



**STRATEGIC PLAN OF THE FACULTY OF DA'WAH
AND COMMUNICATION, WALISONGO STATE
ISLAMIC UNIVERSITY
2020 – 2024**

**Consolidation of the Faculty of Da'wah and
Communication Towards a Research University**

Office: Jl. Prof. Dr. Hamka Km. 2 Campus III Ngaliyan Semarang 50185_
<https://www.fakdakom.walisongo.ac.id>,
email: fakdakom@walisongo.ac.id

2020

Approval and Ratification Form

In the name of Allah, the Most Gracious, the Most Merciful, and seeking the blessings of Allah the Almighty, to realise a better way of life at the State Islamic University Walisongo, as part of the implementation of the Statutes of UIN Walisongo,

The Dean of the Faculty of Da'wah and Communication submits the Strategic Plan for the Faculty of Da'wah and Communication for the years 2020-2024

for approval and endorsement by the Rector of the State Islamic University of Walisongo.

Semarang, 2 September 2020 Dean,



Dr H. Ilyas Supena, M.Ag

Approved and ratified at the Senate Meeting/Rector of Walisongo State Islamic University
on 20 November 2020 Chair of the Senate,

Prof. Dr. H. Muhibbin, M.Ag



**RECTOR'S DECISION
OFFICIAL RESPONSIBLE FOR COMMITMENTS/ AUTHORISED TO USE
THE BUDGET OF THE FACULTY OF DA'WAH AND COMMUNICATION,
UIN WALISONGO SEMARANG NUMBER 02 OF 2020**

**REGARDING
THE STRATEGIC PLAN (RENSTRA) OF THE FACULTY OF DA'WAH AND
COMMUNICATION
OF THE STATE ISLAMIC UNIVERSITY WALISONGO SEMARANG FOR
THE YEARS 2020-2024**

**BY THE GRACE OF ALMIGHTY GOD THE RECTOR
THE AUTHORISED OFFICIAL/BUDGET AUTHORITY OF THE FACULTY
OF DA'WAH AND COMMUNICATION, UIN WALISONGO SEMARANG,**

- Considering :
- a. that in accordance with and the Master Plan The development of the State Islamic University, hereinafter referred to as UIN Walisongo, and the achievement of the Vision and Mission of the Faculty of Da'wah and Communication, State Islamic University Walisongo Semarang, which has entered the second phase of the university's vision achievement in 2020–2024;
 - b. that to achieve the vision and mission of the Faculty of Da'wah and Communication in Semarang, a Strategic Plan for the Faculty of Da'wah and Communication at UIN Walisongo Semarang for the years 2020–2024 is necessary;
 - c. That based on the considerations referred to in points a and b, it is necessary to issue a Dean's Decision of the Faculty of Da'wah and Communication of UIN Walisongo Semarang regarding
 - d. the Strategic Plan (Renstra) of the Faculty of

Da'wah and Communication, State Islamic University Walisongo Semarang for the period 2020–2024;

To View of:

1. Law Number 20 of 2003 concerning the National Education System (State Gazette Year 2003 Number 78, Supplement State Gazette State Gazette Number 4301);
2. Law Number 12 of 2012 concerning Higher Education (State Gazette of 2012 Number 158);
3. Government Regulation Number 19 of 2005 concerning National Education Standards (State Gazette of 2005 Number 41, Supplement to State Gazette Number 4496), as last amended by Government Regulation Number 13 of 2005 concerning the Second Amendment to Government Regulation Number 19 of 2005 concerning National Education Standards (State Gazette of 2015 Number 45, Supplement to State Gazette Number 5670);
4. Government Regulation No. 4 of 2014 concerning the Implementation of Higher Education and Management of Higher Education Institutions (State Gazette of 2014 No. 16, Supplement to the State Gazette State Gazette No. 5500);
5. Minister of Research, Technology and Higher Education Regulation No. 44 of 2015 concerning National Standards for Higher Education (State Gazette of 2015 No. 1952);
6. Ministry of Religious Affairs Regulation No. 54 of 2015 concerning the Organisation and Work Procedures of Walisongo State University Semarang (State Gazette of 2015 No. 1317);
7. Ministry of Religion Regulation No. 57 of 2015 concerning the Statutes of Walisongo State University Semarang (State Gazette 2015 No. 1352);
8. Rector's Decision of Walisongo State Islamic University Semarang Number 50 of 2015
9. Regarding the Vision, Mission, Objectives, and Targets of the Faculty of Da'wah and

Communication at the State Islamic University of
Walisongo Semarang.

Taking Note of : The Minutes of the Academic Senate of the State
Islamic University of Walisongo Semarang dated 9
January 2020

DECIDES:

To Enact : THE DECISION OF THE DEAN OF THE FACULTY OF
DA'WAH AND COMMUNICATION OF THE STATE
ISLAMIC UNIVERSITY OF WALISONGO SEMARANG
REGARDING THE STRATEGIC PLAN OF THE FACULTY
OF DA'WAH AND COMMUNICATION OF THE STATE
ISLAMIC UNIVERSITY OF WALISONGO SEMARANG
FOR THE YEARS 2020–2024.

FIRST : To establish the Strategic Plan of the Faculty of Da'wah
and Communication, UIN Walisongo Semarang, for the
years 2020–2024, as set out in the annex, which forms
an integral part of this decision.

SECOND : This decision shall take effect on the date of its
issuance.

Issued in Semarang
on 28 October 2020

DEAN,




Dr. H. Ilyas Supena, M.Ag

Compilation Team

Supervisor : Dr H. Ilyas Supena, M.Ag

Chair : Dr. H. Mudhofi, M.Ag

Secretary : Hasyim Hasanah, BA, MA

Member :

: Mrs. Siti Baroroh, M.M

: Ahmad Fatoni, BSc

: Slamet, BSc, MSc

: Mrs. Retno Sulistyowati, M.M

: Mrs. Widayat Mintarsih, M.Pd.

: Dr. Hatta Abdul Malik, M.S.I

: Dedy Susanto, M.Sc.

: Dr. Agus Riyadi, M.Sc.

Table of Contents

Approval and Ratification Form.....	i
Compilation Team	v
Table of Contents.....	vi
List of Tables	viii
List of Figures.....	ix
CHAPTER I: INTRODUCTION	1
A. General Conditions	1
B. Potential and Issues.....	18
CHAPTER II: VISION, MISSION, OBJECTIVES, AND TARGETS	22
A. Vision and Mission	22
B. Objectives, Targets (programmes), and Activity Targets (Strategic).....	28
CHAPTER III: POLICY DIRECTIONS, STRATEGIES, REGULATORY FRAMEWORK AND INSTITUTIONAL FRAMEWORK.....	31
A. Policy Direction and Strategy	31
B. Regulatory Framework.....	41
C. Institutional Framework.....	42
CHAPTER IV: PERFORMANCE TARGETS AND FUNDING FRAMEWORK.....	51
A. Performance Targets	51
B. Funding Framework.....	70

C. Control Framework.....	73
---------------------------	----

List of Tables

- Table 1 Number of Study Programmes in the Faculty of Da'wah and Communication 2015-2019
- Table 2 Accreditation Rankings of Study Programmes at UIN Walisongo as of November 2019
- Table 3 List of Accreditation for Study Programmes in the Faculty of Da'wah and Communication as of November 2019
- Table 4 Ranking of the Faculty of Da'wah and Communication at UIN Walisongo for the Years 2015-2019
- Table 5 Number of Applicants and Accepted Students from 2015 to 2019
- Table 6 Number of Student Achievements at the Faculty of Da'wah and Communication, UIN Walisongo, 2015–2019
- Table 7 Number of Lecturers at the Faculty of Da'wah and Communication, UIN Walisongo, 2015–2019
- Table 8 Number of Educational Staff at the Faculty of Da'wah and Communication, UIN Walisongo, 2015–2019
- Table 9 Number of Lecturers by Educational Level from 2015 to 2019
- Table 10 Comparison of Research Proposals Submitted and Accepted from 2015 to 2019
- Table 11 Comparison of Community Service Proposals Submitted and Accepted in 2015-2019
- Table 12 Number of Printed Library Collections 2015-2019 Table 13 Number of Collaborations from 2015 to 2019

List of Figures

- Figure 1 Changes in the Number of Study Programmes at the Faculty of Da'wah and Communication, UIN Walisongo, 2015-2019
- Figure 2 Trend in the Number of Prospective Students at the Faculty of Da'wah and Communication, UIN Walisongo, 2015-2019
- Figure Increase in the Number of Students in the Faculty of Da'wah and Communication at UIN Walisongo from 2015 to 2019
- Figure 4 Number of Staff at the Faculty of Da'wah and Communication, UIN Walisongo, 2015-2019
- Figure 5 Number of Lecturers by Functional Position 2015-2019
- Figure 6 Number of Lecturers by Educational Level from 2015 to 2019
- Figure 7 Research Activities of Faculty of Da'wah and Communication Lecturers 2015-2019
- Figure 8 Number of Faculty Members' Community Service Works by Funding Source, 2015-2019
- Figure 9 Milestones in Achieving the Vision
- Figure 10 Phases of Vision Achievement at the Faculty of Da'wah and Communication, UIN Walisongo
- Figure Organisational Structure of the Faculty of Da'wah and Communication, UIN Walisongo

CHAPTER I: INTRODUCTION

A. General Conditions

The transformation journey of the Faculty of Da'wah and Communication is in line with the transformation at Walisongo State Islamic University Semarang. This transformation has passed through the first phase (2015–2020) of five phases (2014–2038) that have been announced, to become a leading Islamic research university based on the unity of knowledge for humanity and civilisation. During the first phase, numerous achievements have been made, including institutional strengthening of the Faculty in accordance with the University's organisational structure, the expansion of academic programmes through the addition of new programmes, particularly within the Faculty of Da'wah and Communication, the attainment of university accreditation at the highest level (A), *zero findings*, and a clean audit opinion (WTP), first place in the Integrity Zone within the Ministry of Religion, and fifth place in the Ministry of Religion's Islamic Higher Education PTKIN ranking. However, there is still much work to be done and improved upon in this first phase, such as *the implementation of the vision and mission into the curriculum*, the quality of human resources that are recognised both nationally and internationally, the availability of facilities and infrastructure that are compatible with the demands of society and the times, as well as other issues that have the potential to hinder the achievement of the established vision and mission.

Since 2019, the transformation of UIN Walisongo has entered its second phase (2020-2024), namely the *consolidation phase towards becoming a research university*. In this second phase, UIN Walisongo and, of course, the Faculty of Da'wah and Communication are faced with various challenges, both internal and external. The internal challenges faced by the Faculty of Da'wah and Communication include weaknesses such as the low number of professors, the number of doctors, scientific publications in reputable international journals, the number of postgraduate students (S2 KPI), and various implementations of cooperation in the field of Tridharma Perguruan Tinggi with various *funding* institutions in the country and abroad. Other internal weaknesses are related to the availability of integrated

laboratory facilities and infrastructure at the Faculty of Da'wah and Communication that can support the development of study programme competencies, as well as mastery of technological developments for the purposes of the lecture process. The external challenges faced include the emergence of an era *of disruption* as a result of developments in information technology and changes in government policy. In addition, externally, the position of the Faculty of Da'wah and Communication at UIN Walisongo is also faced with the existence of faculties at other universities, both domestic and foreign, which are also continuing to improve.

The Faculty of Da'wah and Communication at UIN Walisongo is determined to make *unity of sciences* the basis *of value* for research and scientific development activities in the fields of Da'wah and Communication, and this has been made one of the identities of the Faculty of Da'wah and Communication at UIN Walisongo. The basis of the *unity of sciences* is not in the sense of unity between *natural sciences* and *social sciences*, as understood by some Western thinkers, but unity between *al-'ulum ad-diniyyah*, *al-'ulum al-ijtima'iyah*, and *al-'ulum al-kauniyah* (*religious sciences*, *social sciences*, and *natural sciences*). The benefits of these research and scientific development activities are directed towards making a positive contribution to humanity and civilisation, as well as contributing to the progress of the state.

Over the past five years, many external changes have prompted adjustments to the strategic plan period for achieving the vision set out in the Master Development Plan (RIP). The strategy for achieving the second stage of the vision was originally planned for 2020-2024, but due to many external changes, it was adjusted to 2020-2024. Some of these external changes include:

1. The Government's policy for the 2019-2024 period, as announced by the President of the Republic of Indonesia in his inauguration speech on 20 October 2019, with five main points, namely a) Prioritising character education and the implementation of Pancasila, b) Cutting all regulations that hinder progress, in line with breakthroughs and increased investment, c) Government policies must be conducive to encouraging the private sector to increase investment in the education sector, d) All government activities should be oriented towards job creation, thereby prioritising new and innovative approaches to education and vocational training, e) Strengthening technology as a tool for equitable distribution, ensuring that both remote areas and major

- cities have equal opportunities and support for learning.
2. The rapid development of technology has led to the advent of an era *of disruption*, also known as Industry 4.0, which requires smart campuses to support higher quality education services in this era.
 3. Government policies regarding the implementation of higher education and the management of higher education institutions, as well as government policies in the financial sector as a reference for the financial independence of higher education institutions

Based on these considerations, the Faculty of Da'wah and Communication at UIN Walisongo Semarang has formulated a Strategic Plan (Renstra) for the second phase, namely 2020-2024, so that the vision can be achieved as expected.

1. Governance and Institutional Structure

a. Number of Programmes

During the period 2014-2019, every year there was an addition of Bachelor's or Master's degree programmes at the Faculty of Da'wah and Communication, UIN Walisongo, so that the number of programmes, which was originally 4 in 2015, increased to 6 in 2017. In 2019, there were no new programmes added. Details of the addition of programmes for each year can be seen in the following table.

Table 1

Number of Programmes in the Faculty of Da'wah and Communication from 2015 to 2019

Year	D3	Bachelor's Degree	Master's Degree	Doctoral	Number	Additional Programmes
2014	0	4	0	0	4	-
2015	0	4	1	0	5	Master's Degree in Communication and Islamic Broadcasting
2016	0	4	1	0	5	-
2017	0	5	1	0	6	Bachelor's Degree in Hajj Management and Umrah
2018	0	5	1	0	6	-
2019	0	5	1	0	6	-
Total	0	5	1	0	6	

From Table 1, it can be seen that there were two new study programmes added in 2015, namely the Master's programme in Islamic Communication and Broadcasting (S2 KPI) and the Bachelor's programme in Hajj and Umrah Management (S1 MHU) in 2017. Visualisation of the Number of Programmes in the Faculty of Da'wah and Communication at UI Walisongo Semarang for each level can be presented in the diagram below.

