

**STRATEGIC PLAN (RENSTRA) OF THE
FACULTY OF SHARIA AND LAW FOR THE
YEAR 2020-2024**



State Islamic University of Walisongo, Semarang

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**DECISION OF THE DEAN OF THE FACULTY OF SHARIA AND LAW
WALISONGO STATE ISLAMIC UNIVERSITY SEMARANG NUMBER
B-3571/Un.10.1/D/KP.02.3/09/2020**

**REGARDING
THE STRATEGIC PLAN OF THE FACULTY OF SHARIA AND LAW, STATE
ISLAMIC UNIVERSITY OF WALISONGO SEMARANG FOR THE PERIOD 2020-
2024**

**BY THE GRACE OF ALMIGHTY GOD
DEAN/COMMITMENT MAKER OF THE FACULTY OF SHARIA AND LAW,
STATE ISLAMIC UNIVERSITY WALISONGO SEMARANG**

- Considering:
- a. that in accordance with the Master Plan for the Development of Walisongo State Islamic University Semarang, it has entered the second phase of the university's vision achievement stage for 2019-2023;
 - b. that in order to achieve the university's vision and mission, the Rector of UIN Walisongo Semarang has issued Decree No. 2 of 2019 concerning the Strategic Plan of the State Islamic University Walisongo Semarang for 2019-2023;
 - c. that due to the issuance of Minister of Religious Affairs Regulation No. 18 of 2020 concerning the Strategic Plan of the Ministry of Religious Affairs for 2020-2024, it is necessary to adjust the Strategic Plan of Walisongo State Islamic University Semarang;
 - d. that based on the considerations referred to in letters a, b, and c, it is necessary to establish a decision of the Rector of the State Islamic University Walisongo Semarang for the period 2020-2024;

- In View of:
1. Law Number 20 of 2003 concerning the National Education System (State Gazette of the Republic of Indonesia of 2003 Number 78, Supplement to State Gazette Number 4301);
 2. Law Number 25 of 2004 concerning the National Development Planning System (State Gazette of the Republic of Indonesia of 2004 Number 104, Supplement to the State Gazette of the Republic of Indonesia Number 4916);
 3. Law No. 12 of 2012 concerning Higher Education (State Gazette of the Republic of Indonesia of 2012 Number 158, Supplement to the State Gazette of the Republic of Indonesia Number 5336);

4. Government Regulation Number 4 of 2014 concerning the Implementation of Higher Education and Management of Higher Education Institutions (State Gazette of the Republic of Indonesia of 2014 Number 16, Supplement to State Gazette Number 5500);
5. Presidential Regulation Number 18 of 2020 concerning the 2020-2024 National Medium-Term Development Plan (State Gazette of the Republic of Indonesia of 2020 Number 10)
6. Ministry of Religious Affairs Regulation Number 54 of 2015 concerning the Organisation and Work Procedures of Walisongo State Islamic University Semarang (State Gazette of the Republic of Indonesia of 2015 Number 1317);
7. Ministry of Religious Affairs Regulation No. 57 of 2015 concerning the Statutes of Walisongo State Islamic University Semarang (State Gazette of the Republic of Indonesia of 2015 No. 1352);
8. Ministry of Religious Affairs Regulation Number 42 of 2016 concerning the Organisation and Work Procedures of the Ministry of Religious Affairs (State Gazette of the Republic of Indonesia of 2016 Number 1495);
9. Regulation of the Minister of Education and Culture Number 3 of 2020 concerning National Standards for Higher Education (State Gazette of the Republic of Indonesia of 2020 Number 47);
10. Ministry of Religious Affairs Regulation Number 18 of 2020 concerning the Strategic Plan of the Ministry of Religious Affairs for 2020-2024 (State Gazette of the Republic of Indonesia of 2020 Number 680);
11. Decree of the Minister of Finance Number 68/KMK.05/2009 concerning the Establishment of the Walisongo State Islamic Institute in Semarang under the Ministry of Religious Affairs as a Government Agency that Implements the Public Service Agency Financial Management Model;
12. Rector's Decree of the State Islamic University Walisongo Semarang Number 281 of 2020 concerning the Strategic Plan of the State Islamic University Walisongo Semarang for 2020-2024;

DECIDES:

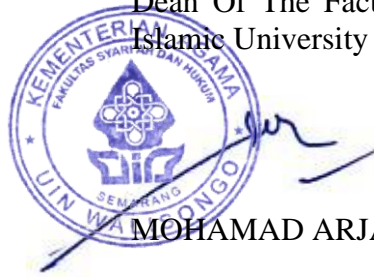
To enact : **DECISION OF THE DEAN/COMMITMENT MAKING OFFICIAL OF THE FACULTY OF SHARIA AND LAW OF THE STATE ISLAMIC UNIVERSITY WALISONGO SEMARANG REGARDING THE STRATEGIC PLAN OF THE FACULTY OF SHARIA AND LAW OF THE STATE ISLAMIC UNIVERSITY WALISONGO SEMARANG FOR 2020-2024.**

FIRST : Strategic Plan of the Faculty of Sharia and Law, State Islamic University Walisongo Semarang Year 2020-2024 is as stated in the appendix, which is an integral part of this decision.

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

Issued in Semarang
on 28 September 2020

Dean Of The Faculty Of Sharia And Law, State
Islamic University Of Walisongo Semarang



MOHAMAD ARJA IMRONI

FOREWORD

We express our gratitude to Allah SWT, for His guidance and guidance, the Faculty of Sharia and Law, UIN Walisongo Semarang, has been able to compile the 2020-2024 Strategic Plan (Renstra) document, which is the official document for the institution's planning for the next five years.

This Strategic Plan was prepared in accordance with the Decree of the Rector of Walisongo State Islamic University Semarang Number 281 of 2020 concerning the Strategic Plan of Walisongo State Islamic University Semarang for 2020-2024, as well as the Minister of Religious Affairs Regulation Number 57 of 2015 concerning the Statutes of Walisongo State Islamic University Semarang and the Minister of Religious Affairs of the Republic of Indonesia Regulation Number 54 of 2015 concerning the Organisation and Work Procedures of Walisongo State Islamic University Semarang with the Determination of the Strategic Plan for Islamic Education Development for 2015-2019.

This Strategic Plan will be followed up and elaborated in the Operational Plan (RENOP) as outlined in the Annual Performance Plan (RKT), which includes the setting of targets, programmes, activities, and activity performance indicators. Through this pattern, it is hoped that the stages of achieving objectives over a five-year period will be clearly visible so that they can form the basis for the formulation of real activities in each study programme, laboratory and institution under the Faculty of Sharia and Law at UIN Walisongo Semarang.

The compilation of this Strategic Plan document is undoubtedly the result of synergistic efforts from various parties. Therefore, we would like to express our deepest gratitude and appreciation to all parties who have contributed to the compilation of this Strategic Plan document.

Semarang, 28 September 2020
DEAN,



MOHAMAD ARJA IMRONI

ABSTRACT

FACULTY STRATEGIC PLAN OF SHARIAH AND LAW, UIN WALISONGO, 2020-2024

The Faculty of Sharia and Law at UIN Walisongo is currently engaged in a major agenda, namely "Educational Reform". In an era of increasingly fierce competition, the Faculty of Sharia and Law at UIN Walisongo is increasingly required to implement higher education management based on three basic orientations, namely quality, professionalism and accountability. Evaluations and self-criticism of various systems and strategies developed in the management of the institution and its connection with post-reform national strategic issues have been carried out. Likewise, an in-depth evaluation using SWOT (*Strengths, Weaknesses, Opportunities and Threats*) analysis of the institution has been mapped out. Through this evaluation, it has become increasingly apparent that many things have changed, both internally and externally, requiring the Faculty of Sharia and Law at UIN Walisongo to respond effectively in order to assert its identity and role as a university and to reformulate the relevance of the Faculty of Sharia and Law at UIN Walisongo in the face of these changes.

An analysis of the external environment leads to the conclusion that a review of the direction of curriculum and scientific development at the Faculty of Sharia and Law today has become an urgent matter. The Faculty of Sharia and Law at UIN Walisongo must thoroughly *rethink* its direction of development, starting with *rethinking* the epistemological development of Islamic science, which is the basis of its traditional scholarship, and reformulating the fields of legal science with all its tools, including the curriculum, laboratories, and research and development institutions in the Faculty of Sharia. The rapid development and dynamics of society in recent decades have formed a new constellation regarding the public's perspective on science, technology, and the job market (*market*) of a higher education institution. Therefore, the Faculty of Sharia and Law needs to respond intelligently to these changes and dynamics so that it can not only *survive* but also become a university that is needed and sought after by the community.

Meanwhile, amid the external changes taking place, the Faculty of Sharia and Law at UIN Walisongo still faces various internal problems, both in terms of the quality and professionalism of human resources, management effectiveness, academic culture, and performance in carrying out *community service*, financial support, and issues related to campus-oriented infrastructure focused on *information technology* (IT).

These changes require the Faculty of Sharia and Law at UIN Walisongo to reformulate its strategic plan for the next five years in order to provide direction for the development of the Faculty of Sharia and Law at UIN Walisongo as well as to serve as a basic instrument for the optimisation of this university in implementing the Tri Dharma Perguruan Tinggi (Three Pillars of Higher Education).

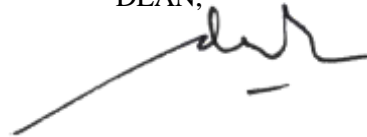
This strategic planning is an elaboration of the vision of the Faculty of Sharia and Law at UIN Walisongo, which has been formulated as follows: "The Leading Faculty of Sharia and Law Based on the Unity of Knowledge for Humanity and Civilisation by 2038".

