both national and international levels.
- d. Increase publication and citations of research (internationally reputable).

- e. Increase in the number of intellectual property rights, patents, and other innovative works.
- f. Possesses uniqueness as a research destination on the Walisongo.
- g. Research activities of lecturers are more numerous than teaching activities.
- h. All academic and non-academic policies are based on research results.
- i. Possesses representative laboratories accessible to all students.

To achieve these research university indicators, the following stages of Strengthening Towards a National Research University have been established in this third phase:

- a. **2025:** Exploration, formulation and establishment of the format for the UIN Walisongo Semarang Research University.
- b. **2026:** Implementation of internal strengthening towards a Research University (integration into academic and financial aspects).
- c. **2027:** Further implementation (academic and financial policies characteristic of a research university).
- d. **2028:** Recognition as a research university at the national level.
- e. **2029:** Beginning of the fourth phase of the RIP UIN Walisongo Semarang,
- f. "Development Towards a Southeast Asian Research University".

3. Leading

the word "leading" is synonymous with important, foremost, primary. The word "foremost" in the vision of UIN Walisongo means that UIN Walisongo Semarang aims to become a leading Islamic Research University in the field of Islamic studies based on the unity of knowledge. Thus, UIN Walisongo Semarang can be recognised for its reputation and achieve a ranking among the top 10 Islamic universities in Asia in terms of integrative scientific development, namely the humanisation of Islamic sciences, the spiritualisation of modern sciences, and the revitalisation of local wisdom. Other strengths lie in the fields of astronomy, mediation and conflict resolution, religious moderation, Walisongo values, and smart and green campuses.

4. Unity of Knowledge

Unity of knowledge means the unity between religious disciplines (al-'ulum al-diniyyah), social science disciplines (al-'ulum al-ijtimaiyah) and natural science (al-'ulum al-kauniyyah). This unity of knowledge is based on the assumption that all knowledge comes from Allah and that knowledge is one of Allah's attributes. In teaching knowledge to humans, Allah created signs (ayat) that must be read by humans. These signs are revealed through the Prophets and Messengers and must be read through the universe. These two signs (ayat) must be examined as a unity. Specifically, this revelation is classified into three types: ayat qur'aniyah (signs originating from divine revelation and sunnah), ayat ijtimaiyah (signs originating from social phenomena/realities), and ayat kauniyyah (signs originating from natural phenomena). From this classification emerged three new disciplines of Islamic science: religious science (al-'ulum al-

diniyyah), social science (al-‘ulum al-ijtimaiyah), and natural science (al-‘ulum al-kauniyyah). From the perspective of the philosophy of the unity of knowledge, UIN Walisongo Semarang believes that, ontologically, knowledge is an attribute of Allah that cannot be separated from Him. Knowledge is the reality of Truth (al-Haq) which is then taught to humans through symbols. Epistemologically, knowledge can be obtained through understanding towards revelation (Hudhuri science) and also through investigation and research into natural phenomena (kauniyah verses). The words humanity and civilisation are the emphasis of the axiology of science developed at UIN Walisongo Semarang.

Graduates from UIN Walisongo Semarang possess three main characteristics. First, they are devout to Allah as the source of all knowledge. Second, they have a strong commitment to making tangible contributions to the sustainability of human life and the environment. Third, they are capable of developing new sciences rooted in the cultural heritage of Indonesian society.

5. Humanity and Civilisation

The term humanity in this vision means that UIN Walisongo Semarang has established itself as part of the effort to humanise humanity, uphold human values and carry out humanitarian tasks. In particular, the UIN Walisongo Semarang community is encouraged to establish harmonious relationships with all parties without distinction of ethnicity, culture, race, religion and so on. In this way, UIN Walisongo Semarang aims to create a society that respects human values. Therefore, the scientific approach used at UIN Walisongo Semarang is a theo-anthropocentric approach, which is an approach centred on divinity and humanity. Meanwhile, the term civilisation in this vision refers to a way of life that emerged after humans began living in cities or societies organised as states. This way of life is expected to give rise to a noble civilisation, one whose values are not detached from the roots of local wisdom, such as upholding mutual cooperation, tolerance and mutual respect. Through its vision of civilisation, UIN Walisongo Semarang is determined to contribute to the quality of life of humans, society, the nation and even the world. One of UIN Walisongo Semarang's dreams in contributing to civilisation is to realise a green campus, which is a green campus that implements low-emission energy efficiency, conservation of natural resources, and improves environmental quality by educating its citizens to live a healthy lifestyle and create a conducive learning environment for sustainability. The green campus indicators are formulated as follows:

- a. Layout and infrastructure: balance of open space with total campus area and planned campus population;
- b. Energy and climate change: having and implementing policies for energy conservation and greenhouse gas emission reduction;
- c. Waste: having waste and waste management programmes, including reducing the use of paper and plastic;
- d. Water: having and implementing water conservation and management

- programmes;
- e. Transportation: having environmentally friendly transportation management policies;
 - f. Issue: sustainable development is on the agenda in education, research and campus activities.

Thus, the term in the vision "Unity of knowledge for humanity and civilisation" means that knowledge comes from God; it has a theocentric and non-dichotomous; its presence aims to humanise humanity, uphold human values and carry out humanitarian tasks, as well as contribute to improving the quality of life of humans, communities, nations and even the world. Ultimately, the presence of this science will give birth to a noble civilisation.

B. Objectives, Targets (programmes), and Strategic Activity Targets

The formulation of the Vision, Mission, Objectives, and Strategies of UIN Walisongo Semarang is as follows.