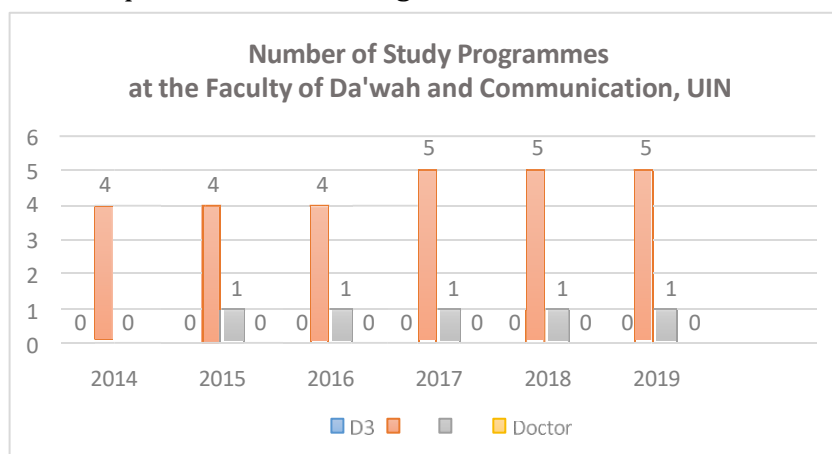


Figure 1

Changes in the Number of Study Programmes at the Faculty of Da'wah and Communication, UIN Walisongo, 2015-2019

Figure 1 shows the changes in the number of study programmes for each level. It can be seen that for the D-3 and S-3 levels, there were no additions over the 5-year period (2015-2019). Meanwhile, for the S-1 and S-2 levels, there were additions of 2 (two) new study programmes.

b. Programme Accreditation

As mentioned in the data above, the Faculty of Da'wah and Communication at UIN Walisongo has 6 study programmes consisting of 5 S-1 programmes and 1 S-2 programme. Of the 6 study programmes, 1 new accreditation meets the minimum accreditation requirements for establishing a new study programme, namely: the S-1 Hajj and Umrah Management Study Programme. The remaining 5 programmes have already received accreditation rankings from the National Accreditation Board for Higher Education (BAN PT), as follows.

Table 2
Accreditation Ratings of Academic Programmes at UIN
Walisongo as of November 2019

Rank	F	%
A	4	66.6%
B	1	16.7
C	1	16.7
Total	6	100%

The following is a breakdown of the rankings and accreditation scores for each study programme.

Table 3

List of Accreditation for Study Programmes at the Faculty of Da'wah and Communication as of November 2019

No	Faculty	Programme	Level	No. of Decision	Year of Decision Rank	Score	Expiration Date	
1	FDK	Dawah Management	Bachelor	468/SK/BAN-PT/Accreditation/S/XI I/2014	2014	A	365	24 December 19
2	FDK	Development Islamic Society	Bachelor	1099/SK/BAN-PT/Accreditation/S/X/2015	2015	B	309	24 October 20
3	FDK	Islamic Guidance and Counselling	Bachelor	1262/SK/BAN-PT/Accreditation/S/XI I/2015	2015	A	371	29 December 20
4	FDK	Islamic Communication and Broadcasting	Bachelor	1262/SK/BAN-PT/Accreditation/S/XI I/2015	2015	A	362	29 December 20
5	FDK	Communication and Islamic Broadcasting	Master	4426/SK/BAN-PT/Accreditation/M/X I/2017	2017	A	361	5 September 2022

c. Reputation

The reputation of the Faculty of Da'wah and Communication is in line with the reputation of UIN Walisongo as a university, as reflected in its accreditation and ranking among other universities. The institutional accreditation of UIN Walisongo was first conducted in 2015 and resulted in accredited status with a B rating through BAN PT Decree number 892/SK/BAN-PT/Akred/PT/VIII/2015 with a score of 346. In 2019, the Faculty of Da'wah and Communication at UIN Walisongo underwent re-accreditation and obtained an A rating with a score of 368 through BAN PT Decree No. 49/SK/BAN-PT/Akred/PT/III/2019. This was followed by the accreditation of five study programmes in the Faculty of Da'wah and Communication, one of which was the Master's degree programme in KPI, which became the only programme to receive an A rating among all PTKIN/S institutions in Indonesia. Meanwhile, the reputation in terms of ranking among other PTKIN institutions can be seen in the following table.

Table 4
Ranking of the Faculty of Da'wah and Communication at UIN
Walisongo from 2015 to 2019

Version	2015	2016	2017	2018	2019
Webometrics	1	6	4	5	3
4ICU	-	-	-	5	4
UI Green Metrics	-	-	-	-	2
E-SMS	-	-	-	4	2
ARWU	-	-	-	-	5890
Sinta	-	-	-	-	64

Table 4 shows that the ranking achieved by UIN Walisongo Semarang also represents the ranking of the Faculty of Da'wah and Communication, which reached 1st place in the Webometrics version in 2015, in 2016 it dropped to 6th place, in 2017 it rose to 4th place, in 2018 it dropped back to 5th place, and in 2019 it rose to 3rd place. According to the 4ICU version, UIN Walisongo was ranked 5th in 2018 and rose to 4th place in 2019. Based on the UI Greenmetric version, UIN Walisongo was ranked 2nd among PTKINs. According to the ARWU (*Academic Ranking of World Universities*) version, it was ranked 5890th and 64th by Sinta in 2019. Of course, this position makes the Faculty of Da'wah and Communication, as part of UIN

2. Students

New students in the Faculty of Da'wah and Communication come from various admission pathways such as SPAN-PTKIN, UMPTKIN, SBMPTN, Independent Pathway Exams, and Achievement Pathway. The number of prospective students who applied, were accepted, and registered for the years 2015 and 2019 is as follows.

Table 5
Number of Students Enrolled, Accepted, and Registered in 2015-2019

Study Programme	Applicants					Admitted					Enrolled				
	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019
BPI	487	601	976	1239	1254	222	165	163	150	225	159	167	165	163	150
KPI	1024	1390	2051	2660	2698	234	169	164	154	249	160	175	169	164	154
MD	502	653	966	1095	1118	234	182	167	169	258	70	174	182	167	169
PMI	129	168	312	406	409	125	77	90	74	109	74	73	77	90	74
MHU	0	0	888	1534	1554	0	0	43	92	144	0	0	43	44	92
KPI (Master's Degree)	0	6	5	16	12	0	6	3	14	12	5	5	3	12	10
Total	2142	2818	5198	6,950	7,045	815	599	630	653	997	468	594	639	640	649

Since 2015, the total number of students at the Faculty of Da'wah and Communication, UIN Walisongo, has increased every year, in line with the addition of study programmes and the increase in student quotas for several study programmes. By the end of 2019, the number of students enrolled at the Faculty of Da'wah and Communication, UIN Walisongo, was 3,035. The increase in the number of students from 2015 to 2019 can be seen in the figure below.

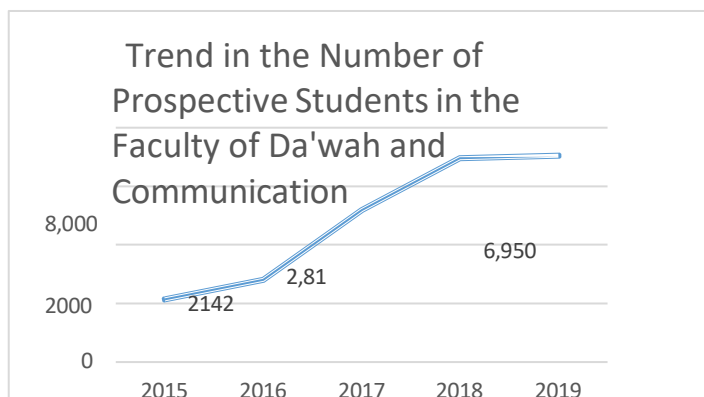


Figure 2

Trend in the Number of Prospective Students at the Faculty of Da'wah and Communication, UIN Walisongo, 2015-2019

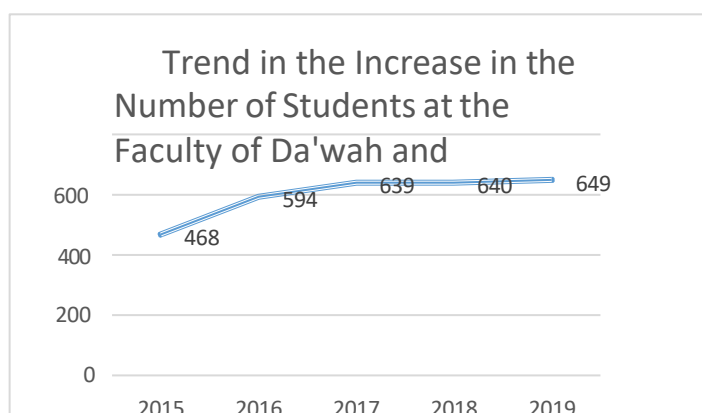


Figure 3

Increase in the Number of Students at the Faculty of Da'wah and Communication, UIN Walisongo, 2015-2019

Graphs 2 and 3 show a linear increase in the number of students from 2015 to 2019. This increase is evidence that the Faculty of Da'wah and Communication at UIN Walisongo supports and plays a role in increasing the Gross Enrolment Rate (GER) 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 the Faculty of Da'wah and Communication, UIN Walisongo, which are in line with community needs.

The increase in the number of students is also accompanied by an improvement in student achievements, particularly at the international level. The table below shows the number of national and international achievements

of students from the Faculty of Da'wah and Communication at UIN Walisongo during the period 2015-2019.

Table 6

Number of Student Achievements at the Faculty of Da'wah and Communication, UIN Walisongo, 2015–2019

Year	National	International
2015	23	1
2016	20	3
2017	16	4
2018	16	2
2019	23	3
Total	98	13

3. Human Resources

Human resources at the Faculty of Da'wah and Communication, UIN Walisongo, can be divided into two categories: teaching staff or lecturers and non-teaching staff. By the end of 2019, the Faculty of Da'wah and Communication had 65 lecturers and 16 non-teaching staff. The number of employees from 2015 to 2019 is shown in the following table.

Table 7

Distribution of Lecturers at the Faculty of Da'wah and Communication from 2015 to 2019

No	Academic Position	Number of Permanent Lecturers Assigned to Study Programmes						Total Faculty
		PS.1 (BPI)	PS.2 (KPI)	PS.3 (MD)	PS.4 (PMI)	PS.5 (MHU)	PS.6 S.2 KPI	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1.	Senior Assistant	3	6	5	4	2	0	20
2.	Lecturer	8	6	3	6	2	0	25
3.	Head Lecturer	2	3	4	2	3	5	24
4.	Professor	0	0	0	0	0	1	1
	TOTAL	13	15	12	12	7	6	65

Table 8

Educational Staff of the Faculty of Da'wah and Communication 2015-2019

No	Staff Position	Educational Staff of the Faculty of Da'wah and Communication						Total Faculty
		Master	Bachelor's Degree	D3	D2	D1	High School	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1.	Civil	3	5	0	0	0	1	9

No	Staff Position	Educational Staff of the Faculty of Da'wah and Communication						Total Faculty
		Master	Bachelor's Degree	D3	D2	D1	High School	
	Servant							
2.	Non-civil servants	0	0	0	0	0	0	0
3.	BLU	0	0	1	0	0	6	7
	TOTAL	3	5	1	0	0	7	16

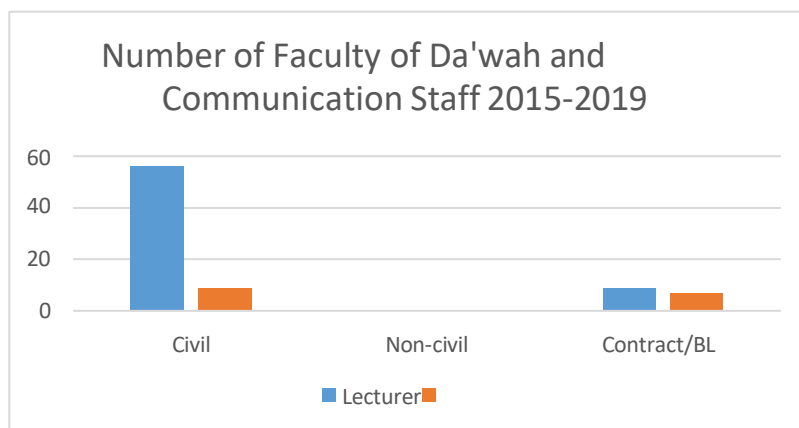


Figure 4
Number of Faculty Members at the Faculty of Da'wah and Communication, UIN Walisongo, 2015-2019

Based on the figure above, it can be seen that the number of lecturers and educational staff has increased due to the recruitment of BLU staff. For lecturers, based on their functional positions, a positive trend can be seen for the position of senior lecturer. Further details can be seen in the following graph.

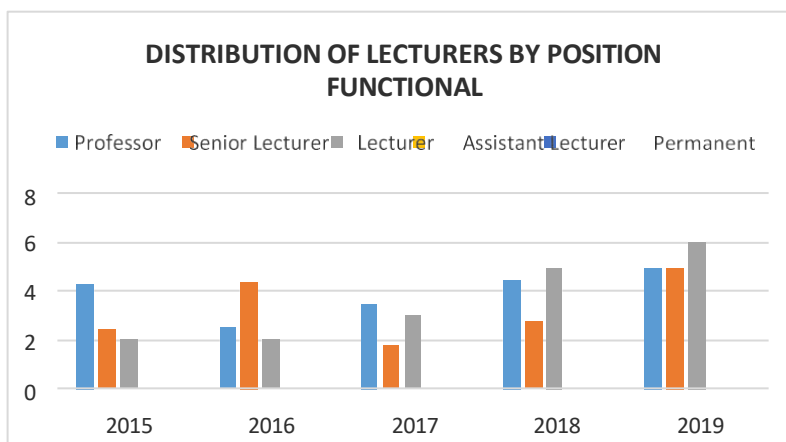


Figure 5

Distribution of Lecturers Based on Functional Positions in 2015-2019

In addition to the increase in senior lecturers, the graph above also shows a decrease in the number of lecturers with the position of Lecturer in 2016. This was partly due to lecturers being promoted to senior lecturers. The number of lecturers who did not yet have a functional position or prospective lecturers increased rapidly in 2019. This was because in that year, the Faculty of Da'wah and Communication at UIN Walisongo accepted 5 non-civil servant permanent lecturers and 13 civil servant candidate lecturers. In 2017, there was relatively little increase or decrease. Meanwhile, based on the educational level of lecturers, the graph below shows a consistent upward trend in the number of lecturers with doctoral degrees from 2015 to 2019. Additionally, there was an increase in the number of lecturers with master's degrees due to the recruitment of lecturers in 2019.