The mission of the Faculty of Sharia and Law is:

1. Conducting education and teaching in the field of Sharia and law based on research and *unity of sciences* to produce graduates and practitioners in the field of Sharia and law who have good character;
2. Developing research in the field of Sharia sciences and law based on *the unity of sciences*;
3. Conducting community service in the field of Sharia sciences and law for research-based *community development*;
4. Developing cooperation with various institutions in the field of Sharia sciences and law on a regional, national and international scale;
5. Developing local wisdom values related to Sharia and law; and
6. Realising professional, international-standard governance of the Faculty of Sharia and Law.

The 2020-2024 Strategic Plan of the Faculty of Sharia and Law at UIN Walisongo is outlined in a document consisting of five chapters, namely: 1) Introduction, 2) Vision, Mission, Objectives, and Targets, 3) Policy Direction, Strategy, Regulatory Framework, and Institutional Framework, 4) Performance Targets and Funding Framework, and 5) Conclusion.

Semarang, 28 September 2020
DEAN,



MOHAMAD ARJA IMRONI

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CHAPTER: I ***INTRODUCTION***

A. General Conditionsa

As part of Indonesia's higher education institutions, the Faculty of Sharia and Law at UIN Walisongo is currently engaged in a major agenda, namely "Educational Reform". There is a great demand today for higher education institutions to be managed based on three basic orientations, namely quality, professionalism and accountability. Evaluations and self-criticism of the various systems and strategies developed in the management of the institution and its connection with national strategic issues after the reform have been carried out. Through this evaluation, it has become increasingly clear that many things have changed, both internally and externally, requiring the Faculty of Sharia and Law at UIN Walisongo to respond effectively in order to reaffirm its identity and role as a higher education institution and to redefine the relevance of the Faculty of Sharia and Law at UIN Walisongo in the context of these changes.

An evaluation at the macro level of education has led to the conclusion that this nation lags far behind wealthy and developed Western countries, and even other Asian countries in various aspects of life, especially in terms of human resource quality. Without quality human resources, it is almost certain that this nation will not be able to compete globally or even regionally. Even more tragically, this nation, known for its strong religious beliefs, ranks at the top in terms of corruption, surpassing its neighbouring countries. It is highly ironic, as this religious nation is also plagued by an acute moral crisis and, at a certain level a certain extent, exhibits the behaviour of *a self-destroying nation*.

These two weaknesses of the nation (low quality of human resources and moral crisis) are always interpreted as issues related to education, because educational institutions have always played a role in shaping the character of the nation. In this logic, it is reasonable to assume that the world of education, especially religious education, must be "responsible" for the low quality of human resources and the severe moral crisis afflicting the Indonesian nation. The question that should be raised in this regard is, to what extent has the Faculty of Sharia and Law at UIN

Walisongo contributed effectively to efforts to educate the nation, and to what extent has the educational process at the Faculty of Sharia and Law at UIN Walisongo been able to functionally produce professional human resources while upholding moral values.

As part of a higher education institution, the Faculty of Sharia and Law at UIN Walisongo plays a strategic role in educational reform. With the configuration of problems described above, the Faculty of Sharia and Law at UIN Walisongo is still faced with several historical and contemporary conditions as follows.

First, the Faculty of Sharia and Law at UIN Walisongo is currently at a crossroads in determining its direction of development due to the major changes taking place in society. As part of PTKIN, the presence of the Faculty of Sharia and Law at UIN Walisongo in its early days cannot be separated from *the founding fathers'* desire to affirm the religious identity and ideological character of this *nation state*. In its development, the Faculty of Sharia and Law is challenged by the demands of professionalism and the labour market. There is a real demand for the Faculty of Sharia and Law at UIN to not only produce religious experts, but also to produce graduates who are professional in the field of Islamic law that is transformative, progressive, and responsive to the challenges of the times.

Secondly, these changes forced the Faculty of Sharia and Law at UIN to completely rethink its direction of development, starting from *rethinking* the epistemological structure of Islamic scholarship that forms the basis of its traditional scholarship, reformulating the fields of Islamic law, adopting and adapting legal scholarship, to strengthening its institutional structure by establishing a Law Study Programme. At the same time, a review and evaluation of existing Islamic study programmes and their nomenclature was also carried out. This momentum occurred after the institutional change from IAIN to UIN in 2014, which elaborated a new vision, mission and objectives characterised by "Unity of Knowledge for Humanity and Civilisation". All of this has drained a lot of energy and is unlikely to be sufficient within a period of one or two years.

Third, in the context of quality assurance in higher education, BAN-PT has been established with the authority to carry out higher education accreditation. Here, the

Faculty of Sharia and Law is part of UIN. Walisongo, which is referred to as PTKI, must be equated with faculties at general universities under the Ministry of Research, Technology and Higher Education/Ministry of Education and Culture in terms of standards. However, these two types of higher education institutions (PTKI and PT Umum) have different characteristics in terms of infrastructure, culture, and funding. Therefore, it is extremely difficult for the Faculty of Sharia and Law to obtain and maintain A accreditation for all of its study programmes, with the exception of the Law Study Programme, which has B accreditation.

Fourth, at the same time, similar institutions grew and developed, especially several PTKINs (IAINs, some of which will soon become UINs) operating in Central Java, offering study programmes that were more or less the same as those offered by the Faculty of Sharia and Law at UIN Walisongo, namely study programmes related to Ahwal al-Syakhshiyah, Mu'amalah, Jinayah, D3 Sharia Banking and Islamic Economics. This situation also has an impact on the input of the Faculty of Sharia and Law at UIN Walisongo, because these institutions are fierce competitors in attracting graduates from madrasas and public schools.

Fifth, the problem of implementing the vision, mission and objectives characterised by "Unity of Knowledge for Humanity and Civilisation" has not been resolved. The 2019-2024 Indonesian Cabinet, with Nadim Makarim as Minister of Education and Culture, has required all higher education institutions to develop and implement the Merdeka Belajar-Kampus Merdeka (Independent Learning-Independent Campus) curriculum. This curriculum grants students the right to study for three semesters outside their study programme and/or Higher education institutions are places of learning. Like other faculties at UIN Walisongo and even at all higher education institutions in Indonesia, the Faculty of Sharia and Law has no choice but to revise its curriculum, which was only developed a year ago. The curriculum has now been completed and has begun to be implemented, while still being shrouded in uncertainty regarding its actual implementation in relation to learning outside of study programmes/campuses. Amidst the external changes that have occurred, the Faculty of Sharia and Law at UIN Walisongo still faces various internal problems, both in terms of the quality and professionalism of human resources, management effectiveness, academic culture and performance in *community service*, financial support, as well as issues related to infrastructure oriented towards *an information technology (IT)* based

campus.

These changes require the Faculty of Sharia and Law at UIN Walisongo to reformulate its strategic plan for the next five years in order to provide direction for the development of the Faculty of Sharia and Law at UIN Walisongo and serve as a basic instrument for optimising this university in implementing the Tri Dharma Perguruan Tinggi (Three Pillars of Higher Education).

1. Governance and Institutional Structure

a. Number of Study Programmes

During the 2015-2019 period, the Faculty of Sharia and Law at UIN Walisongo offered six study programmes, comprising five undergraduate programmes (S1) and one postgraduate programme (S2). The undergraduate programmes included: 1) Family Law (Ahwal al- Syakhsiyah); 2) Sharia Economic Law (Muamalah); 3) Islamic Criminal Law (Jinayah); 4) Astronomy; and 5) Law. The only master's programme offered by the Faculty of Sharia and Law is Astronomy.

Table 1

Number of Study Programmes at the Faculty of Sharia and Law, UIN Walisongo, 2015-2019

Year	Bachelor	Master	Total	Program
2015-2019	5	1	6	Master of Astronomy Bachelor of Family Law (Ahwal al-Syakhsiyah) Bachelor of Sharia Economic Law (Muamalah) Bachelor of Islamic Criminal Law (Jinayah) Bachelor of Astronomy Bachelor of Law

Source: PTIPD UIN Walisongo Semarang

From Table 1, it can be seen that there has been no increase in the number of study programmes at the Faculty of Sharia and Law from 2015 to 2019.

b. Programme Accreditation

As mentioned in the data above, the Faculty of Sharia and Law at UIN Walisongo has 6 study programmes consisting of 5 Bachelor's degree programmes and 1 Master's degree programme. All 6 programmes have been accredited by BAN PT with the following ratings.

Table 2
Accreditation Ratings of Study Programmes at the Faculty of Sharia and Law, UIN
Walisongo, as of November 2019

Rank	f	%
A	5	83.33%
B	1	16.66 %
Total	6	100%

Source: PTIPD UIN Walisongo Semarang, processed

Table 3
List of Programme Accreditation as of November 2019

No	Faculty	Program	Strat a	No. of Decision	Rank	Score	Expiration Date
1	FSH	Islamic Criminal Law (HPI)	S1	3444/SK/BAN- PT/Accreditation/S/XII/20 18	A	367	20 December 2023
2	FSH	Astronomy	Bachelor	1305/SK/BAN- PT/Accreditation/S/IV/20 19	A	370	30 April 2024
3	FSH	Economic Law Sharia (Mu'amalah)	Bachelor	1262/SK/BAN- PT/Accreditation/S/XII/20 15	A	368	29 December 2020
4	FSH	Islamic Family Law (Ahwal Al Syakhsiyyah)	Bachelor	1677/SK/BAN- PT/Accreditation/S/VII/20 18	A	373	9 July 2023
5	FSH	Law	Bachelor	2195/SK/BAN- PT/Accreditation/S/VIII/2 018	B	319	8 August 2023
6	FSH	Astronomy	Master's	3052/SK/BAN- PT/Accreditation/M/XI/20 18	A	369	13 November 2023

Source: PTIPD UIN Walisongo Semarang

c. **Reputation**

The reputation of the programmes within the Faculty of Sharia and Law at UIN Walisongo is reflected in the accreditation from BAN PT, with 83.33% accredited as A, as stated in the decision of BAN PT, as shown in Table 3 above.