Vision	A Leading Islamic Research University Based on the Unity of Knowledge for Humanity and Civilisation by 2038					
Mission	To conduct of education & teaching science and technology based on unity scientific knowledge for producing graduates professional and ethical al-karimah	Enhancing Quality research for of Islamic, scientific and community	To conduct dedication that is beneficial for develop of society	Exploring, developing and applying the values of wisdom local	Develop collaboration with various in regional scale, national, and international	Realising institutional management professionals with standardised international
Objectives	To produce graduates with academic capacity and professional with noble character that is capable applying and developing unity science	To produce works research that beneficial for the benefit of Islam, science and society	To produce works of service that is beneficial for the development of society	Realising the internalisation of values local wisdom in the Tri Dharma higher education institutions	Achieving positive outcomes and productive of international cooperation with various institutions in regional scale, national and international	The emergence of a professional and professional standards international
Targets	Quality improvement Science and technology education and teaching based on unity science;	Improvement Research quality For the interests Islam, Science and Community;	Improvement Quality of service for development of research-based;	Development and the application of local wisdom values;	Expansion of work at the regional level, national, and International;	Improvement of the quality of governance Institutional

Strategic Objectives 2025-2029	Strengthening the foundation of human resources oriented towards performance, integrity, and integration of the academic community to produce superior performance as a determining factor in the quality of education and research (SS.1) Improving the quality of learning to support the achievement of a world-class university (SS.2) The creation of a high-quality recruitment and student service system to produce graduates with noble character, a unified scientific perspective, academic excellence, professional careers, and a commitment to serving the community and competitiveness (SS.3) The realisation of institutional services and a healthy university governance system	Enhancing the ethos, culture, and quality of research based on innovative and effective scientific unity, supporting the realisation of community welfare (SS.5)	Enhancing the ethos, culture, and quality of community service based on innovative and appropriate scientific unity that supports the realisation of welfare (SS.6)	Implementation of local wisdom values in education, research, and community service. (SS.7)	Enhancing cooperation and partnerships in the implementation of the Tri Dharma of Higher Education and the development of the University as a Public Service Institution (SS.8)	Improving the quality and quantity of facilities and infrastructure that support the performance of the Tri Dharma through effective and efficient management based on the optimisation and development of resources to realise a research university (SS.9) Improvement and development of universities in an integrative online system (SS.10) Realising good university governance by implementing a sound, transparent and accountable financial management system, a professional and objective internal
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	based on the application of the principles of good university governance (The realisation of education services) (SS.4)					control system, and effective risk management (SS.11) Realising a Smart and Green Campus (SS.12)
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CHAPTER III: POLICY DIRECTIONS, STRATEGIES, REGULATORY FRAMEWORK AND INSTITUTIONAL FRAMEWORK

A. Policy Direction and Strategy

1. Master Development Plan

The transformation journey of UIN Walisongo Semarang is based on the Master Development Plan (RIP), which serves as a reference for the direction of UIN's future development and growth, in accordance with its established vision. The Master Development Plan (RIP) of UIN Walisongo is designed for a period of 25 years, starting in 2014 until 2038, and is broken down into five-year periods as follows.



Figure 2. Phases of Achieving the Vision of UIN Walisongo Semarang

Of the five phases, the first phase ended in 2019, the second phase ended in 2024, leaving three phases as follows:

a. Phase III (2025-2029): Strengthening towards a National Research University

Building on the results achieved in Phase II, in Phase III it is hoped that UIN Walisongo Semarang will be able to strengthen the implementation of the Tri Dharma of Higher Education based on the unity of sciences or the integration of knowledge as a nationally outstanding university and contribute to addressing national issues and challenges towards achieving national prosperity.

b. Phase IV (2030-2034): Development towards a Southeast Asian Research University

This phase marks the beginning of UIN Walisongo Semarang's entry into the international arena. Therefore, the expected achievement in this phase is for UIN Walisongo Semarang to develop and utilise the Tridharma PT based on the unity of sciences as a leading university in Southeast Asia and contribute to solving national and regional problems and challenges.

c. Phase V (2035-2039): Recognition as an Asian Research University

In this final phase, it is expected that UIN Walisongo Semarang will consistently continue to strengthen, develop, and utilise the Tridharma PT based on the unity of sciences as a leading university in Asia and contribute to solving national and international problems and challenges.

2. Policy Direction

The policy direction of UIN Walisongo Semarang for 2025-2029 is determined by considering:

- a. National policies in the field of higher education (RPJPN 2025-2045 and RPJMN 2025-2029-Priority 4 in the field of Education), namely:
 - 1) Enhancing the relevance and expansion of access to higher education through increased capacity, affirmative policies, and the provision of operational costs.
 - 2) Strengthening higher education and developing science, technology, engineering, art, and mathematics (STEAM) is carried out through (a) increasing access to quality higher education, (b) strengthening quality and equitable higher education institutions, (c) improving the quality and management of lecturers and educational staff, and (d) increasing the productivity and competitiveness of higher education graduates.
 - 3) Strengthening the role of higher education in social mobility by strengthening outcome-based learning systems and multidisciplinary approaches.
- b. The Ministry of Religious Affairs' policies in the field of higher education (Ministry of Religious Affairs Strategic Plan 2025-2029) are as follows:
 - 1) Improving the quality of religious higher education through international certification.
 - 2) Enhancing international recognition (QS World University Ranking).
 - 3) Increasing the absorption of alumni into the workforce one year after graduation.
 - 4) Increasing publications and citations in international journals.
 - 5) Improving effective, transparent, and accountable governance (in higher education).
- c. Policies of the Directorate of Islamic Higher Education, namely:
 - 1) Expanding access to Islamic religious higher education.
 - 2) Improving the Quality, Relevance and Competitiveness of Islamic Higher Education.
 - 3) Strengthening Governance and Accountability of Islamic Higher Education Institutions, and
 - 4) Development of Islamic Higher Education based on Islamic Science and Moderation.
- d. Vision and Mission of UIN Walisongo Semarang.
- e. Master Plan for the Development of UIN Walisongo Semarang.