Table 9

Number of Lecturers by Educational Level, 2015-2019

No	Item	Number of Permanent Lecturers Assigned to the Study Programme						Total Faculty
		BPI	KPI	MD	PMI	MHU	S.2 KPI	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1	S.1	-	-	-	-	-	-	-
2	S.2/ Profession / Sp-1	10	12	12	11	5	0	50
3	S.3 /Sp-2	3	3	0	1	2	6	15
	TOTAL	13	15	12	12	7	6	65

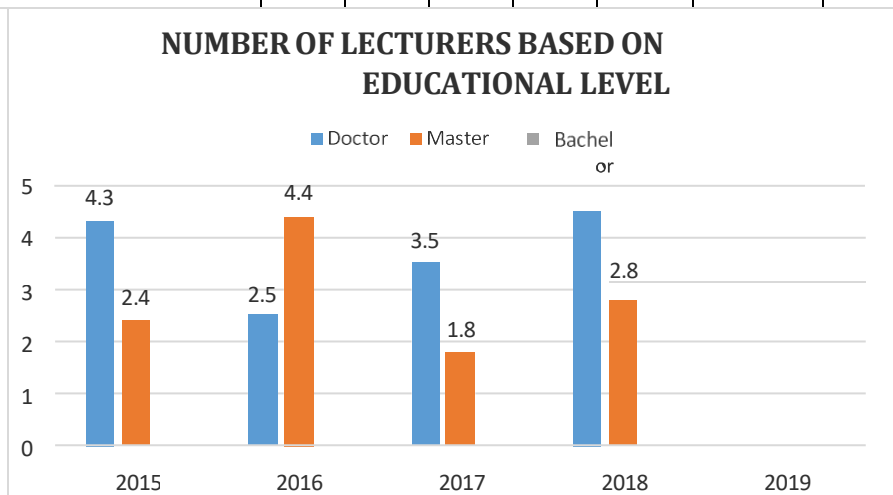


Figure 6

Number of Lecturers by Educational Level, 2015–2019

4. Research and Community Service

a. Research

The achievement of research in the Faculty of Da'wah and Communication is divided into four categories of research, namely: 1) research funded by the University from BOPTN; 2) research funded by PNPB; 3) research funded independently by lecturers; and 4) research funded by domestic institutions outside the university. 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 diagram.

Table 10
Comparison of Research Proposals Submitted and Accepted in
2015-2019

No	Programme Name	Number of Proposed Research Titles					Number of Research Titles Accepted				
		2015	2016	2017	2018	2019	2015	2016	2017	2018	2019
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1	Islamic Communication and Broadcasting	5	3	6	5	2	5	3	6	5	2
2	Islamic Guidance Counselling	9	4	6	10	4	9	4	6	10	4
3	Dawah Management	5	6	7	9	4	5	6	7	9	4
4	Islamic Community Development	5	16	20	17	3	5	16	20	17	3
5	Hajj and Umrah Management	0	7	8	5	4	0	7	8	5	4
6	Master of Islamic Communication and Broadcasting	0	4	4	8	3	0	4	4	8	3
Total		na=24	na=40	nb=51	nc=54	nd: 20	na=24	na=40	nb=51	nc=54	nd:20

b. Community Service

Based on the results of community service performance, there is a tendency for all lecturers and educational staff to be actively involved in community service activities, as shown by the

trend of activities carried out and funded by the University and Faculty, as shown in the following table:

Table 11
Comparison of Community Service Proposals Submitted and
Approved from 2015 to 2019

No	Programme Name	Number of PKM Titles Proposed					Number of Accepted PKM Titles				
		2015	2016	2017	2018	2019	2015	2016	2017	2018	2019
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1	Islamic Communication and Broadcasting	2	5	4	7	2	2	5	4	7	2
2	Islamic Guidance Counselling	4	3	4	6	3	4	3	4	6	3
3	Dakwah Management	3	8	10	12	2	3	8	10	12	2
4	Islamic Community Development	6	6	6	7	1	6	6	6	7	1
5	Hajj and Umrah Management	0	8	9	11	3	0	8	9	11	3
6	Master of Islamic Communication and Broadcasting	0	4	4	5	1	0	4	4	5	1
Total		na = 15	na=3 4	nb=37	nc: 48	nd:12	na=1 5	NB=3 4	nc=3 7	nd=4 8	ne=1 2

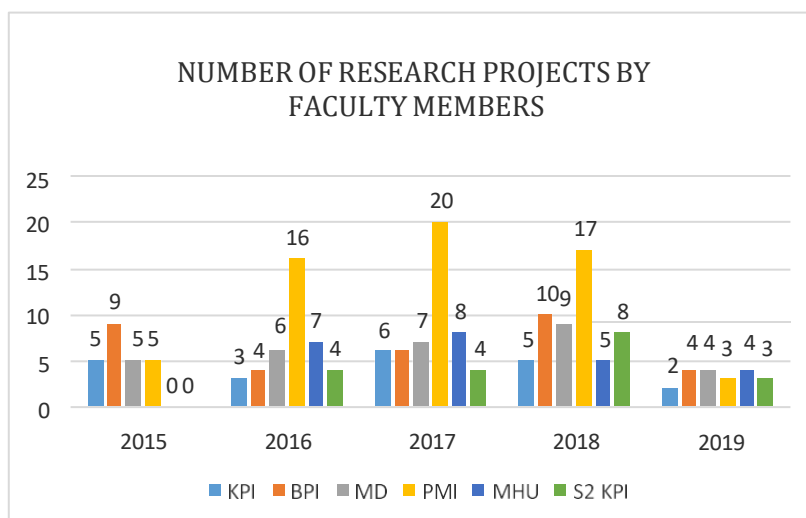


Figure 8

Research Activities of Lecturers at the Faculty of Da'wah and Communication 2015-2019

The trend in community service activities has shown a significant increase from year to year between 2015 and 2019. This is because the community service scheme implemented by the Faculty of Dakwah and Communication does not solely rely on funding from LP2M but is carried out independently. However in 2019, the trend of community service activities experienced a significant decline. This was because the research scheme was centralised at LP2M.

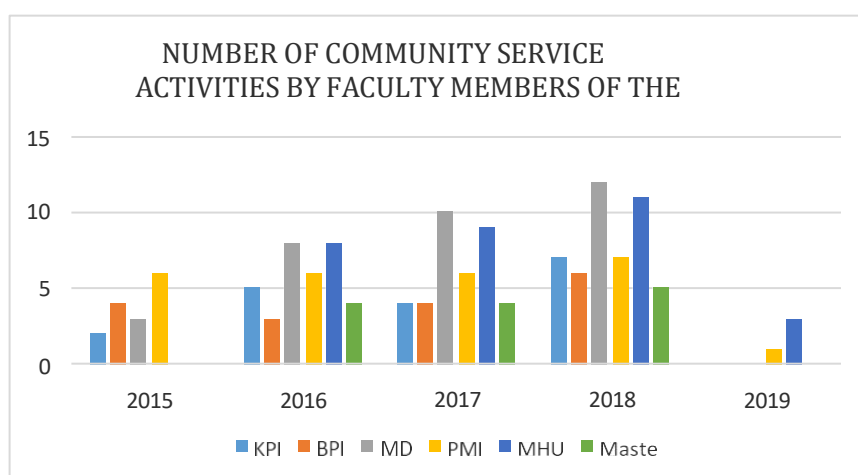


Figure 9
Number of PKM Activities by Faculty of Da'wah and Communication Lecturers in 2015-2019

Based on Figures 8 and 9, it can be concluded that the number of research and PKM activities proposed and accepted by lecturers at the Faculty of Da'wah and Communication, UIN Walisongo Semarang, is the same. This means that lecturers have equal opportunities and possess good and competitive research and PKM quality.

5. Library and laboratory

a. Library

The Faculty of Da'wah and Communication Library has an integrated collection with the UIN Walisongo Library, as the library is centralised at UIN Walisongo, located at Campus I,

Campus II, and Campus III. Additionally, UIN Walisongo also has an American Corner, an institution that greatly supports academic literature at the university. The number of library titles and the total number of books have consistently increased over the past three years, as illustrated in the table below.

Table 12
Number of Printed Library Collections from 2015 to 2019

Collection	Title	Copies
2014	23,848	81,973
2015	25,246	85,760
2016	28,005	93,570
2017	29,388	97,010
2018	65,710	187,425
2019	67,389	195,224

In addition to collecting printed books, the Faculty of Da'wah and Communication at UIN Walisongo also subscribes to several electronic journal databases through the university library (central), namely:

- a. Cambridge Journal Online
- b. Oxford Journals
- c. Emerald Journal
- d. Oxford Islamic Studies

In addition to its extensive collection, UIN Walisongo also has an excellent reputation in the field of repositories, where within the scope of PTKIN, UIN Walisongo ranks fourth after UIN Sunan Ampel Surabaya, UIN Syarif Hidayatullah, and UIN Sunan Kalijaga Yogyakarta. Thus, it can be said that the Faculty of Da'wah and Communication also has a good reputation in the field of repositories.

b. Dakwah Laboratory

The Da'wah Laboratory is a unit within the Faculty of Da'wah and Communication that organises activities such as training, practical work, research, and community service as a partner in developing the departments within the Faculty of Da'wah and Communication. The Da'wah Laboratory consists of seven divisions, namely:

- a. Khitobah and BTQ Division
- b. Broadcasting and Publishing Division

- c. Islamic Guidance and Counselling Division
- d. Institutional Management and Islamic Tourism Division
- e. Islamic community development division and outdoor laboratory
- f. Hajj and Umrah Division
- g. Traditional Da'wah Media Development Division

6. Collaboration

The collaborations and partnerships developed by the Faculty of Da'wah and Communication at UIN Walisongo are not only related to academic activities but also non-academic ones. Academic collaborations include the presence of 12 international students from Phattani, Thailand. Meanwhile, non-academic cooperation is aimed at supporting the role of the Faculty of Da'wah and Communication at UIN Walisongo as a higher education institution implementing the BLU financial model. The number of national and international collaborations from 2015 to 2019 is presented in the table below. The number of national and international collaborations from 2015 to 2019 is presented in the table below.

Table 13
Number of Collaborations in 2015-2019

Collaborations (MoU and PKS)	National	International	Number
2015	17	6	21
2016	19	9	28
2017	16	6	26
2018	20	9	29
2019	32	9	41
Total	104	39	145

Based on the table above, the number of international collaborations at the Faculty of Da'wah and Communication, UIN Walisongo, increased in 2018 and 2019, due to the fact that in 2018 several lecturers and educational staff had the opportunity to participate in overseas training.

B. Potential and Issues

SWOT Matrix	Strengths 1. Possesses a vision for academic development based on the unity of knowledge, not dichotomous. 2. Possesses high-quality lecturers with competencies that support the achievement of the University, Faculty, and Study Programme Vision; 3. A strategically located campus with easily accessible facilities and infrastructure. 4. Good financial management (WTP) and BLU-based management; 5. Integrated information system 6. Extensive library, subscriptions to international journals and high-quality repository 7. University and study programmes accredited A by BAN-PT 8. Has cooperation agreements (MOU) with various domestic and international institutions/organisations. 9. Close proximity to industrial locations, supporting the link and match programme between the curriculum and market needs 10. An integrated, outstanding, and competitive Da'wah laboratory 11. Campus based on smart and green campus principles 12. Campus of religious moderation	Weaknesses 1. Overlapping study programmes 2. Inadequate facilities and infrastructure. 3. Limited scientific publications by lecturers and students. 4. Not many cited works 5. The ratio of lecturers and educational staff to students does not meet national education standards. 6. The service system does not fully comply with standard operating procedures. 7. BLU revenue is still low. 8. A culture of quality has not yet been established in each unit. 9. The competence of teaching staff is not yet fully in line with requirements. 10. A strong work ethic among human resources is not yet evenly distributed. 11. There are still many <i>dormant MoUs</i>.
---	---	--

Opportunities	SO Strategies	WO Strategies	
1. Various grants from external parties to strengthen facilities supporting activities. 2. Good recognition from the Financial Audit Board (BPK) with a WTP rating. 3. Good recognition from the Ministry of Religion in terms of compliance with regulations. 4. Positive feedback from graduates' employers. 5. High public interest in studying at the Faculty of Da'wah and Communication at UIN Walisongo. 6. Institutions and companies are currently quite open and highly cooperative with higher education institutions. 7. Availability of job opportunities for graduates. 8. Availability of scholarships from donor institutions. 9. Foreign universities are opening up many opportunities for	1. Optimising and enhancing the quality of graduates with Islamic values and a holistic understanding of knowledge, as well as launching new programmes aligned with societal needs [S1; O4] 2. Encouraging and facilitating human resources to actively participate in academic and non-academic activities that support the achievement of the University's vision. [S2; O6] 3. Providing quality facilities and infrastructure to deliver excellent services and facilitate public access to the campus [S3; O1] 4. Maintaining and/or improving the achievement of the WTP status through enhanced financial management quality. [S4; O2] 5. Optimising system integration and updating the latest developments related to the institution. (S5: O3) 6. Enhancing and optimising the use of online library resources from international journals subscribed to by the institution [S6; O5] 7. Enhancing the institution's quality <i>recognition</i>, not only through A accreditation from BAN-PT, but also	1. Clarifying the competencies of graduates from each study programme, as well as the direction of their academic development in line with the demands and needs of the available job market [W1; O7] 2. Maximising external grant funds to improve the quality of facilities and infrastructure needed to support academic activities. [W2; O1] 3. Enhancing the academic atmosphere by encouraging lecturers and students to conduct scientific research and facilitating the publication of their work in reputable national and international journals. [W3; O4] 4. Submitting proposals for additional lecturers and educational staff to the ministry [W4; O3] 5. Consistently implementing improvements and refinements to standardised and excellent service systems to enhance recognition from the Ministry of Religion regarding compliance with regulations [W5; O3] 6. Achieving an unqualified opinion from the State Audit Agency to improve organisational performance and	

