



EVALUATION OF STRATEGIC PLAN ACHIEVEMENTS

FACULTY OF SHARIA AND LAW
UIN WALISONGO SEMARANG
PHASE II (2020 - 2024)



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FOREWORD

Peace beuponyou

Praise and thanks be to Allah SWT for His grace and guidance, enabling the completion of the Evaluation Report on the Achievement of the 2020-2024 Phase II Strategic Plan of the Faculty of Sharia and Law, UIN Walisongo Semarang. This report has been compiled as a form of accountability and reflection on the implementation of programmes, activities, and the achievement of key performance indicators (KPIs) and additional performance indicators (APIs) that were planned in the FSH UIN Walisongo Phase II Strategic Plan. This evaluation aims to assess the extent to which strategic targets have been achieved, while also identifying supporting factors and challenges encountered during the implementation period.

In addition to serving as material for internal evaluation, this report is also expected to form the basis for the formulation of policy directions and development plans for FSH UIN Walisongo in the next phase. Through this evaluation activity, it is hoped that the entire academic community can continue to increase their commitment to achieving the vision of UIN Walisongo as a leading Islamic research university with an international reputation.

We would like to express our gratitude to all parties who have contributed to the preparation of this report, including faculty leaders, institutions, work units, lecturers and educational staff who have provided valuable data, information and input.

May this report serve as a basis for joint reflection in order to strengthen the internal quality assurance system and improve the institutional performance of FSH UIN Walisongo Semarang on an ongoing basis.

Semarang, 4 November 2025

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CHAPTER I

INTRODUCTION

1. Background

The Faculty of Sharia and Law (FSH) at UIN Walisongo Semarang has undergone a transformation process in line with the development of Walisongo State Islamic University Semarang towards its vision of becoming a leading research-based Islamic university. This transformation is part of a five-phase long-term plan (2014-2038), in which FSH has completed the second phase (2020-2024) with various significant achievements. Some of these achievements include institutional strengthening, winning the highest award in the 2022 Public Information Disclosure Award for the category of Islamic Higher Education Institutions (PTKIN) throughout Indonesia, and upgrading the accreditation of study programmes to the Excellent level. On the other hand, challenges such as integrating the vision and mission into the curriculum, improving the quality of globally competitive human resources, and providing infrastructure that is adaptive to the times still need to be the focus of improvement.

Now, FSH UIN Walisongo is entering **its third phase (2025-2029)** with a focus on **strengthening itself towards becoming a national research university**. In this phase, UIN Walisongo, especially the Faculty of Sharia and Law, faces various challenges. Internal challenges include the limited number of professors, scientific publications in reputable international journals, and optimising the cooperation of the three pillars of higher education with domestic and foreign funding institutions. On the other hand, external challenges include the impact of technological disruption, the dynamics of religious higher education policy, and competition with similar faculties at the national and international levels. These demands include international certification, increased graduate absorption, scientific publications and citations, as well as transparent and accountable governance.

To achieve this, the Quality Assurance Institute (LPM) of UIN Walisongo Semarang conducted an evaluation of the implementation of the Strategic Plan (Renstra) Phase II for 2020–2024. This evaluation was intended to assess the extent to which the university's programmes and activities were in line with the strategic policy direction and performance targets that had been set.

2. Purpose of Evaluation

The evaluation of the implementation of the Strategic Plan (Renstra) of FSH UIN Walisongo Semarang Phase II for the period 2020–2024 was conducted with the following objectives:

1. Assessing the level of achievement of strategic objectives set out in the Phase II Strategic Plan at the work unit level within the Faculty of Sharia and Islamic Studies at UIN Walisongo Semarang.
2. Identifying supporting factors and constraints that affect the achievement of institutional performance targets, both in terms of human resources, governance, funding, and infrastructure.
3. Evaluating the effectiveness of the implementation of strategic programmes and activities, as well as their suitability with the vision, mission, and policy direction of the university's development.