2. Students

For the Bachelor's degree programme at the Faculty of Sharia and Law, UIN Walisongo offers six admission pathways for new students, namely SNMPTN, SPAN-PTKIN, UMPTKIN, SBMPTN, Independent Pathway Examination, and Achievement Pathway such as PBSB (Scholarship Programme for Outstanding Islamic Boarding School Students). For the Master's programme at the Faculty of Sharia and Law, UIN Walisongo Semarang, new student admissions are conducted per semester. The selection process for the Master's programme is open to all prospective students who have completed a Bachelor's programme. The study programme from which the prospective student originates must be an accredited programme, whether public or private, domestic or international.

The number of undergraduate and postgraduate applicants who registered, were admitted, and enrolled from 2015 to 2019 is as follows:

Table 4

Number of Students Applying, Accepted and Enrolled at FSH from 2015 to 2019

Category Level	Year									
	2015		2016		2017		2018		2019	
	Bachelor's Degree	Master's Degree	Bachelor	Master's Degree	Bachelor	S2	Bachelor's Degree	S2	Bachelor's Degree	Master's
Applicants	1724	25	2,272	41	2,697	37	4060	34	5,136	30
Accepted	848	7	841	27	901	10	994	14	1,073	18
Registration	619	7	637	27	607	10	662	14	710	18

Source: PTIPD UIN Walisongo Semarang

The number of undergraduate applicants has consistently increased each year. There was a significant increase in 2018 and 2019. Not all applicants are accepted into the Faculty of Sharia and Law. This is due to limited capacity. The number of undergraduate students admitted each year ranges from 800 to 1,100 prospective students. However, of this number, only about 80% of the

admitted students actually register. The number of postgraduate applicants admitted and registered has fluctuated, with both increases and decreases.

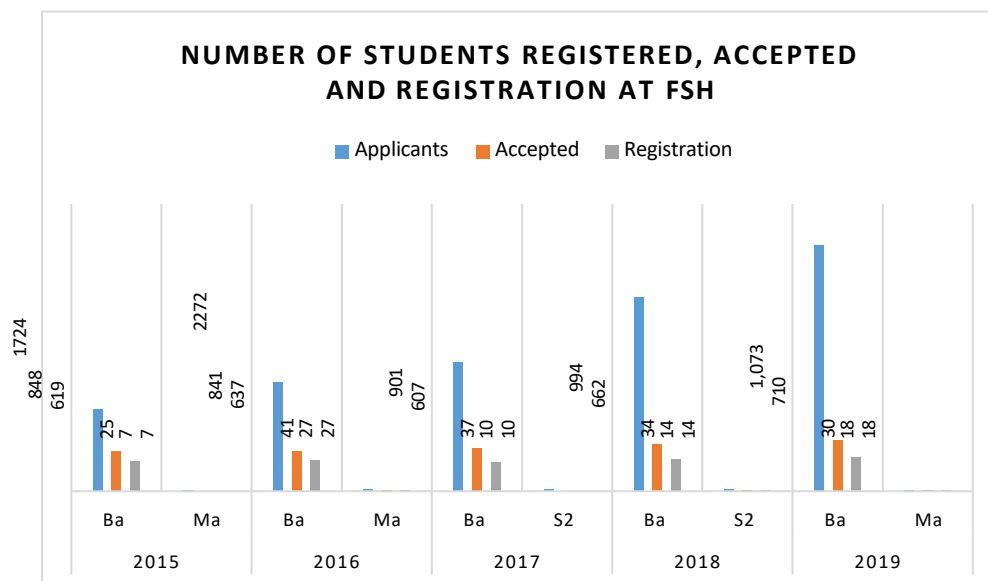


Figure 1

Number of Applicants, Accepted Students, and Registrations at the Faculty of Sharia and Law (FSH) from 2015 to 2019

The graph above shows a linear increase in the number of student applicants from 2015 to 2019 for undergraduate programmes. This increase is evidence that the Faculty of Sharia and Law at UIN Walisongo supports and plays a role in increasing the gross enrolment rate and improving the quality of human resources in Indonesia. The significant increase each year is partly due to the fact that almost all study programmes at the Faculty of Sharia and Law, UIN Walisongo, have been accredited with an A rating. This is not the case for the second cycle. The increase in the number of students above is also accompanied by an increase in student achievements, particularly at the national level. The table below shows the number of national achievements of students in the period 2015-2019.

Table 5

Number of Student Achievements at the Faculty of Sharia and Law, UIN Walisongo, 2015–2019

Year	National	International
2015	3	-
2016	2	-
2017	2	-
2018	2	-
2019	12	-

Source: PTIPD UIN Walisongo Semarang

In 2015, it achieved 3 national awards. However, it experienced a decline over the next three years, winning only 2 national championships each year, before seeing an

increase again in 2019 with 12 national awards.

3. Human Resources

The human resources of the Faculty of Sharia and Law at UIN Walisongo can be divided into two categories: teaching staff or lecturers and educational staff. As of the end of 2019, the Faculty of Sharia and Law at UIN Walisongo had 90 lecturers and 24 educational staff members. The shift in the number of employees from 2015 to 2019 is illustrated in the following graph.

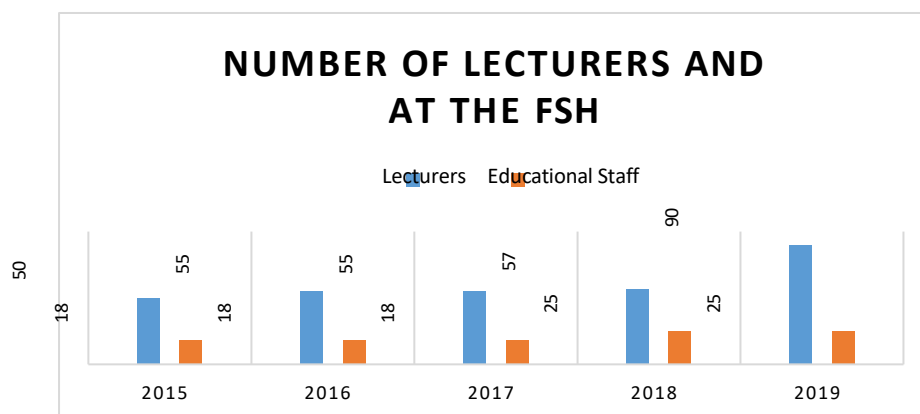


Figure 2
Number of Lecturers and Educational Staff at FSH UIN Walisongo from 2015 to 2019

Based on the graph above, it can be seen that the number of lecturers increased significantly in 2019. This was due to the recruitment of a large number of civil servant lecturers. Meanwhile, the number of educational staff did not increase from 2015 to 2017, but increased to 25 people in 2018 and 2019. For lecturers, based on their functional positions, a positive trend is observed for the position of Professor. Further details can be seen in the following graph.

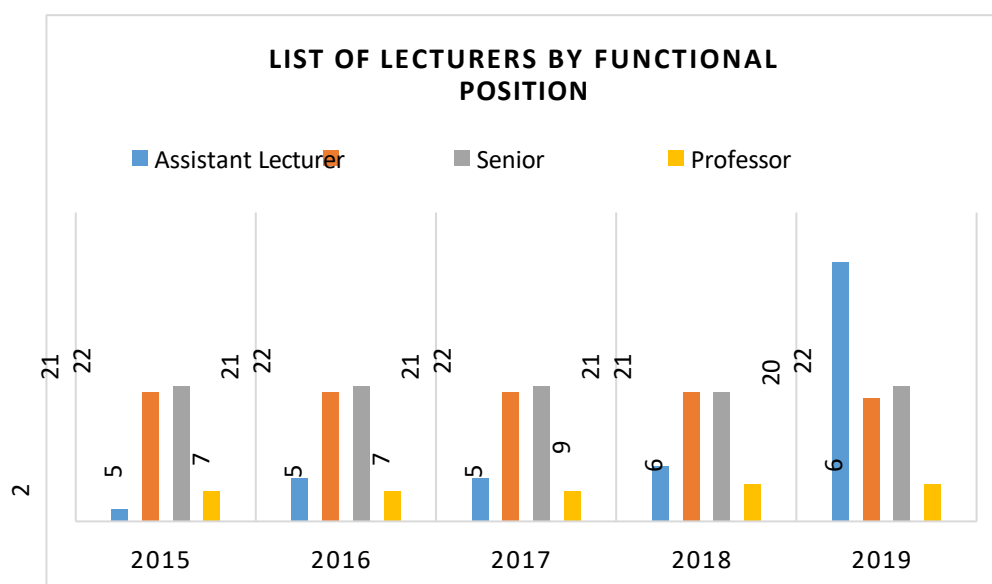


Figure 3

Number of Lecturers by Functional Position 2015-2019

In addition to the increase in full professors, the graph above also shows stability in the number of lecturers with the positions of Lecturer and Senior Lecturer from 2015 to 2018. Meanwhile, in 2019, the number of Lecturers decreased due to one lecturer being promoted to Senior Lecturer. As a result, the number of Senior Lecturers in 2019 increased from 21 to 22. Additionally, the number of Lecturers with the position of Assistant Lecturer continued to increase. ³⁵

Meanwhile, based on the level of education of lecturers, the graph below shows that there has been a consistent upward trend in the level of doctoral education from 2015 to 2019. In addition, there has also been an increase in the number of lecturers with master's degrees due to the admission of new lecturers in 2019.