Based on the five (5) references above, the General Policy of UIN Walisongo Semarang for the years 2025–2029 is formulated as follows.

- a. The development of UIN Walisongo Semarang in the field of governance to realise an Islamic Research University through:
 - 1) the creation of a university management system that meets the principles of Good University Governance (GUG),
 - 2) enhancing international accreditation rankings,
 - 3) achieving international rankings,
 - 4) the development of research institutions and study centres, and
 - 5) institutional development institutional within the form of faculties/study programmes/centres/units in accordance with needs.
- b. The development of UIN Walisongo Semarang in the field of Tri Dharma by creating an education and teaching system, research and community service based on the paradigm of the unity of knowledge through:
 - 1) strengthening and developing an OBE-based curriculum,
 - 2) the implementation of competitive international class programmes,
 - 3) enhancing international academic mobility,
 - 4) enhancing research and community service at the international level,
 - 5) and enhancing publications and citations in reputable international journals.
- c. The development of UIN Walisongo Semarang in the field of human resources and infrastructure through:
 - 1) the creation of a quality, integrity-based, and professional human resources recruitment system,
 - 2) the creation of a sustainable human resources capacity development system,
 - 3) the addition of human resources based on the needs of faculty/study programme/centre/unit development, and
 - 4) the development and addition of educational, research, and community service infrastructure in line with the development of faculties/programmes/centres/units through various funding schemes.
- d. Preparing outstanding graduates from UIN Walisongo Semarang by implementing educational and teaching programmes based on:
 - 1) Outcome-Based Education (OBE) curriculum,
 - 2) a curriculum that embraces the unity of knowledge,
 - 3) a curriculum oriented towards instilling noble character, and
 - 4) a curriculum that stimulates students to develop a commitment to national and community service.
- e. The development of UIN Walisongo Semarang in the field of financial systems by creating an integrated, transparent, and accountable financial system through:
 - 1) increasing BLU revenue,
 - 2) enhancing fundraising efforts from the public and industrial sectors to

- increase investment funds,
 - 3) the creation of a reliable and up-to-date information technology-based financial system,
 - 4) the creation of a strong and accountable internal control system based on risk analysis, and
 - 5) achieving an Unqualified Opinion (WTP) category and strengthening the Corruption-Free Zone (WBK).
- f. The development of UIN Walisongo Semarang in the field of cooperation by:
- 1) increased number and implementation of productive domestic and international cooperation for the implementation of the Tri Dharma of Higher Education, and
 - 2) enhancing domestic and international cooperation to expand graduate employment opportunities.

3. Strategic Objectives and Indicators

Based on the General Policy that has been established and the targets set for Phase III (2025-2029), and taking into account the objective conditions of UIN Walisongo, the Strategic Objectives for Phase III are as follows.

- 1) Strengthening the foundation of human resources oriented towards performance, integrity, and integration of the academic community to achieve outstanding performance as a key determinant of the quality of education and research.
- 2) Improving the quality of learning to support the achievement of a world-class university.
- 3) Creating a quality recruitment and student service system to produce graduates with noble character, a unified scientific perspective, academic achievement, professional careers, and service to the community, as well as competitiveness.
- 4) The realisation of institutional services and a sound university governance system based on the application of the principles of good university governance.
- 5) Enhancing the ethos, culture and quality of research based on innovative and effective scientific unity, as well as supporting the realisation of community welfare.
- 6) Enhancing the ethos, culture and quality of community service based on innovative and effective scientific unity that supports the realisation of welfare.
- 7) Implementation of local wisdom values in education, research, and community service.
- 8) Enhancing cooperation and partnerships in the implementation of the Tri Dharma of Higher Education and the development of the University as a Public Service Agency.
- 9) Improving the quality and quantity of facilities and infrastructure that

support the performance of the Tri Dharma through effective and efficient management based on the optimisation and development of resources to realise a research university.

- 10) Enhancement and development of the university in an integrated online system.
- 11) Realising good university governance by implementing a sound, transparent, and accountable financial management system, a professional and objective internal control system, and effective risk management.
- 12) Realising a Smart and Green Campus.

B. Strategic Objectives and Performance Indicators

Mission	Objectives	Strategic Objectives	Performance Indicators
To provide science and technology education and teaching based on a unified body of knowledge to produce professional graduates with good character	To produce graduates with academic and professional capabilities and integrity who are able to apply and develop integrated science	1. Strengthening the foundation of human resources oriented towards performance, integrity, and integration of the academic community to produce superior performance as a determining factor in the quality of education and research	1. Number of lecturers holding the rank of Professor 2. Percentage of lecturers with the title of Senior Lecturer 3. Percentage of lecturers holding a Doctorate degree 4. Student satisfaction index regarding lecturer performance
		2. Improving the quality of learning to support the achievement of a world-class university	5. Quality of OBE curriculum implementation based on scientific unity 6. Number of lecturers involved in international academic mobility 7. Number of study programmes offering international classes 8. Number of guest lecturers from abroad