CHAPTER II

EVALUATION RESULTS

1. Programme Study Accreditation Achievements

1.1 FACULTY OF SHARIA AND LAW

Program Studi	Strata	Akhir 2019		Akhir 2020		Akhir 2021		Akhir 2022		Akhir 2023		Akhir 2024	
		P	Skor	P	Skor	P	Skor	P	Skor	P	Skor	P	Skor
Hukum Pidana Islam (HPI)	S1	A	367	A	367	A	367	A	367	A	367	Unggul	367
Ilmu Falak	S1	A	370	A	370	A	370	A	370	A	370	Unggul	370
Hukum Ekonomi Syari'ah (mu'amalah)	S1	A	368	A	368	A	368	A	368	A	368	Unggul	368
Hukum Keluarga Islam (Ahwal Al Syakhisyah)	S1	A	373	A	373	A	373	A	373	A	373	Unggul	373
Ilmu Hukum	S1	B	319	B	319	B	319	B	319	Unggul	365	Unggul	365
Ilmu Falak	S2	A	369	A	369	A	369	A	369	A	369	Unggul	369
Hukum (prodi baru)	S2	-	-	-	-	-	-	-	-	Proses	-	Baik	

2. DEVELOPMENT OF JOURNAL ACCREDITATION ACHIEVEMENTS

Accreditation	2020	2021	2022	2023	2024
Sinta 1	0	1	0	0	0
Sinta 2	0	0	0	0	0
Sinta 3	1	0	1	0	0
Sinta 4	0	0	0	0	0
Sinta 5	0	0	0	0	0
Sinta 6	0	0	0	0	0
DOAJ	0	1	0	0	0
SCOPUS	0	0	0	1	0

The development of scientific journal accreditation at the Faculty of Humanities (FSH) of UIN Walisongo Semarang during the period 2020–2024 shows an increase, both in terms of the number of nationally accredited journals (SINTA) and internationally indexed journals (DOAJ and Scopus). In 2020, there was 1 SINTA-accredited journal, and this increased by 1 more journal in 2022. This increase reflects the Faculty's commitment to strengthening journal management and improving the quality of scientific publications by lecturers and researchers.

In terms of quality, there has been a positive shift towards higher accreditation levels. The number of SINTA 1 journals increased from 0 in 2020 to 1 journal in 2021. Similarly, the number of SINTA 3 journals increased from 1 to 2 journals in the same period. This indicates an improvement in editorial quality, publication consistency, and academic reputation at the national level. Meanwhile, there are no journals listed in SINTA 4 to SINTA 6, indicating

that all active journals have met the minimum national accreditation standards.

In terms of international indexing, there are 1 DOAJ Journal and 1 Scopus Q1 Journal, which are important achievements in supporting the faculty's target of becoming a Leading Islamic Research University. Overall, the upward trend in journal accreditation shows the success of the faculty's strategy in strengthening research culture, improving journal management quality, and expanding scientific publication networks at both the national and international levels.

3. GOVERNANCE ASPECT EVALUATION

3.1 Achievements in Governance

- a. Creation of effective and professional work and service systems (2023 integrated data processes, 2024 integrated data)
- b. Development of research units, study centres or legal research centres (2023 LKHM, LRD, 2024 all research units well coordinated by the faculty)
- c. The creation of leadership that is trustworthy, honest, competent, cooperative, environmentally conscious, consistent, transformative, ethical, truthful, and fair (2023 has been implemented at the faculty level and other units; 2024 needs to be developed/improved).

3.2 Obstacles in Governance

- a. Differences in the digital competence of administrative staff have resulted in inconsistent service processes.
- b. Limited research and study funds to support the study centre in producing high-quality output.

3.3 Recommendations;

- a. Strengthening research centres and centres under the Agency to enhance research and optimise governance
- b. Accelerating the comprehensive digitisation of administrative services, including academic, financial, and personnel services.
- c. Allocating special funds to encourage research centres to produce high-quality research products

4. EVALUATION OF EDUCATIONAL ASPECTS

4.1 Achievements in Education Related to Curriculum and Integration of Research and Community Service in Teaching

- a. The curriculum has been adjusted to the National Qualifications Framework (KKNI), Outcome-Based Education (OBE), and national higher education standards.
- b. The curriculum began to accommodate scientific developments, industry needs, and the values of moderate Islam as the character of the institution.
- c. There has been an increase in the number of courses that incorporate lecturers' research results as teaching materials.
- d. Lecturers began to involve students in research and PKM, both as research assistants and field implementers.