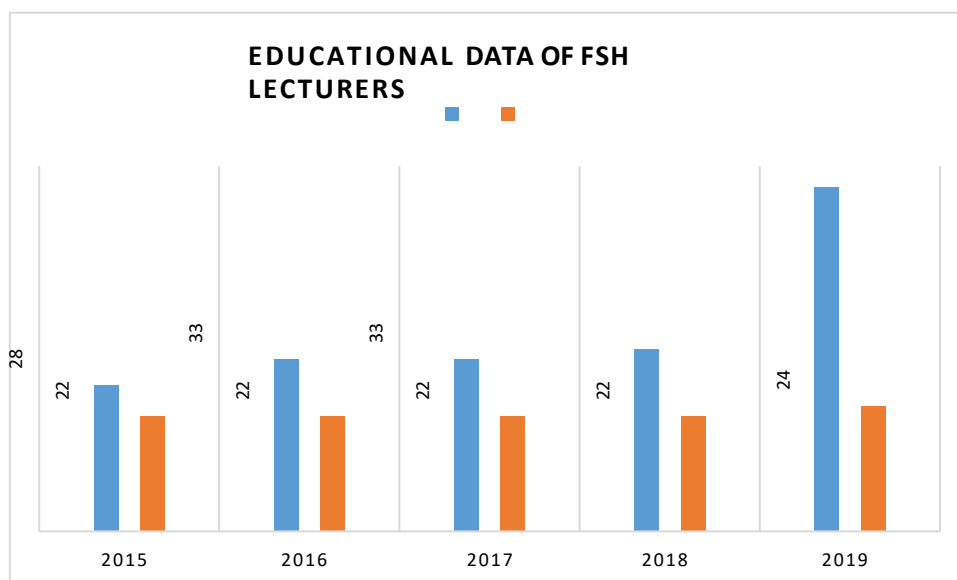


Figure 4
Number of Faculty Members in the Faculty of Sharia and Law by Educational Level, 2015–2019

4. Research and Community Service

The achievements of the Faculty of Sharia and Law at UIN Walisongo in the field of research are divided into two categories of research, namely: 1) research funded by the University from BOPTN, namely in 2015 there were 20, in 2016 there were 23, in 2017 39 in 2017, 38 in 2018, and 39 in 2019; 2) research funded independently by lecturers, which is relatively small in number: 1 research project each in 2015 and 2016, 2 research projects each in 2017 and 2018, and 4 research projects in 2019; Furthermore, complete research data can be seen in the following diagram.

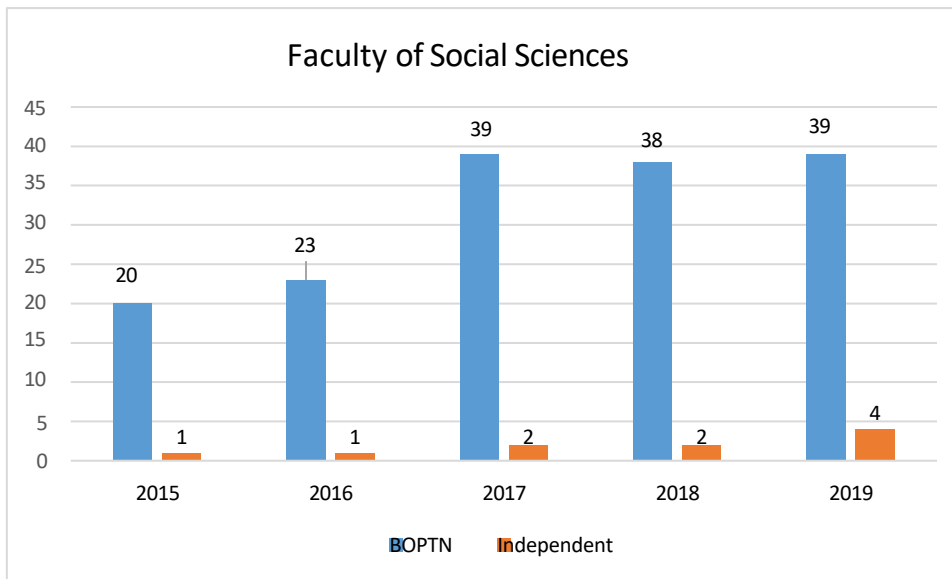


Figure 5

Number of Faculty of Sharia and Law Lecturers' Research Based on Funding Sources from 2015 to 2019

The number of community service activities conducted by lecturers based on funding sources from 2015 to 2019 is divided into two categories of service, namely: 1) service funded by the University from BOPTN in 2015, totalling 15, in 2016 there were 16, in 2017 there were 19, in 2018 there were 23, and 23 in 2019; 2) independent community service by lecturers in 2015 and 2016, each with 1 service activity, 2017 with 2, in 2018 there were 1, and in 2019 there were 1 community service activity.

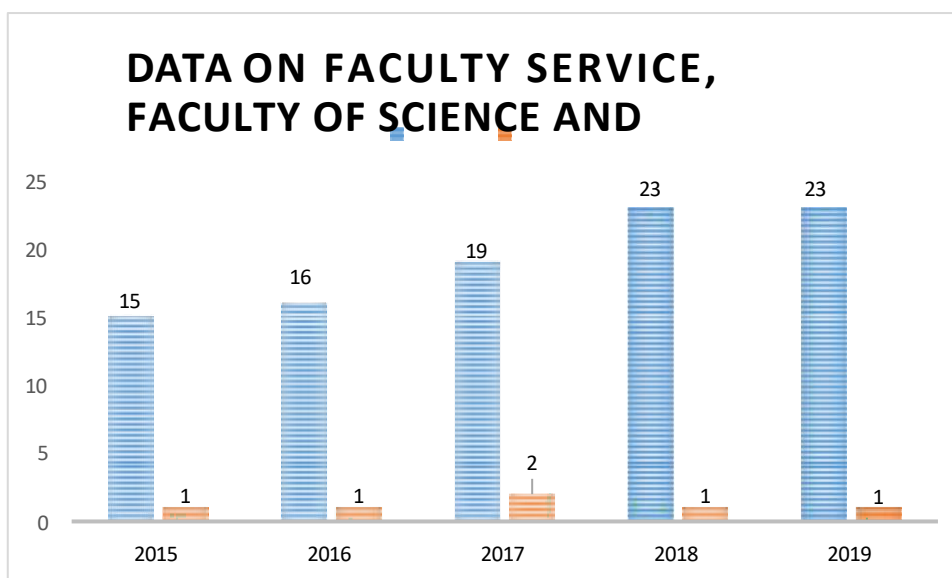


Figure 6

Number of Faculty of Sharia and Law Faculty Members' Community

Service Works Based on Funding Sources for the Years 2015-2019

5. Library

The Faculty of Sharia and Law at UIN Walisongo has a library facility integrated with the Faculty of Sharia and Law offices at Campus III. However, there are currently no library and laboratory staff. This is evident from the absence of librarians and laboratory assistants. The number of library titles and the total number of books over the past five years have consistently increased, as illustrated in the table below.

Table 6
Number of Printed Library Collections 2015-2019

Collection	Title	Copies
2015	4,756	11,146
2016	4,871	11,231
2017	4,930	12,300
2018	4,930	12,300
2019	5,117	12,172

Source: PTIPD UIN Walisongo Semarang, processed

In addition to collecting printed materials, the Faculty of Sharia and Law at UIN Walisongo also subscribes to several electronic journal databases, namely:

- d. *Cambridge Journal Online*
- e. *Oxford Journals*
- f. *Emerald Journal*
- g. *Oxford Islamic Studies*

6. Collaboration

The cooperation and partnerships developed by the Faculty of Sharia and Law at UIN Walisongo are related to academic and non-academic activities within the country. Among the domestic academic collaborations are: Religious Courts in the Central Java region; while the Faculty of Sharia and Law at UIN Walisongo has partnerships with the Supreme Court, the National Human Rights Commission, the Indonesian Ulema Council, the Corruption Eradication Commission, the Competition Commission, the Indonesian Medical Association, and others. Meanwhile, international collaborations are carried out with the National University of Malaysia. The number of national and international collaborations from 2015 to 2019 is presented in the table below.

Table 7
Number of Collaborations 2015-2019

Collaborations (MoU and PKS)	National	International	Number
2015	7	0	7
2016	7	0	7
2017	7	0	7
2018	7	0	7
2019	7	1	8

Source: PTIPD UIN Walisongo Semarang, processed

B. Potential and Issues

SWOT Matrix	Strengths	Weaknesses
	<ol style="list-style-type: none"> 1. Possesses a vision of academic development based on the unity of knowledge, not dichotomous. 2. Possesses high-quality teaching staff with competencies that support the achievement of the Faculty of Sharia and Law's vision; 3. A strategically located campus with easily accessible facilities and infrastructure. 4. Good financial management (WTP) and based on BLU; 5. An integrated information system. 6. A well-stocked library, subscribing to international journals, and a high-quality repository. 7. Programmes in the Faculty of Sharia and Law accredited with grade A by BAN-PT 8. Has cooperation agreements (MOU) with various domestic and international institutions. 9. Close proximity to industrial locations, supporting the link and match programme between the curriculum and market needs 10. The Faculty of Sharia and Law is based on a smart and green campus 11. The Faculty of Sharia and Law upholds moderate religious values 	<ol style="list-style-type: none"> 1. Lacks librarians and laboratory assistants. 2. Infrastructure is inadequate. 3. There are not many scientific publications by lecturers and students. 4. The ratio of lecturers and educational staff to students does not meet national education standards. 5. The service system does not fully comply with standard operating procedures. 6. BLU revenue is still low 7. A culture of quality has not yet been established in each unit. 8. The competence of educational staff is not yet fully in line with requirements. 9. A high work ethic among human resources is not yet evenly distributed. 10. There are still many <i>dormant MoUs</i>.