Mission	Objectives	Strategic Objectives	Performance Indicators
		3. The creation of a quality recruitment system and student services to produce graduates with noble character, a unified scientific perspective, academic excellence, professional careers, and a commitment to serving society, as well as competitive	9. Number of international students 10. Ratio of new students to applicants 11. Percentage of academic and non-academic achievements of students at the national level 12. Percentage of academic and non-academic achievements of students at the international level 13. Percentage of students graduating on time 14. Percentage of alumni traceability in the system 15. tracer study 16. Percentage of graduates employed within one year of graduation Graduate user satisfaction index 17. Percentage of students participating in international student mobility Percentage increase in scholarship recipients
		4. The realisation of institutional services and a healthy university governance system based on the application of the principles of good university governance	18. Percentage of study programmes accredited as excellent by BAN PT/LAM 19. Number of internationally accredited study programmes 20. Number of newly established faculties/programmes/centres/units 21. Number of research institutions and study centres 22. Number of internationally certified

Mission	Objectives	Strategic Objectives	Performance Indicators
			units/laboratories
Enhancing the quality of research for the benefit of Islam, science, and society	Producing research works that are beneficial for the interests of Islam, science, and society	5. Enhancing the ethos, culture, and quality of research based on innovative and practical scientific unity, and supporting the achievement of societal well-being	23. Number of international collaborative research projects 24. Number of research results published in reputable international journals 25. Number of intellectual property rights/patents 26. Number of books with ISBN 27. Number of national SINTA 2 journals owned 28. Number of reputable international journals owned 29. Number of citations of scientific works in reputable international journals 30. Number of research results utilised 31. for the benefit of the community or industry
Organising useful services for Community development	Producing works beneficial services for Community development	6. Improving the ethos, culture and quality of community service based on Innovative and effective scientific unity that supports the realisation of community welfare	32. 32. Number of international community service (PkM) activities 33. Number of Community Service (PKM) outcomes published in reputable international journals 34. Community satisfaction index regarding the services provided
Exploring, developing and applying local wisdom values	Fostering the internalisation of local wisdom values within the Tri	7. Implementation of local wisdom values in education, research, and community service.	35. Percentage of courses that incorporate local wisdom 36. Percentage of research incorporating local wisdom values

Mission	Objectives	Strategic Objectives	Performance Indicators
	Dharma of Higher Education		37. Percentage of community service activities aligned with the preservation 38. local wisdom
Developing cooperation with various institutions at the regional, national and international levels	Establishing cooperation with various institutions at the regional, national and international levels that has a positive and productive impact on higher education institutions	8. Enhancing cooperation and partnerships in the implementation of the Tri Dharma of Higher Education and the development of the University as a Public Service Institution	39. Number of international cooperation implementations 40. Number of Public Service Institutions' revenues derived from asset management and cooperation 41. Number of domestic and international collaborations for expanding graduate absorption.
Achieving professional institutional management in line with international standards	Achieving professional higher education governance of international standards	9. Improving the quality and quantity of facilities and infrastructure that support the performance of the Tri Dharma through effective and efficient management based on the optimisation and development of resources to realise a research-oriented university research	42. Index of academic community satisfaction with academic and non-academic services 43. Index of community satisfaction with BLU services 44. Ranking in the QS World University Rankings 45. Number of faculties/programmes with international standard facilities and infrastructure

Mission	Objectives	Strategic Objectives	Performance Indicators
		10. Enhancement and development of the university in an integrated online system integrative	46. Percentage of integrated information systems 47. Modernisation of BLU financial management 48. Level of integration of OBE curriculum in the information system KAP audit opinion
		11. Realising good university governance by implementing a sound, transparent and accountable financial management system, a professional and objective internal control system, and effective risk management	49. Unqualified Opinion (WTP) and strengthening of Corruption-Free Zones 50. Budget absorption rate 51. Amount of PNBP BLU revenue 52. Percentage of PNBP revenue to BLU operational costs 53. Amount of PNBP BLU realisation derived from asset optimisation and BLU cooperation results 54. Percentage of risk management implementation in policy/programme formulation
		12. Realising a Smart and Green Campus.	55. Level of implementation of regulations on infrastructure, waste, water, and transportation management. 56. Level of academic smart culture and environmentally friendly behaviour. 57. Level of the university's reputation as a smart and green campus. 58. The level of integration of sustainability development in education and research

C. Regulatory Framework

The regulatory framework referred to in the UIN Walisongo Semarang Strategic Plan is the laws and regulations and/or other legal instruments that support the smooth implementation of the programmes and/or activities outlined in the UIN Walisongo Semarang Strategic Plan 2025-2029. The regulations are as follows:

Law Number 12 of 2012 concerning Higher Education,

1. Law Number 59 of 2024 concerning the National Long-Term Development Plan for 2025-2045;
2. Government Regulation No. 4 of 2014 concerning the Implementation of Higher Education and the Management of Higher Education Institutions,
3. Ministry of Finance Regulation No. 68 of 2009 on the Designation of IAIN Walisongo as a Work Unit Implementing the Public Service Agency Financial Model,
4. Presidential Regulation No. 130 of 2014 concerning the Change of the Walisongo State Islamic Institute to the Walisongo State Islamic University,
5. National Medium-Term Development Plan 2025-2029;
6. Ministry of Religious Affairs Regulation No. 54 of 2015 concerning the Organisation and Work Procedures of UIN Walisongo Semarang;
7. Regulation of the Minister of Religious Affairs No. 8 of 2022 concerning Amendments to Regulation of the Minister of Religious Affairs No. 54 of 2015 concerning the Organisation and Work Procedures of UIN Walisongo Semarang;
8. Ministry of Religious Affairs Regulation No. 57 concerning the Statutes of UIN Walisongo Semarang,
9. Decision of the State Islamic Institute Walisongo No. 16A concerning the Master Plan for the Development of the State Islamic Institute Walisongo for the Years 2014-2038,
10. The Ministry of Religion's Strategic Plan for 2025-2029.
11. Regulation of the Minister of Education, Culture, Research, and Technology of the Republic of Indonesia Number 53 of 2023 concerning Quality Assurance in Higher Education.