Achievements in Education related to academic atmosphere and Implementation of Education and Teaching

- a. The academic atmosphere has improved with the regular holding of seminars, public lectures, workshops, and scientific discussions.
- b. Academic facilities such as libraries, Wi-Fi, multimedia classrooms, and collective study rooms have been improved.

- c. There are co-curricular and extra-curricular activities that stimulate the intellectual atmosphere of students.
- d. More varied learning methods: blended learning, case studies, project-based learning, and interactive discussions.
- e. The availability of Semester Learning Plans (RPS) in most courses is good and meets standards.

4.2 Obstacles in the aspect of Education

- a. Not all study programmes conduct regular curriculum reviews in line with developments in science and the needs of the job market.
- b. The involvement of stakeholders (industry, alumni, graduate users) has not been optimal in curriculum development.
- c. Research documentation has not been organised, making it difficult for students to access as a learning resource.
- d. Academic culture such as reading, researching, and discussing is not yet strong among some students.
- e. The use of learning technology is still hampered by the varying digital competencies of lecturers

4.3 Recommendations

- a. There is a need to re-optimize the role of CUSHEM or establish a UOS curriculum and learning development centre under the LPM.
- b. Conducting regular curriculum reviews involving industry, alumni, external experts, and professional associations.
- c. Encouraging lecturers to utilise research results and PKM as teaching materials and case studies in class
- d. Organising regular academic activities such as seminars, research days, student conferences, and interdisciplinary workshops.
- e. Improving modern pedagogical training for lecturers, including the use of learning technology and instructional design

5. **RESEARCH ASPECT EVALUATION**

5.1 Research Aspect Achievements

- a. The number of research projects is increasing every year, including independent, collaborative, and university-funded research.
- b. Improvements in journal management quality (peer review, editorial management, OJS system) are getting better.
- c. The number of intellectual property rights registrations has increased, particularly for learning designs, modules, and applied research products.
- d. The publication of textbooks has increased, both by individual lecturers and through university funding.
- e. Research on religious moderation, gender responsiveness and kewalisongoan is increasingly being promoted by institutions and has become one of the focuses of LP2M.
- f. Several lecturers have successfully obtained research grants from ministries, donor agencies, or collaborations with other universities

5.2 Research Obstacles

- a. The distribution of research is uneven; some lecturers are very active, while others conduct minimal research.

- b. Not all journals are able to maintain governance quality in accordance with Sinta standards.
- c. Applied research products are still limited, so intellectual property rights tend to be dominated by simple copyrights.
- d. The ability to write competitive proposals is not yet evenly distributed among lecturers.

5.3 Recommendations

- a. Increase internal funding quotas and provide research schemes for beginners, intermediate and advanced researchers.
- b. Improve technology integration in OJS and editorial management.
- c. Conducting intensive training on writing national and international grant proposals.

6. EVALUATION OF COMMUNITY SERVICE ASPECTS (PkM)

6.1 Achievements in the PkM Aspect

- a. PkM implementation groups have been formed in various study programmes.
- b. Lecturers have begun to build cross-programme and cross-faculty collaborations in community service.
- c. Internal funding schemes are beginning to be managed in a more transparent and competitive manner.
- d. Several lecturers have successfully obtained funding from government agencies, ministries, or institutional collaborations.
- e. Several PkM programmes have targeted issues of women's empowerment, family economics, and inclusive education

6.2 PkM Aspect Constraints

- a. Not all lecturers have specific competencies in community empowerment
- b. The number of proposals funded is still far fewer than the number of proposals submitted.
- c. The number of lecturers accessing external funding is limited
- d. Lack of training in gender-based PkM methodology

6.3 Recommendations:

- a. Creating a digital-based PkM monitoring system to ensure the sustainability and functionality of the group.
- b. Encouraging PkM collaboration between faculties to improve quality and impact.
- c. Encouraging community-based PkM (need-based) to be more competitive in external grants.
- d. Developing a database of local gender issues to support evidence-based service.