Opportunities	<ol style="list-style-type: none"> 1. Various grants from external parties to strengthen supporting facilities for activities. 2. Good recognition from the Financial Audit Board (BPK) with a WTP rating. 3. Good recognition from the Ministry of Religious Affairs in terms of compliance with regulations. 4. Positive feedback from graduate employers. 5. High public interest in studying at the Faculty of Sharia and Law, UIN Walisongo Semarang 6. Institutions and companies are currently quite open and highly cooperative with the Faculty of Sharia and Law. 7. Availability of job opportunities for graduates. 8. Availability of scholarships from donor institutions. 9. Many foreign universities are opening up opportunities for 	SO Strategies	<ol style="list-style-type: none"> 1. Optimising and enhancing the quality of graduates with Islamic character and a holistic understanding of knowledge, while launching new programmes aligned with community needs [S1; O4] 2. Encouraging and facilitating human resources to actively participate in academic and non-academic activities that support the achievement of the Faculty of Sharia and Law's vision. [S2; O6] 3. Providing quality facilities and infrastructure to deliver excellent services and facilitate public access to the Faculty of Sharia and Law [S3; O1] 4. Maintaining and/or improving the achievement of the WTP rating, through improving the quality of sound financial management [S4; O2] 5. Optimising system integration and updating the latest developments related to the Faculty of Sharia and Law. (S5: O3) 6. Enhancing and optimising the use of online library resources from international journals subscribed to by the Faculty of Sharia and Law 	WO Strategies	<ol style="list-style-type: none"> 1. Clarifying the competencies of graduates from each 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 of the Faculty of Sharia and Law by encouraging lecturers and students to conduct scientific research and facilitating the publication of their works in reputable national and international journals. [W3; O4] 4. Submitting proposals for additional lecturers and educational staff to the University [W4; O3] 5. Implementing consistent improvements and enhancements to standardised and excellent service systems to enhance the University's recognition of compliance with regulations [W5; O3] 6. Achieving the WTP status from 's Audit Board (BPK) to improve performance
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	cooperation 10. UIN Walisongo is a BLU-type work unit		[S6; O5] 7. Enhancing <i>the recognition of</i> the quality of study programmes programmes in the Faculty of Sharia and Law,		
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		<p>Not only does it hold an A accreditation from BAN-PT, but also from the External Quality Assessment Agency (External Quality Assurance System/SPME). [S7; O3]</p> <p>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; O7]</p> <p>9. Optimising collaboration with institutions and industries to enhance <i>the alignment</i> between the curriculum and market needs [S9; O5]</p> <p>10. Enhancing the quality of the Faculty of Sharia and Law, which has a highly attractive environment (S10: O5)</p> <p>8. Optimising the role of moderation to support the Faculty of Sharia and Law in its unique and attractive civilisation (S11; O5)</p>	<p>Organisations and exploring various business alternatives that can increase BLU revenue [W6; O2]</p> <p>7. Improving graduate quality in accordance with KKNI standards, as well as providing additional <i>soft skills</i> for students through collaboration with various institutions and companies [W7; O6]</p> <p>8. Enhancing competencies through training and improving the quality of educational staff at the Faculty of Sharia and Law. [W8; O3]</p> <p>9. Upgrading and improving performance commitment evenly across all teaching and educational staff at the Faculty of Sharia and Law. [W9; O3]</p> <p>10. Following up on the MoU with strategic and practical activities in the fields of education, research, and community service at the Faculty of Sharia and Law. [W10; O9]</p> <p>7. Recruitment of librarians and laboratory assistants through the BLU [W1; O10]</p>
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Threats (Challenges)	<ol style="list-style-type: none"> 1. Regulatory changes affecting the system and governance of the Faculty of Sharia and Law. 2. The lack of a reliable system to prevent plagiarism and intellectual piracy. 3. The emergence of increasingly apparent challenges in this era of disruption. 4. Increasing competition between domestic and international study programmes. 5. Government funding allocation remains very limited. 6. The costs for procurement, maintenance, and operation of facilities and infrastructure are increasingly high. 7. The awareness of prospective <i>stakeholders</i> regarding the quality of graduates is increasing; 8. The phenomenon cases of humanitarian and 	ST Strategies	WT Strategies	<ol style="list-style-type: none"> 1. Strengthening and restructuring the competencies of study programmes in the Faculty of Sharia and Law in accordance with applicable regulations [W1; T1] 2. Procurement of various facilities and infrastructure to support the prevention of plagiarism and/or intellectual property piracy [W2; T2] 3. Enhancing studies related to the era of disruption and publishing contextual scientific works [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 clean governance and institutional management to enhance reputation among programmes in other faculties at existing universities [W4: T4] 6. Improving internal service systems to increase BLU revenue [W5; T5] 7. Enhancing transparency and efficiency in the use of funds from various available sources [W6; T6] 8. Implementing the SPMI Quality Assurance System () consistently, improving quality with standards SPME to meet stakeholder demands and increasingly high challenges [W7; T7] 9. Periodically revising the curriculum to align with <i>learning outcomes</i> and current issues [W8; T8]
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	<p>civilisational issues are on the rise.</p>	<p>quality students and graduates [S6;T3]</p> <p>8. Enhancing culture quality as well as the ranking recognition from institutions external quality assurance institutions, to raise the level of study programmes at the Faculty of Sharia and Law, UIN Walisongo, among study programmes at existing universities [S7; T4]</p> <p>9. Increasing productive cooperation (MoU) and advocacy with various parties [S8; T7]</p> <p>10. Enhancing the role of the Faculty of Sharia and Islamic Law in the development of civilisation in Indonesia (S11: T8)</p>	
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CHAPTER II: VISION, MISSION, OBJECTIVES, AND TARGETS ()

A. Vision and Mission

Vision

“A Leading Faculty of Sharia and Law Based on the Unity of Knowledge for Humanity and Civilisation by 2038”.

The explanation of the vision is as follows:

1. The Faculty of Sharia and Law is a faculty under the auspices of UIN Walisongo Semarang that uses the principle of *tauhid* (the oneness of Allah and also the oneness of knowledge) as its ontological, epistemological, and axiological basis. 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 a Faculty of Sharia and Law under the auspices of UIN Walisongo Semarang, it 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 organisational structure.
- 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 the Faculty of Sharia and Law at UIN Walisongo Semarang, the Islamic values that serve as a reference include the following:

- a) Amanah (*Trustworthiness*)
- b) Sidiq (*Honesty*)
- c) Muraqabah (*Supervision*)
- d) Muhasabah (*Accountability*)
- e) Responsibility
- f) ‘Adalah (*Justice*)
- g) Competence (*Efficiency*)
- h) Cooperation (*Teamwork*)
- i) Hifdh al-Bi’ah (*Sustainability*)
- j) Istiqamah (*Consistency*)

These ten values are illustrated in the following image;



2. **Leading:** the word leading is synonymous with important, foremost, primary. The word leading in the vision of the Faculty of Sharia and Law at UIN Walisongo Semarang means that the Faculty intends to become a Research Faculty at the forefront in the field of sharia and law based on the unity of knowledge.
3. **Unity of Knowledge:** Unity of knowledge means the unity between religious disciplines (*al-'ulum al-diniyyah*), social science disciplines (*social science, al-'ulum al-social sciences*) 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 revelations through the Prophets and Messengers and signs that must be read through the universe. These two signs (*ayat*) must be examined as a unity. Specifically, this revelation is classified into three types: *ayat qur'aniyah* (signs originating from divine revelation and sunnah), *ayat ijtimaiyah* (signs originating from social phenomena/realities), and *ayat kauniyyah* (signs originating from natural phenomena). From this classification emerged three new disciplines of Islamic scholarship: religious studies (*al-'ulum al-diniyyah*), *social sciences (al-'ulum al-ijtimaiyah)*, and *natural sciences (al-'ulum al-kauniyyah)*. From the perspective of the philosophy of the unity of knowledge, the Faculty of Sharia and Law at UIN Walisongo Semarang believes that, ontologically, knowledge is an attribute of Allah that cannot be separated from Him. Knowledge is the reality of Truth (*al-Haq*) which is then taught to humans through symbols. Epistemologically, knowledge can be obtained through understanding 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 Sharia and Law at UIN Walisongo Semarang. Graduates from the Faculty of Sharia and Law at UIN Walisongo Semarang possess three main characteristics. *First*, they are devout to Allah as the source of all knowledge. *Second*, they have a strong commitment to making tangible contributions to the sustainability of life humanity and nature. *Third*, they are capable of develop new sciences based on the cultural roots of Indonesian society.

4. Humanity and Civilisation

The term *humanity* in this vision means that the Faculty of Sharia and Law at UIN Walisongo Semarang has established itself as part of the effort to humanise humanity, uphold human values and carry out humanitarian tasks. Specifically, the community of the Faculty of Sharia and Law at UIN Walisongo Semarang is encouraged to establish harmonious relationships with all parties without distinction based on ethnicity, culture, race, religion, and so on. In this way, the Faculty of Sharia and Law at UIN Walisongo Semarang aims to create a society that respects humanitarian values. Therefore, the scientific approach used at the Faculty of Sharia and Law at UIN Walisongo Semarang is a *theo-anthropocentric* approach, which is an approach centred on divinity and humanity.

Meanwhile, the term *civilisation* in this vision refers to a *way of life* that emerged after humans began living in cities or societies organised as states. This *way of life* is expected to give birth to a noble civilisation, one whose values are rooted in *local wisdom*, such as upholding mutual cooperation, tolerance and mutual respect. Through this vision *of civilisation*, the Faculty of Sharia and Law at UIN Walisongo Semarang is determined to contribute to the quality of life of individuals, communities, the nation and even the world.

One of the dreams of the Faculty of Sharia and Law at UIN Walisongo Semarang 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 improvement of environmental quality, by educating its citizens to adopt healthy lifestyles and create a conducive learning environment that is sustainable.

The *green campus* indicators are formulated as follows:

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

4. Water: having and implementing water conservation and management programmes;
5. Transportation: having environmentally friendly transportation management policies;
6. *Issues* related to *sustainable development* are on the agenda in education, research and campus activities.

Thus, the term in the vision of "*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, and contribute to improving the quality of life of humans, society, the nation, and even the world. Ultimately, the presence of science will give birth to a noble civilisation.