D. Institutional Framework

To support the realisation of the Vision, Mission, Objectives, Targets, policy directions and strategies of UIN Walisongo Semarang, it is supported by a complete organisation in the form of the UIN Walisongo Organisational Structure which describes the duties, functions, authorities and responsibilities of each unit as outlined in Regulation of the Minister of Religious Affairs of the Republic of Indonesia Number 57 of 2015 concerning the Statutes of the State Islamic University Walisongo Semarang, Minister of Religion Regulation No. 54 of 2015 concerning the Organisation and Work Procedures of UIN Walisongo Semarang, and Rector's Decision No. 41 of 2017 concerning the organisational structure of UIN Walisongo Semarang.

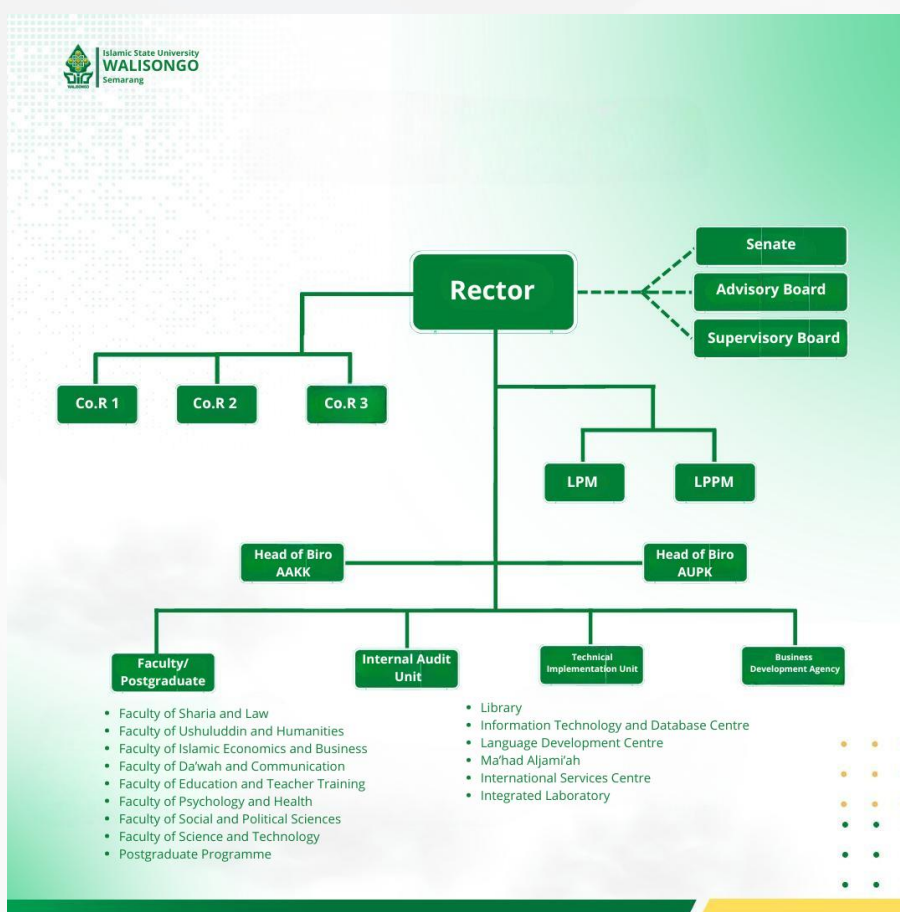


Figure 3. Organisational Structure of UIN Walisongo

In general, the organisational structure of UIN Walisongo Semarang based on the 2022 Ortaker consists of: (1) University Leadership, (2) Academic Senate, (3) Supervisory Unit, (4) Advisory Council, (5) Academic Activity Implementers,

(6) Administrative, Service and Support Implementers, (7) Quality Assurance Unit, (8) Planning and Development Unit for the Three Pillars of Higher Education. In detail, as described below:

1. University Leadership: Rector and Vice Rectors

The Rector is the leader of higher education based on policies established by the Minister of Religion. The Rector is assisted by three Vice Rectors, each of whom is responsible for (1) academic and institutional affairs, (2) general administration, planning and finance, and (3) student affairs and cooperation.

2. University Senate

The University Senate consists of Professors, the Vice-Chancellor, Deputy Vice-Chancellors, Deans, Directors of Postgraduate Studies, Deputy Lecturers and other elements determined by the Senate. Professors, the Vice-Chancellor, Deputy Vice-Chancellors, Deans and Directors of Postgraduate Studies are ex-officio members of the Senate. Meanwhile, Deputy Lecturers represent lecturers in the Faculty. Every 36 lecturers are represented by one Senate member, with the remainder represented in multiples of 36 lecturers.

3. Advisory Board/Patronage Board

The advisory board or patronage board is a forum consisting of community and government figures who are concerned with the development of the university. The patronage board consists of a chairperson, secretary, and members. At UIN Walisongo, there are three members of the Advisory Board: the Governor of Central Java, the Chair of the Indonesian Ulema Council (MUI) of Central Java, and a community leader.

4. Supervisory Board

The Supervisory Board performs a supervisory function over the UIN Walisongo BLU. Its members consist of the Director General of Hajj and Umrah of the Ministry of Religious Affairs of the Republic of Indonesia, the Director of of Auctions at the Directorate General of State Assets Management (DJKN) of the Ministry of Finance of the Republic of Indonesia, a Community Leader, and a Secretary (Academic Representative from UIN Walisongo Semarang).