7. EVALUATION OF STUDENTS AND GRADUATES

7.1 Achievements in the ratio of applicants to successful applicants and the percentage of students who re-enrol (registration):

- a. The ratio shows that interest in enrolling in the Faculty of Social and Political Sciences at UIN Walisongo has declined and that distribution is uneven across study programmes—some programmes have a very high number of applicants while others have few.
- b. In general, the selection process ran smoothly with a pass rate proportional to the capacity.
- c. The re-enrolment rate of students who have graduated with a satisfactory grade

indicates relatively stable public confidence.

The achievements in this aspect are the achievements of graduates in the curriculum, which emphasise:

- a. Orientation towards instilling noble character,
- b. With a unified scientific perspective,
- c. Competitiveness-oriented,
- d. Stimulating students' commitment to national and social issues.
- e. Focused on the present and future

7.2 Constraints in the Student and Graduate aspects are:

- a. Several leading study programmes received a very high number of applicants and re-registrations, while certain study programmes experienced a shortage of students.
- b. The admission scheme for foreign students is still centralised at the university level, so that faculties and study programmes do not have the strategic space to conduct direct promotion or cooperation.
- c. Suboptimal utilisation of international alumni networks, embassies, donor agencies, and overseas university partners.
- d. Support services such as language, cultural orientation, and international mentoring are not yet fully available in all faculties.

7.3 Recommendations:

- a. Compiling analyses of leading and vulnerable study programmes to develop targeted academic marketing strategies.
- b. Providing pre-registration assistance, including information on fees, scholarships, and academic services
- c. Periodic evaluation of the effectiveness of recruitment strategies implemented by each study programme.
- d. Implementation of OBE and strengthening of the information system

8. **EVALUATION OF HUMAN RESOURCES (HR) ASPECTS**

8.1 Achievements in Human Resources include:

- a. The creation of a recruitment system for high-quality, ethical, and professional human resources,
- b. Creation of a sustainable human resource development system,
- c. In general, the number of permanent lecturers has met the minimum standard for running most study programmes.
- d. There has been an increase in the number of lecturers promoted to full professor in recent years, demonstrating a commitment to academic strengthening and research quality.
- e. Research collaborations with external institutions, both national and international, are increasing.
- f. Educational personnel have educational qualifications appropriate to their field of work, such as certified librarians, laboratory technicians, and certified IT personnel.

8.2 Constraints in terms of human resources include:

- a. The workload of lecturers in certain study programmes is very high due to the unfavourable lecturer-to-student ratio.
- b. The number of professors is unevenly distributed across faculties; some faculties have very few professors.
- c. Many lecturers stop at the position of Senior Lecturer because they are constrained by

scientific publications, especially publications with international reputations.

- d. Administrative and teaching duties reduce the amount of time lecturers have available to conduct research on a consistent basis.
- e. The number of teaching staff in several units is still insufficient, for example laboratory assistants for certain laboratories or technicians for technology services.

8.3 Recommendations;

- a. Compiling a map of lecturer requirements per study programme on a regular basis to ensure the ideal ratio.
- b. Promoting the acceleration of administrative processes at faculty and university level through a more efficient assessment system.
- c. Developing a clear career roadmap for lecturers, including targets for publications, intellectual property rights, and leading research.
- d. Manage workload distribution so that lecturers have sufficient time for research and PKM
- e. Conducting an analysis of the educational personnel requirements for each unit

9. EVALUATION OF INFRASTRUCTURE AND FINANCIAL ASPECTS

9.1 Achievements in Infrastructure and Finance

- a. Improvements in educational, research, and community service infrastructure
- b. Provision of stimulating, adequate, and high-quality infrastructure
- c. The creation of a reliable and up-to-date information technology-based financial system,
- d. Recruitment of competent and professional administrative and financial personnel,
- e. The creation of a robust, transparent, and accountable internal control system based on risk analysis, and
- f. Increased funding from the public and industrial sectors for investment funds.
- g. International fund raising