Threats (Challenges)	
1. Regulatory changes that affect the UIN system and governance. 2. The lack of a reliable system to prevent plagiarism and intellectual piracy. 3. The emergence of developments	
ST Strategies	
1. Strengthening and implementing the value of the unity of knowledge in the implementation of the three pillars of higher education as a distinguishing feature of the university [S1;T4] 2. Enhancing an academic atmosphere based on the unity of knowledge, as well as direct involvement in handling humanitarian cases	8. Encouraging each unit to follow up on existing MoUs through various collaborative activities, in order to improve the quality of education, research, community service, and employment opportunities for graduates [S8; 07] 9. Optimising collaboration with institutions and industries to enhance the alignment between the curriculum and market needs [S9; 05] 10. Enhancing the quality of campuses with highly attractive environments (S10: 05) 11. Optimising the role of moderation to support a unique and attractive campus of civilisation [S11; 05]
WT Strategies	
1. Healthy and structured programme competencies in accordance with applicable regulations [W1; T1] 2. Procuring various facilities and infrastructure to prevent plagiarism and/or piracy of intellectual works [W2; T2] 3. Enhancing studies related to the era of disruption, and publishing works	7. Improving graduate quality in accordance with KKNi standards, and providing additional <i>soft skills</i> for students through collaboration with various institutions and companies. [W7; 06] 8. Improving competence through training and quality improvement of educational personnel. [W8; 03] 9. Upgrading and improving performance commitment evenly across all educators and educational personnel. [W9; 03] 10. Following up on the MoU with strategic and practical activities in the fields of education, research and community service. [W10; 09]

	The challenges of the increasingly evident era of disruption. 4. Competition among domestic and international universities is intensifying. 5. Government funding allocation remains very limited. 6. Increasing costs for procurement, maintenance, and operation of facilities and infrastructure. 7. The awareness of potential <i>stakeholders</i> regarding the quality of graduates is increasing; 8. The phenomenon of humanitarian and civilisational issues is on the rise.	and civilisation [S1;T8] 3. Enforcing regulations related to the prohibition of plagiarism and piracy of lecturers' and students' works, through a <i>similarity checker</i> system and intellectual property rights registration [S2; T2] 4. Increasing BLU funding sources through investment and utilisation of the strategic location of the campus [S3; T5] 5. Enforcing discipline and code of ethics at the Faculty of Da'wah and Communication, UIN Walisongo, in accordance with applicable regulations [S4; T1] 6. Improving service quality through information system integration [S5; T6] 7. Improving the new student admission selection system to produce high-quality students and graduates [S6;T3] 8. Enhancing the culture of quality and recognition ratings from external quality assurance institutions, in order to raise the level of the Faculty of Da'wah and Communication at UIN Walisongo among existing universities [S7; T4] 9. Expanding cooperation (MoU) and productive advocacy with various parties [S8; T7] 10. Enhancing the role of campuses in the development of civilisation in Indonesia (S11: T8)	contextual scientific research [W3; T3] 4. Building a competitive mindset, literacy and technological awareness, participating in and organising international student activities in all fields. [W1, T3] 5. Implementing good and transparent governance and institutional management to enhance the reputation among existing higher education institutions [W4: T4] 6. Improving internal service systems to increase BLU revenue [W5; T7] 7. Increasing transparency and efficiency in the use of funds from various available sources [W6; T6] 8. Consistent implementation of SPMI, improving quality with SPME standards to meet stakeholder demands and increasingly high challenges [W7; T7] 9. Periodically revising the curriculum to align with learning outcomes and current issues [W8; T8]	
--	---	--	---	--

CHAPTER II: VISION, MISSION, OBJECTIVES, AND TARGETS

A. Vision and Mission

Vision

"A leading faculty in education, research, application and development of Da'wah and Communication Sciences for Humanity and Civilisation based on the Unity of Knowledge in Southeast Asia in 2038"

The vision is explained as follows:

1. Leading

The word "leading" is synonymous with important, foremost, and primary. In the vision of the Faculty of Da'wah and Communication at UIN Walisongo, the word "leading" means that the Faculty of Da'wah and Communication at UIN Walisongo aims to become a research faculty at the forefront of research in Da'wah and Communication based on the unity of knowledge, so that it is recognised as one of the top 10 faculties in Islamic universities in Southeast 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 studies, and *smart and green campuses*.

The achievement of the vision, mission, goals and objectives in 2038 is based on the strategic plan (RENSTRA) which is divided into five phases, including (1) Renstra 2014-2018 (consolidation of IAIN-UIN transformation); Renstra 2020-2024 (consolidation towards a research university); Renstra 2024-2028 (strengthening towards a national research university); Renstra 2029-2033 (development towards a Southeast Asian research university); and Renstra 2034-2038 (recognition as an Asian research university). This timeline refers to *the milestones* for achieving the vision of UIN Walisongo, which can be illustrated in the following figure:

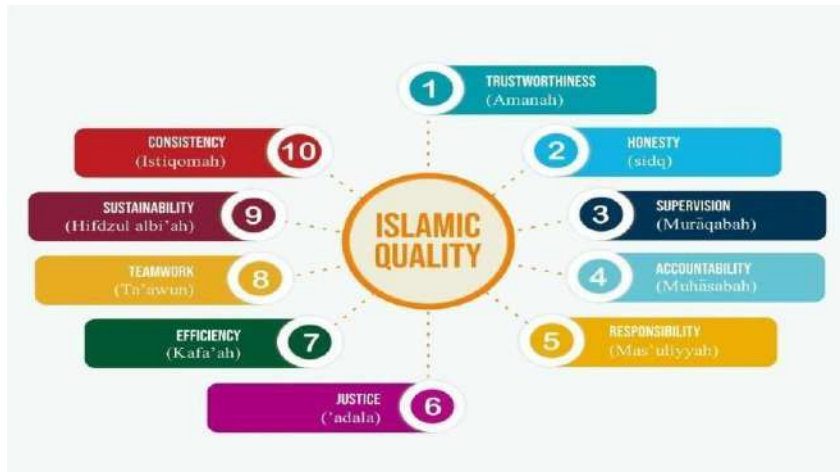


Figure 9 Milestones for Achieving the Vision

The principle of *tauhid* (the oneness of Allah and also the oneness of knowledge) as the ontological, epistemological, and axiological foundation. 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, the Faculty of Da'wah and Communication at UIN Walisongo 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 staff who are pious, sincere, and 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, Islamic values are used as a reference, including the following:

- a) Amanah (*Trustworthiness*)
- b) Sidiq (*Honesty*)
- c) Muraqabah (*Supervision*)

- d) Muhasabah (*Accountability*)
- e) Responsibility
- f) *Justice*
- g) Competence (*Efficiency*)
- h) *Cooperation*
- i) Environmental Conservation (*Sustainability*)
- j) *Consistency*

These ten values are illustrated in the following image;

2. Education

The term "education" at the Faculty of Da'wah and Communication, UIN Walisongo, aims to establish the Faculty as a centre for education and teaching of knowledge, development of education in the fields of Da'wah and Communication based on the unity of knowledge, technological advancement, and grounded in the principles of green campus, smart campus, and religious moderation.

3. Research

The word "research" emphasises that the Faculty of Da'wah and Communication at UIN Walisongo is a centre for research activities as a major agenda in the effort to discover new knowledge and science that is beneficial for world peace (*rahmatan lil alamin*). In its research activities, the Faculty of Da'wah and Communication at UIN Walisongo applies several principles. *First*, research activities must be conducted using an integrative and transdisciplinary paradigm in order to discover new knowledge in the fields of da'wah and communication. *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*, the Faculty of Da'wah and Communication must provide facilities and infrastructure conducive to research.

The research undertaken by the Faculty of Da'wah and Communication at UIN Walisongo operationally prioritises research activities without neglecting teaching and community service activities. There are at least nine indicators:

- a) Strengthening and integrating research into the learning process up to the outcome.

- b) Improvement quality of of and students on an ongoing basis.
- c) Enhancement of collaborative research between lecturers and students at both the national and international levels.
- d) Increase in publications and citations of research results.
- e) Increase in the number of intellectual property rights, patents, and other innovative works.
- f) Possessing uniqueness as a research destination on Walisongo studies.
- g) Research activities by lecturers are more numerous than teaching activities.
- h) All academic and non-academic policies are based on research results.
- i) Possession of representative laboratories accessible to all students.

To achieve these research indicators, the following implementation stages for research consolidation have been established in this second phase:

- a) 2020: Exploration, formulation and establishment of the format for the Walisongo UIN Faculty of Da'wah and Communication Research University.
- b) Year 2021: Implementation of internal strengthening towards research (integration into academic and financial aspects).
- c) Year 2022: Further implementation (academic and financial policies characterised by research).
- d) 2023: Recognition as a research faculty at the regional level.
- e) 2024: The beginning of the third phase of the RIP for the Faculty of Da'wah and Communication at UIN Walisongo, "Towards a National Research-Based Faculty".

4. Unity of Knowledge

The unity of knowledge implies the unity between religious disciplines (*al-'ulum al-diniyyah*), social sciences (*al-'ulum al-ijtimaiyah*) and natural sciences (*al-'ulum al-kauniyyah*). This unity of knowledge is based on the assumption that all knowledge originates 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 in the form of signs revealed through the Prophets and Messengers and signs that must be read through the universe. These two signs (*ayat*) must be studied as a unity. Specifically, this revelation is classified into

three types: *ayat qur'aniyah* (signs originating from divine revelation and sunnah), *ayat ijtimai'iyah* (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-ijtimaiyyah*), and natural science (*al-'ulum al-kauniyyah*).

From the perspective of the philosophy of the unity of knowledge, the Faculty of Da'wah and Communication at UIN Walisongo 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 revelation (*ilmu Hudhuri*) and also through investigation and research into natural phenomena (*ayat-ayat kauniyah*). The words humanity and civilisation emphasise the axiology of knowledge developed at the Faculty of Da'wah and Communication at UIN Walisongo.

Graduates from the Faculty of Da'wah and Communication at UIN Walisongo possess three main characteristics. *First*, they are pious towards Allah as the source of all knowledge. *Second*, they have a strong commitment to making a tangible contribution to the sustainability of human life and nature. *Third*, they are capable of developing new sciences based on the cultural roots of Indonesian society.

5. Humanity and Civilisation

The term **humanity** in this vision means that the Faculty of Da'wah and Communication at UIN Walisongo has established itself as part of the effort to humanise humanity, uphold human values and carry out humanitarian tasks. In particular, the civitas of the Faculty of Da'wah and Communication at UIN Walisongo is encouraged to establish harmonious relationships with all parties without distinguishing between ethnicity, culture, race, religion and so on. In this way, the Faculty of Da'wah and Communication at UIN Walisongo aims to create a society that respects human values. Therefore, the scientific approach used at the Faculty of Da'wah and Communication at UIN Walisongo 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 live in cities or societies organised as nations. This *way of life* is expected to give rise to a noble civilisation, one whose values are rooted in *local wisdom*, such as upholding mutual cooperation, tolerance and mutual respect. Through its vision *of civilisation*, the Faculty of Da'wah and Communication at UIN Walisongo is determined to contribute to the quality of life of humans, society, the nation, and even the world.

One of the dreams of the Faculty of Da'wah and Communication at UIN Walisongo in contributing to civilisation is to realise *a green campus*, which is a vision of a green campus that implements low-emission energy efficiency, conservation of natural resources, and improves environmental quality by educating its citizens to live healthy lifestyles and create a conducive learning environment that is sustainable.

The indicators for *a green campus* are formulated as follows:

- a) Planning and infrastructure: a balance between open spaces and the 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) *Issues* related to *sustainable development* are 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 *theo-anthropocentric* and *non-dichotomous* dimension; its presence aims to humanise humans, uphold human values and carry out humanitarian tasks, as well as contribute to improving the quality of life of humans, society, the nation and even the world. Ultimately, the presence of knowledge will give birth to a noble civilisation.

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

The formulation of the Vision, Mission, Objectives, and Strategies of the Faculty of Da'wah and Communication at UIN Walisongo Semarang is as follows:

Vision	A Leading Faculty in Education, Research, Application, and Development of Da'wah and Communication Sciences for Humanity and Civilisation Based on the Unity of Knowledge in Southeast Asia by 2038					
Mission	Providing science and technology education and teaching based on a unified body of knowledge to produce graduates who are professional with noble character	Enhancing the quality of research in the fields of Islamic studies and communication for the benefit of Islam, science, and society	Conducting research-based community service in the field of da'wah and communication that is beneficial for community development	Exploring, developing, and applying local wisdom values in the field of da'wah and communication studies	Developing collaborations with various institutions at regional, national, and international levels	Establishing professional institutional management systems compliant with ISO/international standards
Aims	Producing graduates with academic and professional capabilities and noble character who are able to apply and develop the unity of knowledge	Producing research works in the field of Islamic preaching and communication that are beneficial for the interests of Islam, science, and society	Producing service works in the field of da'wah and communication that are beneficial for community development	To internalise local wisdom values within the Tri Dharma of higher education in the field of da'wah and communication studies	Achieving positive and productive outcomes from collaborations with various institutions at regional, national, and international levels	The emergence of professional higher education governance with ISO/international standards
Objectives	Improving the quality of science and technology education and teaching based on the unity of science;	Improving the quality of research in the field of da'wah science and communication	Improving the quality of service in the field of da'wah science and communication for	The development and application of local wisdom values in the field of da'wah studies and	Expanding cooperation at the regional, national, and international levels;	Improving the quality of institutional governance

		for the benefit of Islam, Science and Society;	research-based community development;	Communication;		
Strategic Objectives 2020-2024	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 in the fields of da'wah and communication 2. Establishing a quality recruitment and student service system to produce graduates with noble character, a unified scientific perspective knowledge, and achievement academic, professional career,	4. Enhancing the ethos, culture, and quality of research in the field of da'wah and communication based on innovative and effective unity of knowledge, supporting the realisation of community welfare	5. Enhancing the ethos, culture, and quality of community service in the field of da'wah and communication based on innovative and practical knowledge integration, thereby supporting the realisation of community welfare	6. Preparing students to become professional graduates with good character through the provision of education programmes based on the unity of knowledge and the application of blended learning so that they can apply, develop and advance science, technology and the arts	7. Enhancing cooperation and partnerships in the implementation of the Tri Dharma of Higher Education in the fields of da'wah and communication, and developing the University as a Public Service Agency	8. Improving the quality and quantity of facilities and infrastructure that support the performance of the Tri Dharma in the field of da'wah and communication through effective and efficient management based on the optimisation and development of resources to realise a research university 9. Enhancement and development the university and faculties in an integrative online system 10. Realising good university governance by implementing a sound, transparent and accountable

	and community service, as well as competitiveness 3. The realisation of institutional services and a healthy faculty governance system based on the application of the principles of good university governance.					financial management system, a professional and objective internal control system, and effective risk management 11. Realising a Smart and Green Campus.
--	--	--	--	--	--	--

CHAPTER III: POLICY DIRECTIONS, STRATEGIES, REGULATORY FRAMEWORK AND INSTITUTIONAL FRAMEWORK

A. Policy Direction and Strategy

1. Master Development Plan

In line with the transformation journey of UIN Walisongo, the Faculty 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 the established vision. The Master Plan for Development (RIP) of the Faculty of Da'wah and Communication at UIN Walisongo is designed for a period of 25 years, starting in 2014 until 2038, and is broken down into five-year periods. Then, in 2019, it received input from the Ministry of Religious Affairs, through the SAKIP (Government Agency Performance Accountability System) evaluation, so that there would be adjustments to the periodisation of the stages of achieving the vision and mission of the Faculty of Da'wah and Communication at UIN Walisongo with the periodisation at the Ministry of Religious Affairs.