5. Faculties and Postgraduate Programmes.

The faculty plays a very important role in the implementation of academic processes on campus. The faculty is then broken down into study programmes as technical academic units that carry out academic tasks and functions at the forefront. At UIN Walisongo, there are eight faculties and postgraduate programmes with 50 undergraduate, master's and doctoral study programmes.

6. Administrative, service, and support units: the AUPK and AAKK Offices.

The General Administration, Planning, and Finance Bureau, hereinafter referred to as the AUPK Bureau, is tasked with organising the institution, managing financial administration, regulations, administration, and housekeeping. The AUPK Bureau consists of the following sections:

- a. General Section;
- b. Planning and Finance Section; and
- c. Organisation and Personnel Section.

The Academic, Student Affairs and Cooperation Bureau, hereinafter referred to as the AAKK Bureau, is tasked with carrying out academic administration, student affairs, alumni empowerment and cooperation. The AAKK Bureau consists of:

- a. The Academic and Student Affairs Section; and
- b. The Cooperation, Institutional Affairs, and Public Relations Section;

7. The Quality Assurance Agency.

The Quality Assurance Agency, hereinafter referred to as the QAA, is responsible for coordinating, controlling, auditing, monitoring, evaluating, and developing the quality of academic activities. The QAA performs the following functions:

- a. the formulation of plans, evaluation of programmes and budgets, and reporting;
- b. implementation of academic quality development;
- c. conducting audits, monitoring, and evaluating academic quality; and
- d. implementing institutional administration.

8. The Research and Community Service Institution (LPPM)

is an institution tasked with implementing, coordinating, monitoring, and assessing research and community service activities.

9. Internal Supervisory Unit

The Internal Supervisory Unit is tasked with supervising, controlling, evaluating, and auditing the University's finances and performance. In carrying out its duties, the Internal Supervisory Unit performs the following functions: formulating internal control systems; conducting audits and assessments of the University's finances and performance.

10. Technical Implementation Unit (UPT)

The Technical Implementation Unit is an important component in the delivery of education at the University. The UPT consists of: the Library, the Information Technology and Data Centre, the Language Development Centre, the International Services Centre, Ma'had al Jamiah, and the Integrated Laboratory.

11. Business Management Unit

The Business Management Unit is an organ established by the Rector to support the financial management of the Public Service Agency/BLU.

CHAPTER IV: PERFORMANCE TARGETS AND FUNDING FRAMEWORK

A. Performance Targets

Strategic Objectives	Performance Indicators	Unit	Baseline 2024	Target				
				2025	2026	2027	2028	2029
Strengthening the foundation of human resources people who performance-oriented, integrity, and integration academic community to produce Excellent performance as a determining factor in the quality of education and research	Number of lecturers with the title of Professor	People	47	49	51	53	55	57
	Percentage of lecturers with Senior Lecturer position to the number of lecturers	Percentage	18	22	26	30	34	38
	Percentage of lecturers with doctoral degrees relative to the total number Lecturers	Percentage	32	33	34	35	36	37
	Student satisfaction index regarding lecturer performance	Index	4.38	4.39	4.39	4.39	4.39	4.39

Strategic Objectives	Performance Indicators	Unit	Baseline 2024	Target				
				2025	2026	2027	2028	2029
Improvement in learning quality for support achieving world-class university	Quality of OBE-based curriculum implementation unity of knowledge knowledge	Quality	Satisfactory	Good	Good	Good	Very Good	Very good
	Percentage of lecturers involved in mobility in relation to the number of lecturers	Percentage	8.5	8.5	8.5	10	10	10
	Number of study programmes offering international classes International	Programmes	3	3	4	5	6	7
	Number of guest lecturers from abroad	People	10	10	10	12	12	13
The creation of a high-quality recruitment and student services system to produce	Number of international students	People	181	190	195	200	205	210
	Ratio of new students to total applicants	Ratio	1 : 5.1	1:5.2	1:5.3	1:5.3	1:5.4	1:5.4

Strategic Objectives	Performance Indicators	Unit	Baseline 2024	Target				
				2025	2026	2027	2028	2029
graduates with noble character, a unified scientific perspective, academic excellence, professional careers, and a commitment to serving society and being competitive	Percentage of academic and non-academic achievements of students at the national level relative to the total number of students	Percentage	0.56	0.60	0.62	0.64	0.66	0.68
	Percentage of academic and non-academic achievements of students at the international level relative to the number of students	Percentage	0.2	0.22	0.22	0.24	0.24	0.26
	On-time graduation rate Bachelor's degree Master's Degree Doctorate	Percentage	45 45 30	47 47 32	49 49 34	51 51 36	52 52 37	53 53 38
	Percentage of alumni traceability in the tracer system study	Percentage	25	30	33	36	38	40

Strategic Objectives	Performance Indicators	Unit	Baseline 2024	Target				
				2025	2026	2027	2028	2029
	Percentage of graduates employed less than 1 year year	Percentage	50	52	54	56	58	60
	Graduate user satisfaction index	Index	3.5	3.52	3.52	3.54	3.54	3.56
	Percentage of students participating in international student mobility	Percentage	0.2	0.4	0.6	0.8	1	1
	Percentage increase in scholarship recipients	Percentage	1	1	1	1.2	1.3	1.4
The realisation of institutional services and a sound university governance system based on the application of the principles of good university governance	Percentage of Study Programmes accredited as excellent by BAN PT/LAM	Percentage	62	62	62	62	63	63
	Number of Internationally Accredited Study Programmes	Study Program	0	0	2	2	4	4