9.2 Constraints in Infrastructure and Finance

- a. The availability of development funds remains limited and dependent on government allocation.
- b. Training and competency development have not been carried out systematically and continuously

9.3 Recommendations;

- a. Strengthening of business units and funds from Cooperation
- b. Roadmap for infrastructure development and improvement of facilities and infrastructure

10. EVALUATION OF OUTPUTS AND ACHIEVEMENTS OF THE THIRD DUTY

10.1 Output Aspect Achievements and Thridharma Achievements

- a. The percentage of graduates working in their field of study is high (> 60%), based on tracer study data.
- b. Average waiting time is short < 6 months.
- c. The number of publications by lecturers/students is increasing every year, both in accredited national journals and reputable international journals.
- d. There has been an increase in the average citation index per lecturer per year.
- e. A number of patents/copyrights have been produced, some of which have been utilised/commercialised.
- f. There has been an increase in the number of PkM publications in specialised PkM

journals.

10.2 Obstacles in Output and Achievement of the Third Dharma

- a. Coordination between faculties and career centres is not yet well integrated.
- b. Research funding and publication incentives are limited, thus failing to encourage an overall increase in productivity.
- c. Not all lecturers publish their work in high-visibility journals.
- d. Many PkM activities have not been properly documented, making it difficult to turn them into scientific articles.

10.3 Recommendations

- a. Conducting periodic curriculum redesigns (at most once every two years) involving industry stakeholders/graduate employers to ensure relevance to labour market needs.
- b. Activating the Career Centre, which serves as a link between graduates and the world of work/industry through job fairs, soft skills training, and the provision of job vacancy information.
- c. Encouraging lecturers to publish their work in Q1/Q2 journals and increasing incentives for international publications indexed by Scopus/WoS

CHAPTER III

CONCLUSION AND CLOSING

1. CONCLUSION

Based on the achievements in Phase II (2020-2024), improvements are needed in several areas:

- 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. Improving the recruitment system and quality student services to produce graduates with noble character, a unified scientific outlook, academic excellence, professional careers, community service, and competitiveness.
- c. Improvement of institutional services and a sound university governance 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 scientific unity, and supporting the realisation of community welfare.
- e. Enhancing the ethos, culture and quality of community service based on innovative and effective scientific unity, and supporting the realisation of prosperity.
- f. Enhancement of cooperation and partnership in the context of implementing the Tri Dharma of Higher Education and developing the University as a Public Service Agency
- g. 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.
- h. Improvement and development of the University in an integrated online system