Mission

1. To conduct education and teaching in the field of and law based on research and *the unity of sciences* to produce graduates and practitioners in the fields of Sharia sciences and ; law with noble character
2. To develop research in the field of Islamic studies and law based on the unity of sciences
3. Conducting community service in the field of Sharia sciences and law for research-based community development
4. Developing cooperation with various institutions in the field of Islamic studies and law Islamic studies and law at the regional, national and ;international
5. Developing local wisdom values related to Islamic studies and law
6. Implementing good governance () and good management (tata kelola) Faculty of Islamic Studies () and Faculty of Law () that .professional with international standards

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

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

Vision	The Leading Faculty of Sharia and Law Based on the Unity of Knowledge for Humanity and Civilisation by 2038					
Mission	Organising education and teaching in the field of Sharia studies and research-based law and unity of sciences for produces graduates of the Faculty of Islamic Law () and the Faculty of Islamic Studies () and practitioners in the field sciences Sharia and law that is based on good morals ethics;	Developing and research in the field of sciences Sharia and law based on unity of sciences;	Organising community service society in fields sciences Sharia law and for community development research-based;	Developing collaboration with various institutions in field sciences Sharia law and law on a regional scale, national and international;	Developing values local local that related with science Islamic law and law;	Realising governance Faculty of Sharia and Professional law to international standards.
	To produce graduates who possess academic and professional capacity in the field of Sharia sciences and law with noble character who are able to apply and develop the unity of knowledge knowledge;	To produce research works in the the field of Islamic and Law that are beneficial to the interests of Islam, science, and society;	Producing Sharia Science and Law-based community service works that are beneficial for community development;	Realising the internalisation of local wisdom values that are related Islamic Law and Legal Studies in the Tri Dharma of Higher Education;	Achieving positive and productive results from collaboration with various institutions in the development of Sharia and Law at the regional, national, and international levels;	The establishment of professional, internationally standardised governance of the Faculty of Sharia and Law.

Vision	The Leading Faculty of Sharia and Law Based on the Unity of Knowledge for Humanity and Civilisation by 2038					
Objectives	Improvement in the quality of education and teaching in the field of Sharia and Law based on the unity of knowledge;	Improving the quality of research in the field of Sharia and law for the benefit of Islam, science and society	Improving the quality of service in the field of Sharia and law for research-based community development;	Development and application of local wisdom values related to the fields of sharia and law;	Expansion of cooperation in the field of Sharia and law at the regional, national, and international levels;	Improving the quality of institutional governance of the Faculty of Sharia and Law
Strategic Objectives 2020-2024	<p>1. Strengthening the foundation of human resources oriented towards performance, integrity, and integration of the of the Faculty of Sharia and Law to produce outstanding performance as a determining factor in the quality of education and research</p> <p>2. The creation of a recruitment system and student services that of high quality to produce graduates with noble character, with a unified perspective in knowledge, academically accomplished, professional professional, and dedicated to society and competitive</p> <p>The realisation of institutional services and a sound governance system for the Faculty of Sharia and Law based on the application of the principles of good university governance</p>	<p>4. Enhancement of work ethic, culture and research quality in the field of Sharia and Law based on innovative and effective integrated science that supports the realisation of community welfare</p>	<p>5. Enhancing the ethos, culture and quality of community service in the field of Sharia and Law based on an innovative and practical integrated approach to knowledge that is innovative and effective and supporting the realisation of welfare</p>	<p>6. Preparing students to become graduates who are professional and ethical karimah through the provision of Sharia and Law education programmes based on the integration of knowledge and the application of <i>blended learning</i> so that enable the application, development, and advance knowledge in the fields of Sharia and law</p>	<p>7. Enhancing cooperation and partnerships in the implementation of the Tri Dharma of Higher Education and the development of the Faculty of Sharia and Law</p>	<p>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 on optimisation and development of available resources.</p> <p>9. Improvement and development of the Sharia and Law faculty based on an integrative online system</p> <p>10. Realising a sound, transparent, and accountable financial management system, a professional and objective internal oversight system, as well as effective risk management</p> <p>Realising a <i>Smart and Green</i> Campus</p>

CHAPTER III: POLICY DIRECTION, STRATEGY, REGULATORY FRAMEWORK INSTITUTIONAL FRAMEWORK

A. Policy Direction and Strategy Master Plan for Development

The development of the Faculty of Sharia and Law at UIN Walisongo Semarang is based on the Master Plan for Development (RIP) of UIN Walisongo Semarang. The Master Plan for Development (RIP) of UIN Walisongo is designed for a period of 25 years, starting in 2014 until 2038, and is broken down into five-year periods. 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 UIN Walisongo with the periodisation that exists in the Ministry of Religious Affairs. Therefore, the stages of achieving the vision and mission of UIN Walisongo from 2015 to 2038 are divided into five stages or phases. Referring to the vision and mission of UIN Walisongo, the stages of achieving the vision and mission of the Faculty of Sharia and Law are as follows:

, with the achievement stages for each phase as follows:

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

Based on the results obtained in phase II, in phase III it is hoped that the Faculty of Sharia and Law at UIN Walisongo will be able to strengthen the implementation of the Tridharma PT based on the *unity of sciences* in the field of sharia and law as a nationally renowned faculty and contribute to solving problems and challenges at the national level towards the realisation of national prosperity.

2. Phase IV (2030-2034): Development towards a Southeast Asian Research Faculty

This phase marks the beginning of the Faculty of Sharia and Law at UIN Walisongo's entry into the international arena. To that end, the expected achievements in this phase are The Faculty of Sharia and Law at UIN Walisongo to develop and utilise the Tridharma PT based on *the unity of sciences* or the unity of knowledge in the fields of sharia and law as a leading faculty in Southeast Asia and to contribute to solving national and regional problems and challenges.

3. Phase V (2035-2039): Recognition of the Faculty of Asian Studies

In this final phase, it is expected that the Faculty of Sharia and Law at UIN Walisongo will consistently continue to strengthen, develop, and utilise the Tridharma PT based on the *unity of sciences* in the field of sharia and law as a leading faculty in Asia, as well as contribute to solving national and international problems and challenges.

Policy Direction

The policy direction of the Faculty of Sharia and Law refers to the direction and

policies of UIN Walisongo Semarang for 2020-2024, which are determined by considering:

- a. National policies in the field of higher education, namely:
 - 1) Improving equitable access to higher education in study programmes at the faculty through increased capacity, *affirmative policy*, and the provision of operational costs;
 - 2) Improving the quality of higher education in study programmes at the faculty, 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 in study programmes in faculties, 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 the autonomy of higher education institutions in faculty study programmes, among others by strengthening faculties through the establishment of centres of excellence *for mission differentiation*, reviewing budgeting so that it is not based on budget items, and utilising alternative funding sources by developing partnerships between faculties, industry and government.
- b. The Ministry of Religion's 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. Policies of the Directorate of Islamic Higher Education, namely:
 - 1) Expanding Access to Islamic Higher Education,
 - 2) Improving the Quality, Relevance, and Competitiveness of Islamic Higher Education,
 - 3) Strengthening Governance and Accountability of Islamic Higher Education Institutions, and
 - 4) Developing Islamic Higher Education based on Islamic Science and Moderation
- d. Vision and Mission of UIN Walisongo and the Faculty of Sharia and Law
- e. Master Plan for the Development of UIN Walisongo and the Faculty of Sharia and Law

Based on the five references above, the General Policy of the Faculty of Sharia and Law at UIN Walisongo Semarang for 2020–2024 was formulated as follows.

1. The development of the Faculty of Sharia and Law at UIN Walisongo in the field of governance to realise a research faculty through:
 - a. the creation of an integrated and ISO-certified faculty management system,
 - b. the creation of a work and service that effective and professional,
 - c. the development of research units, study centres or research centres, and
 - d. The creation of trustworthy, honest, competent, cooperative, environmentally conscious, steadfast, transformative, and fair leadership that is capable of responding to increasingly complex national and global challenges in this era of disruption.

2. The development of the Faculty of Sharia and Law at UIN Walisongo in the field of Tri Dharma by creating an education and teaching system, research and community service in the field of sharia and law through:
 - a. Implementing practical steps to humanise Islamic sciences (especially in the fields of Sharia and law), namely utilising the latest scientific achievements related to materials or theories sciences Islamic specific, Relevantisation of topics discussed in certain Islamic sciences with social issues, internalisation of topics discussed in certain Islamic sciences in human life, both in the individual and community spheres, and naturalisation/local adaptation of Islamic sciences.
 - b. Implementation of practical steps for the spiritualisation of modern sciences (social humanities, natural sciences), as well as legal sciences, namely presenting Allah in the epistemology of science (the origin of science), presenting ethics in every scientific reasoning both in ontological aspects (subject matter of science) and the function of science (axiology), presenting verses from the Qur'an in every scientific reasoning, and naturalising/adapting modern sciences locally.
 - c. Implementing practical steps for the revitalisation of *local wisdom*, namely the recognition of the existence of *local wisdom* in topics of discussion in certain sciences, the utilisation of *local wisdom* in the reasoning of certain sciences, the development/preservation of local wisdom in the reasoning of certain sciences, and the indigenisation/local adaptation/naturalisation of Islam.

3. Development of the Faculty of Sharia and Law at UIN Walisongo in the areas of human resources and infrastructure through:
 - a. The creation of a high-quality, ethical, and professional human resources recruitment system,
 - b. The creation of a system development capacity system that is sustainable,
 - c. Improvement of research facilities and infrastructure, and
 - d. 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 Sharia and Law 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 competencies of graduates who are competitive, and
 - d. A curriculum that stimulates students to develop a commitment to national and community values.
 - e. A curriculum oriented towards the present and the future

5. The development of the Faculty of Sharia and Law 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 robust and accountable internal control system based on risk analysis, and
 - d. Increasing fundraising efforts from the public and industrial sectors to increase investment funds for the Faculty of Sharia and Law at UIN Walisongo.

6. Developing the Faculty of Sharia and Law 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 faculty's existence and competitiveness in the disruptive era.