Strategic Objectives	Performance Indicators	Unit	Baseline 2024	Target				
				2025	2026	2027	2028	2029
	Number Newly established faculties /programmes/centres/units	Units	2	3	3	3	3	3
	Number of research institutions and study centres	Unit	1	1	1	1	1	1
	Number of internationally certified units/laboratories	Unit	0	0	0	1	0	1
Improvement in work ethic, culture and quality Innovative and practical research based on a unified science that supports the realisation of community welfare	Number of international collaborative research	Title	5	5	6	10	12	14
	Number of research results published in reputable international journals of high reputation	Articles	82	82	82	90	95	100
	Number of Intellectual Property Rights/Patents	Certificates	103	105	110	120	120	130
	Number of books with ISBN	Title	50	50	50	55	58	62
	Number of SINTA 2 national journals owned	Journal	8	8	8	9	9	10

Strategic Objectives	Performance Indicators	Unit	Baseline 2024	Target				
				2025	2026	2027	2028	2029
	Number of reputable international journals owned	Journal	2	2	3	3	3	4
	Number of citations of scientific works in reputable international journals Reputable	Times	16,657	17,814	18,000	19,000	20,000	21,000
	Number of research results utilised for the benefit of society or industry	Title	10	10	15	17	19	21
Enhancing the ethos, culture and quality of community service based on innovative and effective scientific unity, and supporting the realisation of prosperity Community	Number of community service activities (PkM) International	Title	9	9	9	9	10	13
	Number of PkM results published in reputable international journals	Title	9	9	9	9	10	13
	Index of public satisfaction with the services provided provided	Index	3.20	3.20	3.25	3.25	3.27	3.30

Strategic Objectives	Performance Indicators	Unit	Baseline 2024	Target				
				2025	2026	2027	2028	2029
Implementation of local wisdom values in education, research, and community service.	Percentage of courses that incorporate local wisdom knowledge	Percentage	50	50	55	55	60	60
	Percentage of research that contains local wisdom values	Percentage	20	20	23	25	27	30
	Percentage of PkM aligned with preservation local wisdom	Percentage	30	30	32	32	34	34
Enhancement of cooperation and partnerships in the context of implementing the Tri Dharma of Higher Education and developing the University as a Public Service Agency	Number of international of international-scale cooperation Total BLU	Activities	16	16	20	24	28	32
	1. Revenue from asset management and cooperation 2. Revenue from fixed assets, other assets, and non-tri dharma cooperation, as well as revenue from business units Revenue from Current Assets	Rupiah	12,000,000 5,000,000	13,000.000,000 6,000.000,000	14,000.000,000 6,000.000,000	15,000.000,000 6,500.000,000	16,000.000,000 7,000.000,000	17,000.000,000 8,000.000,000

Strategic Objectives	Performance Indicators	Unit	Baseline 2024	Target				
				2025	2026	2027	2028	2029
	Number of domestic and international collaborations for expanding graduate employment graduates.	Activities	9	9	18	18	27	27
Improvement in the quality and quantity of facilities objective, as well as effective risk management	Index of academic community satisfaction with	Index	3.26	3.27	3.28	3.29	3.30	3.31
	Percentage of non-tax state revenue (PNBP) income to of BLU operational costs	Percentage	57.86	57.90	58.00	58.10	58.20	58.25
	Total realisation of BLU non-tax state revenue originating from asset optimisation and the results of BLU cooperation	Rupiah	169,498 , 538,000	175,498. 538,000	181,498. 538,000	185,498. 538,000	190,498.5 38,000	195,498.5 38,000
	Percentage of risk management implementation in the formulation of policies/programmes	Percentage	50	55	60	60	65	65

Strategic Objectives	Performance Indicators	Unit	Baseline 2024	Target				
				2025	2026	2027	2028	2029
Realising a smart and green campus.	Level of implementation of regulations on infrastructure, waste, water, and transportation.	Quality	Satisfactory	Good	Good	Good	Very Good	Very good
	High level of academic intelligence and friendly behaviour environment.	Quality	Fair	Good	Good	Good	Very Good	Very good
	Reputation level of the university as a smart and green campus.	Quality	Fair	Good	Good	Good	Very Good	Very good
	The level of integration of sustainable development in education and research	Quality	Fair	Good	Good	Good	Very Good	Very good

B. Funding Framework

UIN Walisongo Semarang is a state university that has implemented Public Service Agency Financial Management (PK BLU) since 2009 based on Minister of Finance Decree Number 68/KMK.05/2009. As a consequence, all of its activities and business results must be accounted for to the public in a transparent and accountable manner. In general, the funding framework of UIN Walisongo Semarang comprises three main frameworks, namely the planning and budgeting framework, the implementation framework, and the reporting framework.

Planning and budgeting are key components of financial management at UIN Walisongo Semarang. The achievement of the university's vision, mission and objectives, as well as the success of its programmes and activities, depend heavily on the ability of the university and all its work units to develop plans and budgets effectively and efficiently. To this end, the university conducts in-depth and comprehensive analyses of its needs and projections for future development. Trends in community needs and technological developments are important factors that must be taken into account so that the university remains dynamic and does not lag behind the rapid developments of the times. The university's planning and budgeting framework is realised in the form of a 5 (five) year Strategic Business Plan and is translated into an annual Business and Budget Plan (RBA) as part of the Ministry/Agency Work Plan and Budget (RKA-KL). The University RBA is a business planning and budgeting document that contains programmes, activities, performance targets, and the budget of a BLU. The preparation of the University RBA follows a flexible budget pattern with a certain threshold percentage. A flexible budget pattern is a budget pattern in which expenditure can increase or decrease from the budgeted amount as long as the related income increases or decreases at least proportionally.