Of the five phases, the first phase ended in 2019, leaving four phases remaining, with the achievement stages for each phase as follows:

1. Phase II (2020-2024): Consolidation towards a Research University At this stage, it is hoped that the Faculty of Da'wah and Communication at UIN Walisongo will be able to utilise all potential in implementing the Tridharma of Higher Education based on the *unity of sciences* in the field of da'wah and communication, towards becoming a leading and competitive research university that contributes to the welfare of society.

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

Building on the results obtained in phase II, in phase III it is hoped that the Faculty of Da'wah and Communication at UIN Walisongo will be able to strengthen the implementation of the Tridharma PT in the field of da'wah and communication based on *unity of sciences* or unity of knowledge as a nationally leading university and contribute to solving national problems and

challenges towards the realisation of national welfare.

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

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

4. Phase V (2035-2039): Recognition as a Research University in Asia

In this final phase, it is hoped that the Faculty of Da'wah and Communication at UIN Walisongo will continue to strengthen, develop, and utilise the Tridharma PT based on the *unity of sciences* as a leading faculty in Southeast Asia and contribute to solving national and international problems and challenges.

4. Policy Direction

The policy direction of the Faculty of Da'wah and Communication at UIN Walisongo Semarang for 2020-2024 is determined by considering:

- a. National policies in the field of higher education, namely:
 - 1) Improving equitable access to higher education through increased capacity, *affirmative policies*, and the provision of operational costs
 - 2) Improving the quality of higher education, among others, by improving the quality of academic staff, increasing the research budget, and enforcing quality assurance regulations
 - 3) Increasing the relevance and competitiveness of higher education, among others, through the development of innovative study programmes, improving the expertise and skills of graduates, strengthening cooperation, protecting rare study programmes, and developing and training entrepreneurship integrated into courses
 - 4) Strengthening university autonomy, among others, by strengthening higher education institutions by establishing centres of excellence *for mission differentiation*, reviewing budgeting so that it is not based on budget items, utilising

- alternative funding sources by developing university-industry and government partnerships
- b. The Ministry of Religious Affairs' policies in the field of higher education are as follows:
 - 1) Improving access to religious higher education
 - 2) Improving the quality of religious higher education services
 - 3) Improving the quality of lecturers and educational staff
 - 4) Improving the quality of research and innovation outcomes in religious higher education institutions
- c. The policies of the Directorate of Islamic Higher Education are as follows:
 - 1) Expanding Access to Islamic Higher Education,
 - 2) Improving the Quality, Relevance and Competitiveness of Islamic Higher Education,
 - 3) Strengthening Governance and Accountability of PTKI, and
 - 4) Development of Islamic Higher Education based on Islamic Science and Moderation
- d. Vision and Mission of the Faculty of Da'wah and Communication, UIN Walisongo
- e. The University Development Master Plan and its implementation at the Faculty of Da'wah and Communication, UIN Walisongo.

Based on the five (5) references above, the General Policy of the Faculty of Da'wah and Communication, UIN Walisongo Semarang, for the years 2020–2024 is formulated as follows.

- 1. Development of the Faculty of Da'wah and Communication at UIN Walisongo in the field of governance to realise an Islamic research university through:
 - a. the creation of an integrated and ISO-certified faculty and university management system,
 - b. the creation of an effective and professional work and service system,
 - c. the development of research units, study centres, or research centres, and;
 - d. The creation of leadership that is trustworthy, honest, competent, cooperative, environmentally conscious, consistent, transformative, integrity-driven, honest, and fair, as well as capable of responding to increasingly complex national and global challenges in this era of disruption.

2. The development of the Faculty of Da'wah and Communication at UIN Walisongo in the field of Tri Dharma by creating education and teaching systems, research and community service based on the paradigm of the unity of knowledge through:
 - a. the implementation of practical steps to humanise Islamic sciences, namely the utilisation of the latest scientific achievements related to the material or theory of certain Islamic sciences, the relevance of topics of discussion in certain Islamic sciences to social issues, internalising topics of discussion in certain Islamic sciences in human life, both in the individual and community spheres, and naturalising/adapting Islamic sciences locally,
 - b. implementation of practical steps to spiritualise modern sciences (social humanities, natural sciences), namely presenting Allah in the epistemology of science (the origin of science), presenting ethics in every scientific reasoning both in ontology (subject matter of science) and the function of science (axiology), presenting verses from the Qur'an in every scientific reasoning, and naturalisation/local adaptation of modern sciences, and
 - c. implementing practical steps to revitalise *local wisdom*, namely recognition of the existence of *local wisdom* in topics discussed in certain sciences, utilisation of *local wisdom* in the reasoning of certain sciences, and the development/preservation of local wisdom in the reasoning of certain sciences , and indigenisation/local adaptation /naturalisation of Islam.

3. The development of the Faculty of Da'wah and Communication at UIN Walisongo in the field of human resources and infrastructure through:
 - a. the creation of a system recruitment for that is of high quality, has integrity, and is professional,
 - b. creation systems development capacity human resources that is sustainable,
 - c. improvement of research facilities and infrastructure, and
 - d. the provision of stimulating, adequate, high-quality facilities and infrastructure that meet the needs of the academic community in improving academic quality.

4. Preparing outstanding graduates from the Faculty of Da'wah and Communication at UIN Walisongo by implementing educational and teaching programmes based on:
 - a. a curriculum oriented towards instilling noble character,
 - b. a curriculum with a unified scientific perspective,
 - c. a curriculum oriented towards the competitiveness of graduates, and
 - d. a curriculum that stimulates students to have a commitment to national and social issues.
 - e. A curriculum oriented towards the present and the future.
5. Development of the Faculty of Da'wah and Communication at UIN Walisongo in the field of financial systems by creating an integrated, transparent, and accountable financial system through:
 - a. the creation of a reliable and up-to-date information technology-based financial system,
 - b. recruitment of competent and professional administrative and financial personnel,
 - c. the creation of a strong and accountable internal control system based on risk analysis, and
 - d. enhancing fundraising efforts from the public and industrial sectors to increase investment funds for the Faculty of Da'wah and Communication at UIN Walisongo.
6. The development of the Faculty of Da'wah and Communication at UIN Walisongo in the field of cooperation by:
 - a. establishing productive domestic and international cooperation for the implementation of the Tri Dharma Perguruan Tinggi (Three Pillars of Higher Education), and
 - b. seeking new and promising cooperation opportunities to enhance the university's existence and competitiveness in the disruptive era.

5. Strategic Objectives and Indicators

Based on the General Policy that has been established and the targets set for Phase II (2020-2024), and considering the objective conditions of the Faculty of Da'wah and Communication at UIN Walisongo, the Strategic Objectives for Phase II are as follows.

- a. 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
- b. Creating a quality recruitment and student service system to produce graduates with noble character, a unified scientific perspective, academic achievement, professional careers, and community service, as well as competitiveness
 - c. Realising institutional services and a healthy faculty management system based on the application of the principles of good university governance.
 - d. Enhancing the ethos, culture and quality of research based on innovative and effective unity of knowledge, and supporting the realisation of community welfare.
 - e. Improving the ethos, culture and quality of community service based on innovative and appropriate science integration that supports the realisation of welfare.
 - f. Preparing students to become professional graduates with good character through the provision of education programmes based on the unity of knowledge and the application of blended learning so that they can apply, develop and advance science, technology and the arts.
 - g. 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
 - h. 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.
 - i. Enhancing and developing the university through an integrated online system
 - j. 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
 - k. Realising a Smart and Green Campus

Strategic Objectives and Performance Indicators Table

Mission	Objectives	Strategic Objectives	Performance Indicators
To provide science and technology education and teaching in the field of da'wah and communication based on the unity of knowledge to produce professional graduates with good character	Producing graduates with academic and professional capabilities and integrity who are able to apply and develop the unity of knowledge	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 in the field of da'wah and communication 2. 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 society and competitive 3. Realisation of institutional services and a sound faculty management system based on the application of the principles of good university governance	1. Number of lecturers holding the rank of Professor 2. Percentage of lecturers holding the position of Senior Lecturer 3. Percentage of lecturers holding a Doctorate degree 4. Student satisfaction index regarding lecturer performance 5. Percentage of faculty attendance in accordance with regulations 6. Number of provinces of origin of students 7. Number of foreign students 8. Number of academic and non-academic achievements of students at the national level 9. Number of academic and non-academic achievements of students at the international level 10. Percentage of students graduating on time 11. Graduate satisfaction index 12. Percentage of study programmes accredited as excellent by BAN PT 13. Average accreditation score of study programmes 14. Percentage of study programmes accredited by ISO 15. Higher education institutions accredited by AIUA (Asian Islamic Universities Association) 16. Library accreditation ranking 17. Percentage of Study Programmes Ratio of new students to applicants Number of international collaborative research project.

Mission	Objectives	Strategic Objectives	Performance Indicators
Enhancing the quality of research in the field of Islamic studies and communication for the benefit of Islam, science, and society	Producing research works in the field of da'wah and communication that are beneficial for the interests of Islam, science, and society	4. Enhancement of the ethos, culture and quality of research in the field of da'wah and communication based on innovative and effective scientific unity, supporting the realisation of community welfare	18. Number of research results published in: a. national journals SINTA 1 and SINTA 2; b. proceedings/ reputable international journals 19. Number of intellectual property rights/patents 20. Number of books with ISBN 21. Number of reputable national journals owned 22. Number of reputable international journals owned 23. Number of scientific citations 24. Number of research results utilised for the benefit of society or industry 25. Number of textbooks integrated with research in the field of da'wah and communication
Conducting community service in the field of da'wah and communication that is beneficial for community development	Producing community service works in the field of da'wah and communication that are beneficial for community development	5. Enhancing the ethos, culture, and quality of community service in the field of da'wah and communication based on innovative and appropriate scientific unity, and supporting the realisation of community welfare	26. Index of public satisfaction with the service provided in the field of da'wah and communication 27. Number of community service outcomes in the field of da'wah and communication published in national journals or international proceedings/journals
Exploring, developing and applying local wisdom values	Fostering the internalisation of local wisdom values within the Tri Dharma of higher education	6. Preparing students to become professional graduates with good character through the provision of education programmes based on the unity of knowledge and the application of blended learning so that they can applying, developing, and advancing science, technology, and the arts	29. Percentage of courses implementing RPS based on the unity of knowledge 30. Percentage of courses implementing blended learning 31. Percentage of research based on religious moderation and kewalisongoan

Mission	Objectives	Strategic Objectives	Performance Indicators
Developing collaborations with various institutions at the regional, national, and international levels	Establishing collaborations with various institutions at the regional, national, and international levels that have a positive and productive impact on the faculty and the university	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	32. Number of international collaborations 33. Number of students participating in international student mobility 34. Number of lecturers involved in Visiting Lecturer programmes
Achieving professional institutional management in accordance with ISO/international standards	Achieving professional institutional management in accordance with ISO/international standards	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 faculty and university	35. Student satisfaction index with academic and non-academic administrative services 36. Faculty satisfaction index for academic and non-academic administrative services 37. Community satisfaction index for BLU services 38. Facility and infrastructure usage satisfaction index 39. Average percentage of employee performance achievement 40. Number of laboratories with completeness and accessibility
		9. Faculty improvement and development in an integrated online system	41. Percentage of integrated information systems 42. Modernisation of BLU financial management
		10. Realising good university governance by implementing a sound, transparent, and accountable, a professional and objective internal control system, and effective risk management	43. Audit opinion from the KAP 44. Percentage of budget absorption 45. Amount of BLU non-tax state revenue 46. Percentage of PNBP revenue to costs BLU operations 47. Amount of BLU PNBP realisation derived from

Mission	Objectives	Strategic Objectives	Performance Indicators
		11. Realising a Smart and Green Campus.	asset optimisation and BLU cooperation results 48. Percentage of risk management implementation in policy/programme formulation 49. Implementation of regulations on infrastructure, waste, water, and transportation management. 50. Enhancing <i>smart academic</i> culture and environmentally friendly behaviour. 51. Enhancing the reputation of the faculty and university as a <i>smart</i> and <i>green campus</i>. 52. Integration of <i>sustainable development</i> in education and research in the field of and communication

B. Regulatory Framework

The regulatory framework referred to in the Strategic Plan of the Faculty of Da'wah and Communication at UIN Walisongo refers to university regulations, namely laws and regulations and/or other legal instruments that support the smooth implementation of programmes and/or activities outlined in the Strategic Plan of the Faculty of Da'wah and Communication at UIN Walisongo. These regulations are as follows:

1. Law Number 12 of 2012 concerning Higher Education,
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 concerning 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 Transformation of the State Islamic Institute Walisongo into the State Islamic University Walisongo,
5. Ministry of Religious Affairs Regulation No. 54 of 2015 concerning the Organisation and Work Procedures of the Faculty of Da'wah and Communication at UIN Walisongo Semarang,
6. Ministry of Religious Affairs Regulation No. 54 of 2015 concerning the Statutes of the Faculty of Da'wah and Communication at UIN Walisongo Semarang,
7. Walisongo State Islamic Institute Decision Number 16A concerning the Master Plan for the Development of Walisongo State Islamic Institute for 2014-2038,
8. Ministry of Religious Affairs Regulation No. 18 of 2020 concerning the Strategic Plan of the Ministry of Religious Affairs for 2020-2024.
9. Circular Letter No. B/210/MA/KU.00/07/2020 concerning the Implementation of the Ministry of Religion's Strategic Plan for 2020-2024.