Strategic Objectives and Indicators

Based on the General Policy that has been established and the targets set for Phase II (2020-2024), and taking into account the objective conditions of the Faculty of Sharia and Law at UIN Walisongo, the Strategic Objectives for Phase II are as follows:

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.
2. The creation of a high-quality recruitment and student service system to produce graduates with noble character, a unified scientific perspective, academic excellence, professional careers, community service, and competitiveness.
3. The realisation of institutional services and a healthy faculty management system based on the application of the principles of *good university governance* implemented by UIN Walisongo Semarang.
4. Enhancing the ethos, culture, and quality of research based on innovative and effective unity of knowledge, supporting the realisation of community welfare.
5. Enhancing the ethos, culture, and quality of community service based on innovative and effective knowledge integration that supports the realisation of welfare.
6. Preparing students to become professional graduates with noble 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 knowledge in the fields of Sharia and law.
7. Enhancing cooperation and partnerships in the implementation of the Tri Dharma of Higher Education and the development of faculties at 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 through effective and efficient management based on the optimisation and development of resources to realise a research faculty

9. Enhancing and developing the faculty through an online system that is *integrative*
10. 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
11. Realising *a Smart and Green Campus* at the Faculty of Sharia and Law.

Table of Strategic Objectives and Performance Indicators

Mission	Objectives	Strategic Objectives	Performance Indicators
Providing education and teaching in the field of Sharia and law based on research and <i>unity of sciences</i> to produce graduates and practitioners in the field of Sharia and law with good character;	Producing graduates who possess academic and professional in the field Islamic studies and law with noble character who capable of applying and develop unity of knowledge;	1. Strengthening the foundation of human resources oriented towards performance, integrity, and integration of the academic community of the Faculty of Sharia and Law to produce superior performance as a determining factor in the quality of education and research	1.Number of lecturers with the rank of Professor 2.Percentage of lecturers with the title of Senior Lecturer 3.Percentage of lecturers with Doctorate degrees 4.Student satisfaction index regarding lecturer performance 5.Percentage of lecturer attendance in accordance with regulations
		2. The creation of a quality recruitment and student service system to produce graduates with noble character, a unified scientific perspective, academic excellence, professional careers, and a commitment to serving the community and being competitive	6.Number of provinces of origin of students 7.Number of international 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 on-time graduation 11. Graduate satisfaction index
		3. Realisation of institutional services and a sound governance system for the Faculty of Sharia and Law based on the application of <i>good university governance</i> principles	12. Percentage of study programmes accredited as excellent by BAN PT 13. Average accreditation score of study programmes 14. Higher Education Institutions accredited by AIUA Asian Islamic (Universities Association) 15. Library accreditation ranking 16. Percentage of Islamic Religious Study

Mission	Objectives	Strategic Objectives	Performance Indicators
			Programmes 17. Ratio of new students to applicants
Developing research in the field of Sharia sciences Sharia and law based on the unity of sciences;	Producing research works in the fields of Sharia Science and Law that are beneficial for the interests of Islam, science, and society;	4. Enhancing the ethos, culture, and quality of research in the field of Sharia and Law based on the unity of sciences that is innovative and effective, and supporting the realisation of the welfare of society	18. Number of international collaborative research projects 19. : Number of research results published in 20. ;a. national journals SINTA 1 and SINTA 2 reputable international proceedings/journals 21. Number of intellectual property rights/patents 22. Number of ISBN books 23. Number of reputable national journals owned 24. Number of reputable international journals owned 25. Number of scientific citations 26. Number of research results utilised for the benefit of society or industry 27. Number of textbooks integrated with research
Conducting community service in the field of sharia sciences and law for research-based community development;	Producing community service works based on Sharia Science and Law that beneficial for community development;	5. Enhancing the ethos, culture and quality of community service in the fields of Sharia and Law based on innovative and appropriate scientific unity and supporting the realisation of welfare	28. 19. Community satisfaction index regarding the community service conducted 29. 20. Number of community service outcomes published in national journals or international conference proceedings/journals

Mission	Objectives	Strategic Objectives	Performance Indicators
national and international;		the implementation of blended learning so that it can be applied, developed, and advance knowledge in the fields of Sharia and law	30.
Developing values local wisdom that related to Sharia and law studies;	Achieving positive and productive outcomes from collaboration with various institutions in the development of Islamic Studies and Law at the regional, national, and international levels;	7. Enhancing cooperation and partnerships in the implementation of the Tri Dharma of Higher Education and the development of the Faculty of Sharia and Law	31. Number of international collaborations 32. Number of students participating in <i>international student mobility</i> 33. Number of lecturers involved in <i>Visiting Lecturer</i>
Realising governance of the Faculty of Sharia and Law that professional governance of the Faculty of Sharia and Law	The birth of the governance of the Faculty of Sharia and Law that is professional and meets international standards.	8. Enhancement of 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 available resources.	34. Student satisfaction index regarding academic and non-academic administrative services 35. Faculty satisfaction index regarding academic and non-academic administrative services 36. Community satisfaction index for BLU services 37. Facility and infrastructure usage satisfaction index 38. Average percentage of employee performance achievement 39. Number of laboratories with completeness and accessibility

Mission	Objectives	Strategic Objectives	Performance Indicators
		9. Improvement and development of the Sharia and Law faculty based on an integrative online system	40. Percentage of integrated information systems 41. 42. Modernisation of BLU financial management
		10. Realising 's financial management system that	42. Audit opinion from the Public Accounting Firm 43. 44. Percentage of budget absorption
		healthy, transparent, and accountable, a professional and objective internal oversight system, and effective risk management	44. Total PNBP revenue of BLU 45. Percentage of PNBP revenue to BLU operational costs 46. Amount of PNBP BLU realisation derived from asset optimisation and BLU cooperation results 47. Percentage of risk management implementation in policy/programme formulation
		11. Realising <i>Smart and Green</i> Campus	48. Implementation of regulations on the management of 49. infrastructure, waste, water, and transportation 50. Enhancing smart academic culture and environmentally friendly behaviour 51. .environmentally friendly 52. Enhancing the university's reputation as a smart and 53. .green campus 54. Integration of <i>sustainable development</i> in education and research

B. Regulatory Framework

The regulatory framework referred to in the Strategic Plan of the Faculty of Sharia and Law at UIN Walisongo is legislation and/or other legal instruments that support the smooth implementation of programmes and/or activities outlined in the Strategic Plan of the Faculty of Sharia and Law at UIN Walisongo. The 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 that implements 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 Religion Regulation No. 54 of 2015 concerning the Organisation and Work Procedures of UIN Walisongo Semarang,
6. Ministry of Religious Affairs Regulation No. 54 of 2015 concerning the Statutes of UIN Walisongo Semarang,
7. Decision of the Walisongo State Islamic Institute Number 16A concerning the Master Plan for the Development of the Walisongo State Islamic Institute for the Years 2014-2038,
8. Regulation of the Minister of Religious Affairs of the Republic of Indonesia Number 18 of 2020 concerning the Strategic Plan of the Ministry of Religious Affairs for 2020-2024.
9. Circular Letter Number B/210/MA/KU.00/07/2020 concerning the Implementation of the Ministry of Religious Affairs Strategic Plan 2020-2024.
10. Rector's Decision of the State Islamic University Walisongo Semarang Number 281 of 2020 concerning the Strategic Plan of the State Islamic University Walisongo Semarang for the Years 2020-2024.

In general, the organisational structure of the Faculty of Sharia and Law at UIN Walisongo, based on the 2015 organisational structure, consists of: (1) Faculty Leadership, (2) Faculty Quality Assurance Team, (3) Academic Activity Implementers, (4) Administrative, Service and Support Implementers;

1. Faculty Leadership: Dean and Deputy Deans

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

1. Faculty Quality Assurance Group.

The Faculty of Sharia and Law Quality Assurance Team, hereinafter referred to as the Faculty GPM, has the task of coordinating, controlling, auditing, monitoring, assessing, and developing the quality of the faculty's academic activities. The Faculty GPM performs the following functions:

- a. the implementation of planning, programme and budget evaluation, and reporting;
- b. implementation of academic quality development;
- c. implementation of academic quality audits, monitoring, and assessment; and
- d. implementation of institutional administration.

2. Implementation of Academic Activities

The implementation of academic activities at the Faculty of Sharia and Law is carried out by the Head of the Study Programme and the Secretary of the Study Programme, which consists of six study programmes, namely 1) Family Law Study Programme (Ahwal al-Syakhsiyah); 2) Sharia Economic Law Study Programme (Muamalah); 3) Islamic Criminal Law (Jinayah); 4) Astronomy; 5) Law; and 6) Master's in Astronomy.