As the only state Islamic university in Central Java, UIN Walisongo requires substantial funding. Therefore, UIN Walisongo Semarang's funding comes from several sources, both from the government and the community. These funding sources include Rupiah Murni (RM), State University Operational Assistance (BOPTN), Non-Tax State Revenue (PNBP) BLU, Foreign Loans and/or Grants (PHLN), State Sharia Securities (SBSN), Government and Business Entity Cooperation (KPBU), other sources resulting from cooperation with other parties, and donations/sponsorships from individuals/institutions that are not binding. In an effort to ensure funding effectiveness, the allocation of funds is determined as follows:

1. RM funds are prioritised for routine operational funding, such as salaries, professional allowances, and institutional development.
2. BOPTN funds are used for research, publishing, community service, education and training, as well as academic and non-academic quality assurance activities.
3. PNBP BLU funds are used for remuneration, investment, and capital expenditure development.
4. PHLN funds are used for capital expenditure and investment, such as the construction of office buildings, lecture halls, ICT centres, laboratories, and

other infrastructure, as well as the development of lecturer and educational staff capacity through doctoral study scholarships, international collaborative research, and short courses.

5. SBSN funds are used for capital expenditure on building construction.
6. Funding sources from Government and Business Entity Cooperation (KPBU) for building construction.

Within the framework of BLU financial management, the University applies the principles of good university governance by adopting the OECD Principles of Corporate Governance, which cover: (1) Ensuring a sound framework effective work in BLU governance; (2) The role of stakeholders in governance; (3) Disclosure and transparency; and (4) The responsibility of the Board of Directors. These four principles of governance are further realised in various aspects of university governance, both academic and non-academic. In terms of financial management, BLU UIN Walisongo carries out the following: (1) planning cash receipts and expenditures; (2) collecting revenue or bills; (3) depositing cash and managing bank accounts; (4) making payments; (5) obtaining funds to cover short-term deficits; and (6) utilising short-term cash surpluses to earn additional income. The utilisation of the cash surplus is carried out through short-term investments in low-risk financial instruments.

The reporting framework for BLU UIN Walisongo Semarang funding covers two aspects, namely financial aspects and service aspects. Financial reports are submitted annually in the form of BLU Financial Reports, which consist of at least the Budget Realisation Report (LRA)/Operational Report (LO), Balance Sheet, Cash Flow Report (LAK), and Notes to the Financial Statements (CaLK). These financial reports are audited by external auditors, namely the State Audit Agency (BPK RI) and Public Accounting Firms (KAP).

C. Control Framework

The management of UIN Walisongo Semarang's funding always adheres to the principles of good university governance (GUG), namely university management that applies the principles of transparency, independence, accountability, fairness, and compliance with laws and regulations. To ensure compliance with the principles of GUG, internal oversight and control are carried out simultaneously by the Internal Oversight Unit (SPI) as the primary body responsible for internal oversight in non-academic areas, including finance, human resource performance, and the management of assets/State-Owned Assets (BMN).

In terms of internal control in the financial sector, SPI conducts comprehensive supervision from the planning and budgeting stage, implementation, to the reporting stage. Internal control is carried out in the form of reviews, monitoring evaluations, or audits. In terms of planning and budgeting, SPI reviews the RKA-KL and RBA to ensure that the RKA-K/L and RBA have been prepared in accordance with the University's Strategic Plan, Key Performance Indicators (IKU), university policies, applicable laws and regulations, and taking into account the scale of priorities. The review of the RKA-K/L and RBA is important to minimise deviations in the preparation of university and work unit programmes/activities.

Meanwhile, in terms of budget implementation and reporting, SPI conducts preventive audits to ensure the effectiveness, efficiency, and accountability of budget use. This activity is carried out routinely every day with the following stages:

1. Conducting an examination of proposals/Work Reference Frameworks (KAK)/Terms of Reference (TOR) to ensure that program/activity plans are in accordance with the RKA-KL and applicable regulations.
2. Conducting document checks on accountability reports (SPJ) and factual checks on the implementation of programmes/activities to ensure consistency between the report documents and the activity outputs.

Other non-academic controls include budget absorption audits and PNBP audits, asset/BMN audits, organisational and human resource audits, and audits with specific objectives. All of these control activities are important to ensure that the goal of making UIN Walisongo Semarang a Corruption-Free Zone (WBK) and a Clean and Serving Bureaucracy Zone (WBBM) can be realised.

CHAPTER V: CONCLUSION

This is the 2025-2029 Strategic Plan of UIN Walisongo Semarang, which has adopted several of the 2025-2029 Strategic Plans of the Ministry of Religious Affairs and is framed within the achievement of the Vision and Mission of UIN Walisongo Semarang as a leading Islamic research university based on the unity of knowledge for humanity and civilisation. This Strategic Plan refers to the 3rd phase of the UIN Walisongo Development Master Plan, namely Strengthening towards a National Research University. In this phase, it is hoped that UIN Walisongo Semarang will be able to strengthen the implementation of the Tridharma PT based on unity of sciences as a nationally leading university and contribute to solving national problems and challenges towards the realisation of national prosperity. Based on these objectives, the 2025-2029 Strategic Plan of UIN Walisongo Semarang must be used as a reference for the formulation of programmes at the university level and as a reference for its subordinate units to be elaborated in accordance with the uniqueness of each unit. This strategic plan will be effective if it is followed up with programmes and supported by the commitment of the entire academic community, especially the leadership, in working and developing programmes that are in line with and synergise all the strengths possessed by UIN Walisongo Semarang, and not forgetting to ask for the strength and guidance of Allah SWT to make UIN Walisongo Semarang even more successful and meaningful for the people and civilisation.

Rector

Nizar