C. Institutional Framework

To support the realisation of the Vision, Mission, Objectives, Targets, policy directions and strategies of the Faculty of Da'wah and Communication, UIN Walisongo Semarang, the organisational structure of the Faculty of Da'wah and Communication, UIN Walisongo, which describes the duties, functions, authorities and responsibilities of each unit, is 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 on the Organisation and Work Procedures of the Faculty of Da'wah and Communication at UIN Walisongo Semarang, and the Rector's Decree of the Faculty of Da'wah and Communication at UIN Walisongo Semarang No. 41 of 2017 on the organisational structure of the Faculty of Da'wah and Communication at UIN Walisongo Semarang.

The organisational structure of the Faculty of Da'wah and Communication, UIN Walisongo, based on the 2015 Work Procedure, consists of: (1) Faculty Leadership, (2) Study Programme Leadership, (3) Academic Activity Implementers, (3) Administrative, Service and Support Implementers, (4) Quality Assurance Implementers, (5) Laboratories, and (6) Faculty Groups. The detailed structure is as follows:

1. **Dean and Deputy Dean** The Dean has the following responsibilities:
 1. Leading the implementation of education and teaching, research, and community service.
 2. Fostering and developing the academic community within the faculty to be effective and efficient.
 3. Developing cooperation with other universities/institutions.
 4. Coordinating and controlling the implementation of faculty activities.
 5. As the responsible officer/chair of the Faculty DPP Technical Team
 6. As the Commitment Officer of the Faculty
 7. Signing letters decisions, certificates, transcripts, Official Travel Letters (SPD) within their authority
 8. Directing and monitoring the daily duties of the Deputy Dean, Department Head, and Secretary of the department/programme
 9. If unable to attend, delegating duties to one of the Deputy Deans in accordance with applicable regulations
 10. Chairing faculty meetings
 11. Reviewing/examining incoming correspondence and assigning them to the Deputy Dean/subordinates according to their respective fields for further processing

12. Carrying out other duties assigned by the Rector
13. Coordinate with other deans/work units within UIN to improve the quality of the implementation of the Tri Dharma Perguruan Tinggi (Three Pillars of Higher Education)
14. Conducting evaluations or performance reviews of Deputy Deans, Department Heads, and other leaders within their authority
15. Performing duties as a lecturer
16. Reporting on the implementation of duties to the Rector

Deputy Dean I: Academic and Institutional Affairs, has the following duties:

1. Formulating concepts for faculty work plans and programmes in the fields of education and teaching, as well as research and community service
2. Implementing the development of education and teaching, research, and community service.
3. Developing personnel: lecturers, researchers, and community service personnel
4. Developing educational programmes at various levels and in various fields.
5. Planning and implementing educational, teaching, research, and community service collaborations with all implementing units within the UIN environment
6. Processing data related to education and teaching, research, and community service
7. Implementing community service activities to help solve problems faced by the community and support development.
8. Conducting performance evaluations and assessing the implementation of activities, as well as preparing reports
9. Coordinating with the Vice Deans according to their respective fields.
10. Performing duties as a lecturer
11. Performing other duties related to their authority and/or assigned by superiors

Deputy Dean II: General Administration, Planning and Finance, has the following duties:

1. Formulating concepts for faculty work plans and programmes in the areas of finance, personnel, equipment, housekeeping, public relations, general administration, and information systems.
2. Financial management
3. Personnel management
4. Equipment management
5. Housekeeping management, maintaining order and security
6. Administrative management
7. Public relations

8. Processing of data related to general administration
9. Conducting performance assessments and organising activities, as well as preparing reports
10. Coordinating with the Vice Deans according to their respective fields
11. Performing duties as a lecturer
12. Performing other duties related to their authority and/or assigned by superiors

Deputy Dean III: Student Affairs and Cooperation, has the following duties:

1. Formulating concepts for faculty plans and work programmes in the field of student affairs
2. Implementing student development by all teaching staff in the development of attitudes, interests and orientation of student activities
3. Implementing student welfare initiatives as well as guidance and counselling for students
4. Implementing efforts to develop students' reasoning skills as programmed by the Vice Dean I
5. Collaborating with all implementing units within UIN in every effort related to student affairs
6. Creating a good educational climate on campus and implementing guidance programmes, maintaining national unity and integrity based on Pancasila and the 1945 Constitution
7. Implementation of student talent and interest development
8. Processing of data related to student development
9. Implementation of achievement assessment and the process of organising activities and preparing reports
10. Coordinating with the Vice Deans according to their respective fields
11. Performing duties as a lecturer
12. Performing other duties related to their authority and/or assigned by superiors.

2. Head and Secretary of the Study Programme The Head of the Study Programme has the following duties:

1. Conducting education and teaching, research, and community service in certain fields of Islamic religious knowledge in accordance with the existing educational programme
2. Forming a group of programme lecturers
3. Providing guidance, direction or consultation to lecturers in the programme group in order to improve quality, smoothness of duties and responsibilities
4. Planning proposals for scientific activities including: General Lectures, Seminars, Discussions and other scientific activities
5. Planning proposals for lecturer and student research activities

6. Proposing the appointment of lecturers for courses (permanent and non-permanent)
7. Providing guidance in the preparation of lecture activities and examinations
8. Monitoring the implementation of lectures and examinations, including activities of lecturers and students in the study programme
9. Planning and organising the implementation of activities comprehensive examinations and theses
10. Proposing thesis supervisors and examiners for study programmes
11. Providing consideration for the title for to students
12. Monitoring the activities of academic advisors and programme academic advisors
13. Conducting coordination of academic advisors and study advisors for the programme
14. Recording and registering programme students
15. Tabulating students for each programme
16. Performing duties as a lecturer
17. Performing other duties assigned by superiors

Programme Secretary, with the following duties:

1. Collecting and recording data related to the programme
2. Organising and processing administrative matters for academic activities of the programme, including: General Lectures, Seminars, Discussions, and other academic activities
3. Preparing and processing research plans for lecturers and students
4. Receiving registrations for the programme's comprehensive examinations
5. Receiving and reviewing the requirements of students who will take the comprehensive examination in the study programme
6. Create and compile the programme's comprehensive examination schedule and examiners
7. Receiving and processing the comprehensive examination scores of students in the study programme from the examination team/committee
8. Submitting the processed results of the programme's students' comprehensive examinations to the Academic Sub-Division
9. Inventorying the thesis titles of students in the programme
10. Performing secretarial duties in programme activities
11. Preparing and processing documents related to the preparation of students' theses
12. Performing duties as a lecturer
13. Performing other duties assigned by superiors

3. The Head of the Da'wah Laboratory has the following duties:

1. Determining the direction of laboratory development policies
2. Organising the implementation of practical training for PPL students

- and course practicals
 3. Carrying out duties from the Dean, Vice Dean, and Department in developing the laboratory to support programme competencies
 4. Leading laboratory management coordination meetings
 5. Developing annual and incidental plans/programmes for the laboratory
 6. Monitoring the implementation of laboratory division programmes
 7. Preparing annual reports on laboratory activities
- 4. Administrative, service and support staff: Head of Administration, Head of AKA, AUK, and Cankeu.**
- The Head of Administration** has the following duties:
1. Developing the annual work programme for the department and preparing the annual work programme for the faculty
 2. Compiling, processing, and analysing data/information related to faculty activities
 3. Carrying out correspondence correspondence, typing, duplication, dispatch and filing
 4. Compiling, reviewing and disseminating laws and regulations related to faculty activities
 5. Maintaining the cleanliness, aesthetics and security of office spaces, courtyards, buildings, public facilities and meeting rooms
 6. Preparing for the reception of senior management guests
 7. Managing the organisation of official meetings, ceremonies and other formal gatherings
 8. Carrying out public relations and cooperation administration
 9. Handling equipment matters, including: procurement planning, storage, distribution, maintenance, inventory (in coordination with the University), and proposals for the disposal of equipment
 10. Preparing/carrying out personnel matters, including: formation planning, procurement, transfer proposals, guidance and welfare of permanent/non-permanent employees/lecturers
 11. Carrying out financial affairs, including: programme development, budget planning, budget implementation, and monitoring budget implementation
 12. Carrying out academic administration, including: education and teaching, research and community service, and academic facilities
 13. Carrying out student affairs, including: reasoning activities, student interests and welfare
 14. Carrying out alumni relations administration
 15. Storing and maintaining documents, letters and papers related to administrative activities
 16. Preparing work details for employees
 17. Preparing reports on the implementation of departmental work programmes and preparing reports on faculty work programmes

18. Carrying out other tasks assigned by superiors

Deputy Head of Academic, Student Affairs and Alumni Affairs:

The Deputy Head of Academic, Student Affairs, and Alumni Affairs, hereinafter referred to as **the Deputy Head of AKA**, has the task of carrying out academic administration, student affairs, and alumni empowerment, consisting of:

1. Leading the Academic and Student Affairs Sub-Division work unit
2. Preparing the annual work programme for the Academic and Student Affairs Sub-Section
3. Providing guidance to subordinates, assigning tasks to be carried out, and monitoring progress
4. Preparing and creating the lecture schedule within the SIA programme
5. Issuing the Schedule Decision (SK) and course registration lists
6. Preparing course registration plans and signing the Course Registration Form (KST), Student Service Form (HSS), and SIA Programme
7. Drafting a letter that related to Academic and Student Affairs
8. Education and teaching affairs each semester
9. Research and community service affairs
10. Monitoring the smooth running of lectures
11. Preparing student practical training (PPL, KKL, and PMK)
12. Collecting and classifying data/information related to the curriculum and student academic performance
13. Developing guidelines for education and teaching, research, and community service
14. Preparing/finalising diplomas and transcripts for students who have graduated and received their bachelor's degrees
15. Handling mid-semester and final semester examinations
16. Studying regulations/guidelines that pertain to academic activities and student affairs
17. Conducting evaluations/assessments of SKP regarding the performance of subordinates/JFU
18. Preparing reports on the implementation of academic work programmes, both semesterly and annually
19. Providing guidance to student organisations within the Faculty
20. Preparing/Processing Student Organisation Cadres within the Faculty
21. Handling the implementation of Student Elections
22. Studying the rules/guidelines that pertain to student activities
23. Carrying out other tasks assigned by superiors

The Deputy Head of General Affairs and Personnel has the following duties:

The Deputy Head of Administration, General Affairs, and Personnel, hereinafter referred to as the Deputy Head of AUK, is responsible for organising the structure of the organisation, financial administration, laws and regulations, administration, and housekeeping. The Deputy Head of AUK consists of the following sections:

1. Preparing proposals for procurement, placement, promotion, and development of staff and lecturers
2. Drafting, reviewing, and signing letters (official letters, assignment letters, decision letters, letters related to personnel affairs and general administration, and letters related to TUKIN)
3. Proposing and processing the creation of SKP for Lecturers and Staff of the Faculty of Da'wah and Communication at UIN Walisongo
4. Conducting evaluations/assessments of SKP/FPPK regarding the performance of subordinates/JFU
5. Scheduling coordination meetings on cleanliness, aesthetics, order, and security
6. Preparing for the conduct of meetings (meetings related to personnel matters)
7. Assisting in processing the creation of SPDs for lecturers and staff of the Faculty
8. Managing the attendance of staff, lecturers, and officials within the Faculty of Da'wah and Communication at UIN Walisongo
9. Coordinating the creation/typing of the DBR (Room Inventory List)
10. Coordinating the organisation of incoming and outgoing correspondence archives for the General Administration Department of the Faculty of Da'wah and Communication at UIN Walisongo
11. Coordinating activities (planning requirements and budgeting for procurement of goods, use of Faculty BMN, disposal, in carrying out BMN inventory, collection of all inventory items, security and maintenance of goods, supervision and control activities, stamping of TAS answer sheets)
12. Serving and organising the filing system for office facility/inventory loan letters, including: Loan of operational motorcycles/cars, dean and faculty meeting rooms, department meeting rooms, Da'wah Laboratory, loan of electronic equipment such as cameras/handy cams, LCDs, etc.
13. Maintenance and care of computers and printers in the laboratory building and faculty office building
14. Coordinating the checking of LCD/in-focus and remote functions in lecture buildings, faculty offices, and laboratory buildings; software repair on computers; scanning (anti-virus) on all computers on a routine/periodic basis; fans; and other facilities and infrastructure items at the Faculty of Dakwah and Communication, UIN Walisongo
15. Documenting activities carried out by the Faculty of Da'wah and Communication, UIN Walisongo

16. Proposing the procurement of office inventory items (stationery, furniture, electronic goods) and other items, based on item standards, requirement standards and price standards
17. Carrying out the procurement of office inventory items (stationery, furniture, electronic goods) and other items for the Faculty of Da'wah and Communication at UIN Walisongo
18. Carrying out the procurement of facilities and infrastructure for the buildings and offices of the Faculty of Da'wah and Communication at UIN Walisongo
19. Maintaining and caring for the lecture halls, offices, and garden areas of the Faculty of Da'wah and Communication at UIN Walisongo
20. Handling Employee Welfare (BKS)
21. Managing the information system
22. Creating staff data
23. Creating leadership information boards
24. Developing plans for educational and administrative staff requirements
25. Creating and organising employee files
26. Organising, updating and compiling employee file contents
27. Preparing annual activity reports for the General Administration and Personnel Subdivision
28. Performing other duties assigned by superiors

Sub-Division Head of Accounting and Finance Planning

The Deputy Head of Planning, Accounting, and Finance, hereinafter referred to as the Deputy Head of Cankeu, is responsible for carrying out planning, accounting, and financial administration in accordance with laws and regulations. The Deputy Head of Cankeu consists of the following sections:

1. Preparing materials/compiling the annual work programme of the PAK Sub-Division
2. Developing plans and budgets, treasury, accounting, and financial reporting

5. Quality Assurance Unit.

In order to implement quality assurance activities at the faculty and study programme levels, the Faculty coordinates with the LPM through the Quality Assurance Team (GPM) and the Quality Control Team (GKM), which are tasked with coordinating, controlling, auditing, monitoring, assessing, and developing the quality of academic and non-academic activities. The GPM and GKM perform the following functions:

- a. The implementation of planning, programme evaluation, budgeting, and reporting;
- b. Implementation of academic quality development at the faculty and programme level;

- c. Conducting audits, monitoring, and evaluating academic quality; and
- d. Implementing faculty and programme quality assurance administration.