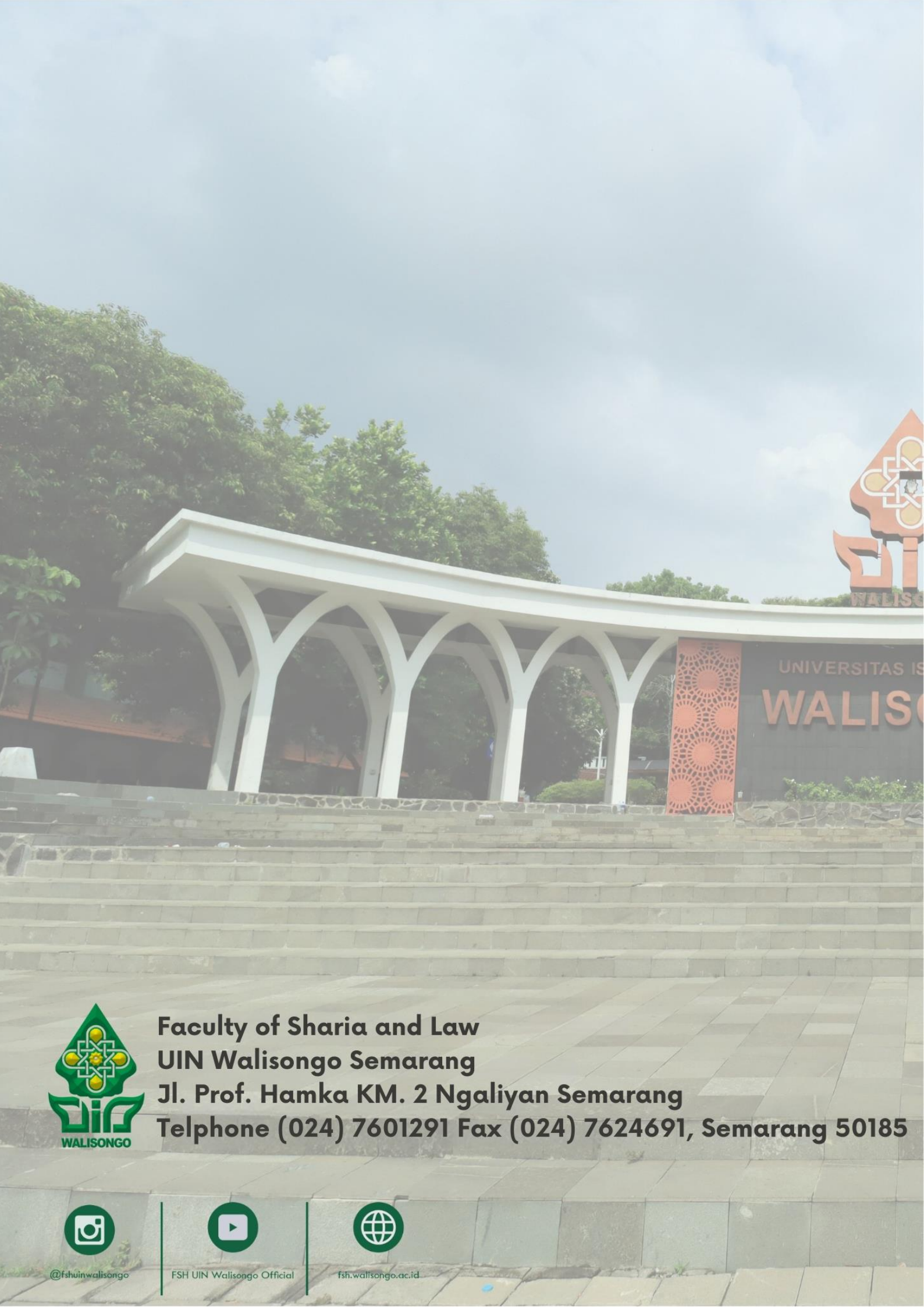
2. CLOSING

This Evaluation Report on the Achievement of the Strategic Plan (Renstra) of the Faculty of Sharia and Law, UIN Walisongo Semarang, Phase II, 2020–2024, has been compiled as a form of accountability and reflection on the implementation of the university's policies, programmes, and strategic activities over the past five years. Based on the evaluation results, it can be concluded that FSH UIN Walisongo has shown significant progress in various aspects, including improvements in academic quality, strengthening of research and scientific publications, improvements in institutional governance, and the development of national and international networks.

These achievements are the result of the collective work of the entire academic community committed to the faculty's vision as a leading Sharia and Law Faculty based on the Unity of Knowledge for Humanity and Civilisation in 2038. The Islamic values that form the basis of the faculty's implementation of the Tri Dharma () are reflected in various implementations of the Tri Dharma, including in strengthening research, which is a strategic priority for the UIN Walisongo faculty.

However, this evaluation also identified a number of challenges that still need to be addressed, including improving human resource capacity, strengthening the quality management system, optimising learning facilities and laboratories, and accelerating the internationalisation of academic programmes and scientific publications. These challenges form an important basis for the preparation of the next phase of the Strategic Plan, so that the university's policy direction can be more adaptive, responsive and oriented towards increasing competitiveness.

It is hoped that the results of this evaluation can be used as a reference for all work units in developing continuous improvement strategies and strengthening the contribution of FSH UIN Walisongo to the advancement of society and civilisation. With synergistic, innovative cooperation based on Islamic values, FSH UIN Walisongo Semarang is expected to continue moving towards excellence at the national and global levels. May this report provide benefits for the decision-making process and institutional development of FSH UIN Walisongo Semarang in the future.



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