6. Lecturer Group

The Faculty Group consists of departmental lecturers, including civil servants, non-civil servants, and contract staff.

7. Planning and Development Unit for Tridharma

- a. Teaching and Education Planning: *Centre of Unity of Sciences for Higher Education Management (CUSHEM)*

The Faculty of Da'wah and Communication's Teaching and Education Planning Unit is integrated at the university level and managed by the *Centre of Unity of Sciences for Higher Education Management (CUSHEM)*. CUSHEM is a centre that oversees the implementation of *the unity of sciences* in the tridharma and governance. In planning and developing learning, CUSHEM establishes a strategy for implementing unity of sciences through three steps, namely: spiritualisation of science, humanisation of Islamic values, and local wisdom. The activities carried out by CUSHEM are planning and developing learning at the Faculty of Da'wah and Communication, UIN Walisongo, in the form of ALFHE (*Active Learning for Higher Education*) workshops.

- b. Research Development Planning: Research Centre

At the Faculty of Da'wah and Communication, UIN Walisongo, research development planning activities are integrated with the university's research institution called **the Research Centre**, a unit under the Institute for Research and Community Service (LP2M). This institution is tasked with implementing, coordinating, monitoring, and evaluating research activities proposed by every lecturer and educational staff at UIN Walisongo, including the Faculty of Da'wah and Communication.

- c. Community Service Planning: Community Service Centre

The Community Service Planning activities at the Faculty of Da'wah and Communication are integrated with the Community Service Centre at LP2M, which has the task of implementing, coordinating, monitoring, and evaluating community service activities.

CHAPTER IV: PERFORMANCE TARGETS AND FUNDING FRAMEWORK

A. Performance Targets

BASE Target Achievement

ASPECT	DETAILS	IKU /IKT	INDICATOR	UNIT	LINE 2019	2020	2021	2022	2023	2024
Vision and Mission		IKU	The development plan includes: 1) Long-term, medium-term, and short-term; 2) Performance indicators; 3) Targets oriented towards international competitiveness, and 4) Evidence of consistent implementation of development that is consistent.	The document	is	available	available	there	there	There
Governance, Management	Governance	IKU	A governance system document that is elaborated into various policies and regulations. (rating scale 0-4)	Document	Exists	Exists	Exists	present	there	There
		IKU	Formal documents containing valid policies and regulations to ensure the integrity and quality of the institution.	Documents	exist	available	available	Yes	there	there

		IKU	Formal documents on the organisational structure and work procedures of the faculty.	Document	available	available	Available	available	there	There
		IKU	Valid evidence related to good practices in the implementation of GUG.	Document	Available	available	available	available	there	There
			Integrity.							
		IKU	Realisation and effectiveness of operational leadership.	Document	Available	Available	Available	Yes	there	There
		IKU	Realisation and effectiveness of organisational leadership	Document	available	available	there is	there is	there	There
		IKU	Realisation and effectiveness of public leadership	Document	Available	there	Available	Yes	there	There
		IKU	Formal evidence of the functionality of the functional and operational management system of higher education institutions.	Document	available	available	Available	available	there	There
		IKU	Formal documents and detailed management guidelines.	Documents	available	available	Yes	available	there	there
		IKU	Valid evidence of policy and management guideline implementation.	Document	available	available	Available	available	there	there
		IKU	Formal strategic plan document and evidence of the mechanism for its preparation, approval and enactment	Document	available	present	available	Yes	there	there
		IKU	Availability of formal SPMI documents.	Documents	Available	Available	Available	available	there	there

		IKU	Valid evidence of good practices in quality culture development in higher education.	Document	available	available	available	available	there	there
		IKU	External certification/accreditation by reputable international or national institutions.	Number	0	0	0	1	1	2
		IKU	Programme accreditation by a reputable international accreditation agency.	Number	0	0	0	1	1	2
		IKU	Implementation and audit results	Percentage	100	100	100	100	100	100
			external finance.							
		IKU	Programme accreditation by BAN-PT or the Independent Accreditation Agency (LAM)	Number	83.33	83.33	100	100	100	100
		IKU Dean	Percentage of Excellent Study Programmes	Per cent	66.67	66.67	83.33	83.33	100	100
		IKU	Availability of formal policy and procedure documents and monitoring and evaluation.	Documents	None	Available	Available	Available	Yes	there
		IKU	Availability of network development planning documents and partnership.	Documents	None	There is	Yes	Yes	Yes	there
		IKU	Availability of data on the number, scope, relevance and usefulness of partnerships.	Document	available	Available	Available	available	there	there
		IKU	Availability of evidence of partnership monitoring and evaluation and improvement efforts	Documents	None	Yes	Yes	Available	Yes	There is

		IKU	Cooperation in the fields of education, research and community service	Number	30	30	35	35	40	43
		IKU Dean	Number of international collaborations international	number	10	10	15	15	24	24
		IKU	Analysis of faculty performance achievement success	Documents	Available	Available	Available	Available	there	There
		IKU	Effectiveness of the implementation of the faculty and study programme quality assurance system	Score	4	4	4	4	4	4
		IKU	Internal and external stakeholder satisfaction	Score	4	4	4	4	4	4
		ICT	Stakeholder satisfaction level	Index	3.5	3.5	3.7	3.7	3.9	3.9
			towards administrative services							
		IKU Dean (same as above above)	Percentage of programmes accredited as excellent/A	Percentage	66.67	66.67	83.33	83.33	100	100
		IKT	Programme Accreditation Score/A	Ranking (score)	A (365)	A (365)	A (365)	A (365)	A (368)	A (368)
		ICT	Number of programmes that are members and/or certified by international certification bodies	Number	0	0	0	1	2	2
		ICT	Average Programme Accreditation Score	Score	353.6	353.6	358.3	358.3	358.3	358.3

		IKT	Implementation of ISO-based governance in all work units within the Faculty of Economics and Business	number	0	0	0	1	2	2
		ICT	Percentage of IT system integration	Per cent	50%	60%	70	80	90	100%
		ICT	Implementation of BLU development planning	Percentage	20	30	50	70	100	100%
		ICT	The availability of internal regulations for the Faculty of Da'wah and Communication at UIN Walisongo as a State-Owned Legal Entity (PTN BLU) in accordance with the Statutes	Percentage	50	80	100 %	100 %	100 %	100
		ICT	Availability of IKU based on Renstra	Document	Not yet	Available	Available	Available	Available	There is
		ICT	Availability of SKP based on Study Programme Load	Documents	Not yet	Available	Available, complete	Available, complete	Available, complete	Available, complete
		ICT	Addition of new undergraduate and/or vocational programmes, such as: Computer Science, Design and Visual Communication, Islamic Journalism	Programmes	3	0	0	1	1	1
		ICT	Addition of new postgraduate programmes, such as: Master's Degree in Islamic Guidance and Counselling.	Program	0	0	0	0	1	-
		IKU Rector	Public satisfaction index regarding BLU services	scale	3.5	3.5	3.6	3.6	3.7	3.8
		IKU	Curriculum development policy.	Documents	available	Available	Available	available	there	There

		IKU	Curriculum development guidelines	Document	available	available	Available	Available	there	There
		IKU	Curriculum implementation guidelines	Document	available	available	Available	Available	there	there
		IKU	Guidelines for the lecturer assignment system	Document	available	Available	Available	Available	there	there
		IKU	Valid evidence of strategy formulation, methods and media of learning, as well as learning assessment.	Document	available	available	available	Yes	there	there
		IKU	Valid evidence of the implementation of a monitoring and evaluation system for the implementation and quality of the learning process.	Document	available	Available	Available	available	there	there
		IKU	Availability of formal policy documents and guidelines for integrating research and community service activities into learning	Documents	Available	Available	Available	there is	there is	there
		IKU	Availability of valid evidence of implementation, evaluation, control, and quality improvement of the integration of research and community service quality into learning.	Document	available	available	available	there	there	there
		IKU	Valid evidence of monitoring results and evaluation of the integration of research and community service into learning.	Document	available	available	available	Available	there	there
		IKU	Academic atmosphere policy document.	Document	available	available	Available	present	there	there

		IKU	Availability of valid evidence of satisfaction levels and feedback from internal stakeholders regarding the establishment of a healthy and conducive academic environment that is healthy and conducive.	Documents	available	available	available	there	there	there
		IKU	Valid evidence of analysis and strategic planning for academic atmosphere development and its implementation.	Document	available	Available	Available	available	there	there
		ICT	The existence of policies, guidelines, or educational guidelines based on the Unity of Science	Documents	Exists, but not yet complete	Exists	Exists	Available	there	there
		ICT	Collaboration with the industrial sector or other institutions in the field of Education and Teaching	Number of MoUs/PKS	10	10	12	12	15	15
		ICT	Availability of guidance documents or POB Learning planning based on the Unity of Knowledge from the UoS management/supervisory unit	Document	None	Available	Available	Available, complete	Available, complete	Yes, complete
		ICT	Availability of guidance documents or POB for the implementation of learning based on the Unity of Knowledge from the UoS management/supervisory unit	Document	Not available	Available	Available	Available, complete	Available, complete	Yes, complete

		IKT	Availability of guidance documents or POB for learning evaluation based on the Unity of Science from CUSHEM (Centre for Unity of Sciences and Higher Education Management)	Document	Not available	Available	Available	Yes, complete	Yes, there is.	Available, complete
		IKU	Percentage of courses that	Per cent	75	100	100	100	100	100
		Rector	implementing RPS based on a unified science							
		IKU Rector	Percentage of courses implementing blended learning	Per cent	0	8	10	15	20	25
		ICT	Percentage of educational facilities to achieve learning outcomes	Per cent	50	60	70	80	90	100
		IKU	Formal documents Strategic Research Plan.	Document	available	Exists	available	present	there	There
		IKU	Availability of research guidelines.	Documents	Available	Available	Available	Available	there	There
		IKU	Valid evidence of the implementation of the research process.	Document	available	there	Yes	present	there	There
		IKU	Research activity report document.	Document	available	there	present	present	there	There
		IKU	Research group and research laboratory of FDK.	Activities	There	there	there	there	there	There
		ICT	The availability of research planning based on the unity of science for humanity and civilisation	Document	There	there is	there is	there	there	There

	ICT	Availability of research planning based on kewalisongoan	Document	Not available	Not available	Available	Available	Available	There
	ICT	Availability of research planning based on religious moderation	Document	Belum ada	Belum ada	available	there	there	There
	ICT	Number of research projects conducted by lecturers and technical staff per year	Number	5	8	9	10	11	12
	IKU Rector	Number of International Collaborative Research Projects	Number	1	1	2	3	4	5
	IKU	Number of accredited national journals	Number	2	2	2	3	3	3
	Rector	Sinta							
	IKT	Number of nationally accredited journals in Sinta 2	Number	0	0	0	0	1	1
	ICT	The realisation of a reputable international journal	Journal	0	0	0	0	0	0
	IKU Rector	Number of Intellectual Property Rights (IPR) and Patents	Certificates	5	5	6	7	10	15
	IKU Rector	Number of textbooks integrated with research	Documents	0	15	15	26	30	35
	IKU Rector	Number of Books with ISBN	Documents	10	15	20	20	25	30
	ICT	Number of proposals submitted from the number of funded research projects	Documents	10	12	15	15	20	21
	ICT	Amount of research funding from outside the university	Rupiah	70 million	85 million	100 million	120 million	140 million	170 million

		ICT	Number of gender-responsive research studies	Number	1	1	1	2	3	4
		IKT	Number of studies on the Kalisongo	Number	0	1	2	2	3	4
		ICT	Number of studies on religious moderation	Number	0	1	2	2	3	4
		IKU	Formal Strategic Plan Document PkM.	Document	available	available	available	available	there	There
		IKU	Guidelines for Community Service Programmes and their dissemination in accordance with the strategic plan for Community Service Programmes	Document	Available	available	Available	Available	there	There
		IKU	Valid evidence of the implementation of the PkM process.	Document	Available	available	Available	available	there	There
		IKU	PkM activity reporting documents.	Document	available	there	Available	present	there	there
		IKU	Functional PkM implementation group.	Activities	there	there	there	present	there	There
		ICT	The availability of service planning based on unity knowledge for humanity and civilisation	Document	Belu m	available	there	there	there	there
		ICT	The availability of community service planning based on the principles of moderation in religion	Document	Belu m	belu m	available	available	there	There
		ICT	Number of textbooks/teaching materials based on community service used for learning	Number	0	5	5	6	10	15

		ICT	Number of proposals registered from the number of community service works funded	Number	0	2	4	6	8	10
		ICT	Number of community service activities funded from outside the university	Number	0	2	3	4	5	6
		ICT	Number of responsive community service works gender	Number	0	0	1	2	2	3
		IKU	The ratio of the number of applicants to the number of successful applicants.	Ratio	1:04	1:07	1:10	1:15	1:20	1:25
		IKU Dean	Percentage of students who re-registered compared to the number of of successful applicants.	Per cent	57%	60%	62%	65	68	70
		IKU Dean	Percentage of international students.	Percentage	0.05	0.07	0.10	0.13	0.15	0.20
		IKU	Student services are provided in the form of: 1) nurturing and developing interests and talents; 2) improving welfare; and 3) career counselling and entrepreneurship guidance	Activities	available	there	available	Yes	there	there
		IKU	Geographical distribution of students	Province	10	12	13	14	15	16
		Dean								
		ICT	Number of postgraduate students relative to the number of undergraduate students	Ratio	1:35	1:35	1: 35	1:35	1:30	1:30

	ICT	Number of students with the ability to memorise the Qur'an	Percentage	0.01	0.01	0.01	0.015	0.015	0.015
	IKU Dean	Number of students participating in International Student Mobility	Number	3	4	5	6	10	15
	IKU	Ratio of permanent lecturers who meet the lecturer requirements to the number of the number of study programmes.	Ratio	1:12	1:12	1:13	1:13	1:13	1:14
	IKU Rector	Percentage of lecturers holding the functional position of Professor.	Percentage	0.015	0.015	0.015	0.015	0.002	0.002
	IKU Rector	Percentage of lecturers with the position of Senior Lecturer	Percentage	32.3	32.3	32.3	38.4	38.4	38.4
	IKU Rector	Percentage of lecturers with doctoral degrees	Per cent	23	23	25	25	27	30
	IKU	Percentage of lecturers who hold professional teaching certificates/professional certificates.	Percentage	75	81	82	83	84	85%
	IKU	Percentage of non-permanent lecturers relative to the total number of lecturers (permanent and non-permanent lecturers).	Percentage	35	35	30	25	20	15
	IKU	Ratio of the number of students to the number of permanent lecturers.	Ratio	40:1	40:1	35:1	35:1	35:1	30:1
	IKU	Average research/lecturer/year.	Number	0.15	0.18	0.22	0.25	0.28	0.31
	IKU	Average PkM/lecturer/year.	Number	0.08	0.15	0.23	0.31	0.38	0.38

		IKU	Average number of acknowledgements of lecturer achievements/performance relative to the total number of lecturers.	Number	0.15	0.18	0.22	0.25	0.28	0.31
		IKU	Sufficiency and qualifications of educational personnel based on their job type (librarian, laboratory assistant, technician, etc.).	Percentage	16	16	16	18	20	25
		IKU Dean	Number of lecturers involved in visiting lecturer programmes	Number	0	0	0	1	3	4
		IKU Dean	Student satisfaction index regarding lecturer performance	Scale	4.09	4.15	4.2	4.3	4.4	4.5
		IKU	Percentage of lecturer attendance in accordance with	Percentage	80	85	87	89	90	91%
		dean	regulations							
		IKU dean	Student satisfaction index regarding academic and non-academic administrative services	Scale	3.48	2.80	3.20	3.30	3.40	3.50
		IKU Dean	Index of lecturer satisfaction with academic and non-academic administrative services	Scale	3.88	3.20	3.30	3.40	3.45	3.50
		ICT	Average Employee Workload	Percent	140	120	100	100	100	100
		ICT	Number of educational personnel qualifications based on job type	Number	16	16	20	25	25	25

		IKU	Availability of relevant and up-to-date facilities and infrastructure to support learning, research, community service, and facilitate for students with special needs in accordance with SN-DIKTI.	Score	3	3	3.5	3	4	4
		IKU	Information system for effective administrative services effective administration.	Score	4	4	4	4	4	4
		IKU	An information system for learning, research, and community service processes that has proven to be effective.	Score	3	3	3.5	3.5	4	4
		IKU Dean	Facilities and infrastructure satisfaction index	Scale	3.33	3.20	3.33	3.35	3.38	3.40
		IKU Dean	Library accreditation achievement	Rank	B	A	A	A	A	A
		IKU	Number of laboratories with equipment and accessibility	Number	26	26	26	27	27	27
		Dean								
		IKU Dean	Percentage of integrated information systems	per cent	85	89	90	90	94	94

		IKT	Availability of university facilities and infrastructure (Health Facilities, Mosque, Student Centre, Business Centre, Sports Centre, Islamic Boarding School, Lab School, Training Centre, Food Court, Religious Moderation Centre, and Arts Performance Hall)	Percentage	50	80	80	100	100	100
		ICT	Percentage of availability and implementation of Standard Operating Procedures (SOP) for handling complaints, requests for repairs, and maintenance of facilities and infrastructure	Percentage	60	100	100	100	100	100
		ICT	Percentage of availability and implementation of Standard Operating Procedures (SOP) for planning and maintenance of integrated facilities and infrastructure	Percentage	50	100	100	100	100	100
		ICT	Increasing percentage of green open spaces green open space in the campus environment	Per cent	30	35	40	45	50	60
		ICT	The realisation of a green and smart campus based on energy and water conservation and waste management within the campus environment	Percentage	20	20	30	30	40	40
		IKU	Percentage of funds obtained from students compared to	Percent	23%	23	23	25	25	25
			total funds obtained by higher education institutions.							

		IKU	Percentage of university funding obtained from sources other than students and ministries/institutions relative to total total higher education funding.	Percentage	77	77	77	77	77	77%
		IKU	Average operational funds for the learning process per student per year.	Number	900 thousand	645 thousand	900 thousand	900 thousand	900 thousand	900 thousand
		IKU	Average research funding per lecturer per year.	Amount	4.2 million	4.2 million	4.3 million	4.3 million	4.5 million	4.5 million
		IKU	Average PkM funds per lecturer per year.	Amount	3.8 million	3.5 million	3.9 million	4.0 million	4.1 million	4.2 million
		IKU	Percentage of research funding used relative to total university funding.	Per cent	1.03	0.48	1.5	1.52	1.54	1.56
		IKU	Percentage of PkM fund utilisation relative to total university funds.	Percentage	0.52	0.45	0.52	0.53	0.54	0.55
		IKU	Percentage of funds obtained from students relative to the total funds obtained by the university high.	Per cent	91.92	91.00	91.88	91.86	91.83	91.80
		IKU Rector	Total PNBP BLU revenue	Amount		103.799.241,000				
		IKU Rector	Percentage of non-tax state revenue (PNBP) income relative to BLU operational costs	Per cent	52.77	45	50	52	53	54
		IKU Rector	Amount of PNBP BLU realisation originating from asset optimisation and the results of BLU cooperation	Amount	7,502,307.564	3,500.000.000	4,500.000.000	5,000.000.000	6,000.000.000	7,000.000.000

		IKU Dean	Percentage of budget absorption	Per cent	95	95	96	96	97	97
		IKU Rector	Opinion on the results of the financial audit by the Public Accounting Firm (KAP)	OAE	WTP	WTP	WTP	Unqualified	WTP	WTP
		IKU Rector	Risk management documents are prepared and implemented in policy-making	Percentage	25	50	100	100	100	100
		IKU Rector	Percentage of risk management implementation in policy/programme development	per cent	0	50	55	60	65	70
		IKU Rector	Modernisation of BLU financial management	Percentage	0	100	100	100	100	100
		IKU	Average GPA of students.	Number	3.4	3.4	3.45	3.45	3.5	3.5
		IKU Dean	Number of academic and non-academic achievements of students at the provincial/regional and national levels,	Percentage	0.02	0.02	0.03	0.03	0.04	0.05
		IKU Dean	Number of academic and non-academic achievements of students at the international level.	Percentage	0.01	0.01	0.015	0.015	0.02	0.025
		IKU	Length of study for each student programme.	Year	4.9	4.9	4.8	4.8	4.7	4.7
		IKU Rector	Percentage of on-time graduation for each programme.	Percentage	19	20	45	50	60	70
		IKU	Percentage of study success for each programme.	Percentage	90	90	92	92	94	94%

		IKU	The length of time graduates of the main programme at higher education institutions wait to secure their first job.	Months	8	8	7	7	6	6
			The suitability of graduates' fields of work from the main programme at the university to the competencies of the field of study. (Score 1-4)	Score	3.2	3.2	3.4	3.4	3.6	3.6
		IKU Rector	Graduate user satisfaction level. (Score 1-4)	Score	3.3	3.4	3.5	3.7	3.9	4.1
		IKU	Level and size of graduate workplaces.	Score	3	3	3.5	3.5	3.8	3.8
		IKU	Number of publications in journals	Number	25	25	30	35	40	40
		IKU	Number of publications in seminars/articles in the mass media.	Number	25	25	30	35	40	40
		IKU Dean	Number of scientific articles by permanent lecturers that have been cited.	Number	800	1200	1,250	1300	1300	1500
		ICT Dean	Number of research results that published in Sinta 1 and 2 national journals	Number	8	12	15	16	20	25
		ICT Dean	Number of research results published in reputable international proceedings/journals	Number	2	2	4	6	8	12
		IKU	Number of research results that utilised for the benefit of society and industry	number	-	10	15	17	19	21
		ICT	Index of public satisfaction with the services provided	scale	-	3.20	3.25	3.3	3.35	3.4

		ICT	Increase in the percentage of alignment between the fields of work of bachelor's degree graduates and the competencies of the study programme	Percentage	10	15	25	35	40	50
		ICT	Graduates who possess a mindset and behaviour that reflect an understanding of the Unity of Knowledge, religious moderation, and Indonesian character	Percentage	80	82	84	86	88	90%
		IKU	Number of research outputs and community service activities by permanent lecturers.	Number	20	20	25	30	35	40
		ICT	Number of PkM results published in national journals or international proceedings/journals	Number	6	6	10	12	15	20
		IKU Rector	Average percentage of employee performance achievement.	Percentage	105	110	115	120	120	120
		IKU	SWOT analysis or other relevant analyses.	Document	Available	Available	Available	Available	there	there
		IKU	Setting programme development priorities based on the results of SWOT analysis or other analyses.	Document	Available	Available	Available	Available	there	there
		IKU	Policies and efforts incorporated into various regulations to ensure programme sustainability.	Document	Available	available	Exists	there	There	There

B. Funding Framework

The Faculty of Da'wah and Communication at UIN Walisongo Semarang is one of the faculties at UIN Walisongo, a state university that has implemented Public Service Agency Financial Management (PK BLU) since 2009 based on Minister of Finance Decree No. 68/KMK.05/2009. As a consequence, all activities and results of its operations must be accounted for to the public in a transparent and accountable manner. In general, the funding framework of the Faculty of Da'wah and Communication at UIN Walisongo Semarang comprises three main frameworks, namely planning and budgeting, implementation, and reporting.

Planning and budgeting are key components of the Faculty of Da'wah and Communication's financial management, following the model of UIN Walisongo Semarang. The achievement of the faculty's vision, mission, and objectives, as well as the success of its programmes and activities, depend heavily on the ability of all work units and study programmes to develop plans and budgets effectively and efficiently. To achieve this, the Faculty of Da'wah and Communication conducts in-depth and comprehensive analyses of future needs and development projections. Trends in community needs and technological developments are important factors that must be taken into account so that the university remains dynamic and keeps pace with 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 Faculty RBA is prepared in accordance with the UIN Walisongo budgeting model, which is designed to be *flexible* 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, the Faculty of Da'wah and Communication at UIN Walisongo requires substantial funding. Therefore, the funding for the Faculty of Da'wah and Communication at UIN Walisongo comes from several sources, both from the government and the community. These funding sources

include Rupiah Murni (RM), State University Operational Assistance for State Universities (BOPTN), Non-Tax State Revenue (PNBP) from State-Owned Enterprises (BLU), Foreign Loans and/or Grants (PHLN), State Islamic Bonds (SBSN), other sources resulting from collaborations with third parties, and *donations/sponsorships* from individuals or 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.

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 an effective framework for BLU governance; (2) The role of stakeholders in governance; (3) Disclosure and transparency; and (4) Board of Directors' accountability. These four governance principles are further realised in various aspects of university governance, both academic and non-academic. In terms of financial management, the BLU of the Faculty of Da'wah and Communication at 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 generate additional income. The utilisation of these cash surpluses is carried out through short-term investments in low-risk financial instruments.

The reporting framework for the funding of the Faculty of Da'wah and Communication at UIN Walisongo covers two aspects, namely the

financial and service aspects. Financial reports are routinely submitted annually in the form of BLU Financial Reports, which at least consist of at Laporan Realisasi Anggaran (LRA)/ Laporan Operasional (LO), Neraca, Laporan Arus Kas (LAK), and Catatan atas Laporan Keuangan (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 funding for the Faculty of Da'wah and Communication at UIN Walisongo always adheres to the rules or 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 that these GUG principles are fulfilled, internal supervision and control are carried out simultaneously by the Internal Supervision Unit (SPI) as the main organ that carries out internal supervision tasks and functions in non-academic fields, including finance, human resource performance, and management of assets/State Property (BMN).

In terms of internal control in the financial sector, the SPI conducts comprehensive supervision from the planning and budgeting stage, implementation, to the reporting stage. This internal control is carried out in the form of reviews, monitoring evaluations, or audits. In terms of planning and budgeting, the 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. Examining 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. Examining accountability documents (SPJ) and conducting 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 PNPB audits, asset/BMN audits, organisational and human resource audits, and audits with specific objectives. All of these control activities

are crucial to achieve the vision of establishing the Faculty of Da'wah and Communication at UIN Walisongo Semarang as a Corruption-Free Zone (WBK) and a Clean and Service-Oriented Bureaucracy Zone (WBBM).

CHAPTER V: CONCLUSION

Thus concludes the Strategic Plan of the Faculty of Da'wah and Communication, UIN Walisongo 2020- 2024, which has adopted the UIN Walisongo Strategic Plan and several Ministry of Religious Affairs Strategic Plans for 2020-2024 within the framework of achieving the Vision and Mission of the Faculty of Da'wah and Communication, UIN Walisongo as a faculty in education, research and scientific development of da'wah and communication based on the unity of knowledge for humanity and civilisation. This strategic plan refers to the second phase of the UIN Walisongo Development Master Plan, namely the consolidation of Research Universities, with the aim of becoming a reference for faculties and study programmes within the Faculty of Da'wah and Communication, including the study programmes within it, in realising their vision, mission and objectives clearly with measurable (*accountable*) milestones and the appropriate, transparent and responsible use of budgets.

Based on these objectives, the 2020-2024 Strategic Plan of the Faculty of Da'wah and Communication at UIN Walisongo must be used as a reference for program development at the faculty level and as a reference for units under it (study programmes) to elaborate on the unique characteristics of each study programme. 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 of the Faculty of Da'wah and Communication at UIN Walisongo, and not forgetting to ask for the strength and guidance of Allah SWT to make the Faculty of Da'wah and Communication at UIN Walisongo even more successful and meaningful for the people and civilisation.



Dean,

Dr. H. Ilyas Supena, M.Ag