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

The General Administration, Planning, and Finance Bureau, hereinafter referred to as the AUPK Bureau, is tasked with implementing organisational planning, administrative planning, financial planning, and planning related to regulations legislation, office management, and housekeeping. The AUPK Bureau consists of the following sections:

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

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

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

CHAPTER IV: PERFORMANCE TARGETS AND THE FRAMEWORK FOR FUNDING

A. Performance Targets

BASE xml-ph-0000@deepl.internalt Targets										
ASPECT	DETAILS	IKT /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.	Document	available	available	available	Yes	there	There
Governance, Management	Governance	IKU	Governance system documents that are elaborated into various policies and regulations. (rating scale 0-4)	Document	Exists	present	present	Available	there	There
		IKU	Formal documents containing valid policies and regulations to ensure the integrity and quality of of the institution.	Document	exist	available	available	there	there	there

Quality Assurance System	IKU	Availability of formal SPMI documents.	Documents	available	Available	Available	available	there	there
	IKU	Valid evidence of good practices of quality culture development in higher education.	Document	available	available	available	available	there	there
External Accreditation	IKU	Certification/external accreditation by reputable international or national institutions of reputation.	Number	0	0	0	0	1	1
	IKU	Programme accreditation by a reputable international accreditation agency.	Number	0	0	0	0	0	1
External Accreditation Audit	IKU	Implementation and results of external financial audits.	Percentage	100	100	100	100	100	100
	IKU	Programme accreditation by BAN-PT or Accreditation Agency Mandiri (LAM)	Amount	6	6	6	6	6	6
	IKU Dean	Percentage of Islamic Religious Studies Programmes	Percentage	83.33	83.33	83.33	83.33	83.33	83.33
Collaboration	IKU	Availability of formal documents Policies, procedures and monitoring and evaluation.	Documents	None	Available	Available	Yes	Yes	there
	IKU	Availability of development planning documents networks and partnerships.	Documents	None	Available	Available	Yes	Yes	there
	IKU	Availability of data on quantity, scope, relevance and the usefulness of partnerships.	Documents	available	available	available	Yes	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	48	48	48	48	48	49

		IKU Dean	Number of international collaborations	number	3	3	4	4	5	5
	Performance Achievement Evaluation	IKU	Analysis of faculty performance achievement success	Documents	Available	Available	Available	Available	there	there
	Quality Assessment	IKU	Effectiveness of the implementation of the quality assurance system	Score	4	4	4	4	4	4
		IKU	Internal and external stakeholder satisfaction internal and external	Score	4	4	4	4	4	4
	Tata Pamong, Tata	ICT	Level of stakeholder satisfaction with administrative services	Index	3.5	3.5	3.7	3.7	3.9	3.9
		IKU Dean	Percentage of programmes accredited as excellent/A	Percentage	83.3 3	83.3 3	83.3 3	83.3 3	100	100
		ICT	Number of programmes that are members and/or certified International certification bodies	Number	0	0	0	0	1	1
		ICT	Average Programme Accreditation Score	Score	361	361	361	361	365	365
		ICT	The implementation of ISO-based governance in all work units at UIN	number	0	0	0	0	0	1
		ICT	Percentage of IT system integration	Per cent	50	60	70	80	90	100%
		ICT	Implementation of the BLU development master plan	Percentage	0	0	0	0	0	0
		ICT	Availability of internal regulations of UIN Walisongo as a State-Owned Legal Entity (PTN BLU) in accordance with the Statutes	Percentage	0	0	0	0	0	0
		ICT	Availability of IKU based on Renstra	Documents	Not yet	Available	Available	Available	Available	There is

		ICT	Availability of workload-based SKP Work Unit	Documents	Not available	Available, complete	Available, complete	Available, complete	Available, complete	
		IKU Dean	Community satisfaction index for BLU services	scale	4	4	4	4	4	
Education	Curriculum	IKU	Curriculum development policy.	Documents	available	there	there	there	There	
		IKU	Guidelines for development Curriculum	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 the determination of learning strategies, methods and media, as well as learning assessment.	Document	available	available	available	Yes	there	there
		IKU	Valid evidence of the implementation of the monitoring and evaluation system of the implementation and quality of the learning process.	Document	available	available	available	Yes	there	there
	Integration of Research and Community Service in	IKU	Availability of formal policy documents and guidelines for the integration research and community service activities into learning	Documents	available	Available	Available	Available	there	there
		IKU	Availability of valid evidence of implementation, evaluation, control, and quality improvement of research quality integration and community service into learning.	Documents	available	available	available	Yes	there	there

		IKU	Valid evidence of the results of monitoring and evaluation of the integration of research and community service into learning.	Document	available	available	available	there	there	there
	Academic Atmosphere	IKU	Academic atmosphere policy document.	Document	available	Available	Available	present	there	there
		IKU	Availability of valid evidence of satisfaction levels and feedback from internal <i>stakeholders</i> 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 the development of the academic environment and its implementation.	Document	available	available	available	Yes	there	there
	Education and teaching	ICT	The existence of policies, guidelines, or educational guidelines based on the Unity of Science	Documents	Exists, but not yet finalized cap	Exists	Exists	Available	there is	there
		ICT	Collaboration with the industrial world or other institutions in the field of Education and Teaching	Number of MoUs/PKS	4	6	6	6	6	6
		ICT	Availability of guidance documents or POB Learning planning based on the Unity of Knowledge from the unit UoS manager/supervisor	Document	Not available	Available	Available	Available, complete	Available, complete	Yes, complete

		ICT	The availability of guidance documents or POB for the implementation of learning based on the Unity of Knowledge from the UoS manager/supervisor	Document	Not available	Available	Available	Available, complete	Available, complete	Yes, complete
		ICT	Availability of guidance documents or POB for learning evaluation based on the Unity of Science from CUSHEM (<i>Centre for Unity of Sciences and Higher Education Management</i>)	Document	Not available	Available	Available	Available, complete	Available, complete	Yes, complete
		IKU Dean	Percentage of courses that implement RPS based on unified science	Per cent	100	100	100	100	100	100
		IKU Dean	Percentage of courses implementing <i>blended learning</i>	Percentage	-	4.79	10	15	20	25
		ICT	Percentage of educational facilities to achieve <i>learning outcomes</i>	Per cent	50%	60	70	80	90	100%
Research	Research IKU	IKU	Formal Research Strategic Plan document.	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	Available	present	there	There
		IKU	Research groups and research laboratories.	Activities	There	there	there	there	there	There

		ICT	The availability of a research master plan based on the unity of science for humanity and civilisation	Document	There	there	there	there	there	There
		ICT	Availability of a research master plan based on kewalisongoan	Document	Belu m ada	Not avail able	Avail able	Availa ble	Availa ble	There
		ICT	Availability of a master plan Research based on religious moderation	Document	Belu m ada	Belu m ada	availa ble	there	there	There
		ICT	Number of Islamic Studies, Social Sciences, Humanities, and Science Research	Number	3	3	4	4	5	5
			Technology based on Unified Science per year							
		IKU Dean	Number of International Collaborative Research Projects	Number	1	1	1	1	1	1
		IKU Dean	Number of nationally accredited journals	Number	3	3	3	3	3	3
		ICT	Number of nationally accredited journals Sinta 2	Number	1	1	1	1	1	2
		ICT	The realisation of reputable international journals with a good reputation	Journal	0	0	0	0	1	1
		IKU Dean	Number of Intellectual Property Rights (IPR) and Patents	Certificates	20	15	15	20	20	20
		IKU Dean	Number of textbooks integrated with research	Documents	5	5	5	5	6	6
		IKU Dean	Number of Books with ISBN	Documents	5	8	8	8	8	8

		ICT	Number of proposals submitted of the total number of funded research projects	Documents	25	25	25	25	25	25	
		ICT	Amount of research funding from outside the university	Rupiah	10 million	12.5 million	15 million	17.5 million	20 million	22.5 million	
		ICT	Number of <i>responsive</i> research studies gender	Number	1	1	1	1	1	1	
		IKT	Number of studies on the Kalisongo	Number	1	1	1	1	1	1	
		ICT	Number of studies on religious moderation	Number	1	1	1	1	1	1	
	Community Service	PKM	IKU	Formal document of the PKM Strategic Plan.	Document	there is	there is	there	there	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 the PkM process.	Document	available	available	available	Yes	there	There
			IKU	PkM activity reporting documents.	Document	available	there	Available	present	there	there
		PKM Implementation Group	IKU	The PKM implementation group that functional.	Activities	are	are	there	there	there	There
ICT			The availability of a master plan for service based on the unity of knowledge for humanity and civilisation	Document	Belum	available	available	there	there	there	
ICT			The availability of a master plan for community service based on the principles of moderation and religious tolerance religious	Document	Belum	belum	available	there	there	There	

		ICT	Number of textbooks/teaching materials based on community service that used for learning	Number	1	1	1	1	1	1	
		ICT	Number of proposals registered from the number of community service works funded	Number	1	1	1	1	1	1	
		ICT	Number of community service activities funded from outside the university	Number	0	1	1	1	1	1	
			ICT	Number of community service projects gender <i>responsive</i>	Number	1	1	1	1	1	1
	Students and Graduates	Students	IKU	Ratio of applicants to successful applicants.	Ratio	11:1	11:1	11:1	12:1	12:1	13:1
			IKU Dean	Percentage of students who re-enrol compared to the number of applicants who pass.	Per cent	80%	80	80%	80	80	80
			IKU Dean	Percentage of international students.	Per cent	0.002	0.002	0.002	0.002	0.002	0.002
Student Services		IKU	Student services are provided in the form of: 1) guidance and development of interests and talents; 2) improvement of welfare, and 3) career counselling and entrepreneurship guidance.	activities	there is	there is	there	there	there	there	
		IKU Dean	Geographical distribution of students	Province	20	20	20	20	20	20	
		ICT	Number of postgraduate students to undergraduate students	Scale	1: 107	1: 107	1: 107	1: 107	1: 107	1: 107	
		ICT	Number of students with the ability to memorise the Qur'an	Percentage	0.5	0.5	0.5	0.5	0.5	0.5	

		IKU Dean	Number of students participating in International Student Mobility	Number	1	1	1	1	1	1
Human Resources	Lecturers	IKU	Ratio of permanent lecturers who meet the lecturer requirements to the number of study programmes.	Ratio	1:15	1:15	1:15	1:15	1:15	1:15
	Functional Position Lecturer	IKU Dean	Percentage of lecturers holding the functional position of Senior Lecturer Large.	Per cent	6.6	6.6	6.6	6.6	6.6	6.6
		IKU Dean	Percentage of lecturers with the rank of Senior Lecturer	Percentage	24.4 2	26.6 6	27.7 7	30	30	30
		IKU Dean	Percentage of lecturers with doctoral degrees	Per cent	21.6 4	24.4 2	30	36.6 6	38.8 8	41.1
	Lecturer Certification	IKU	Percentage of lecturers who have teaching certificates professional/professional certification.	Percentage	78	78	81	82	83	85
	Non-Permanent Lecturer	IKU	Percentage of non-permanent lecturers to the total number of lecturers (permanent and non-permanent lecturers).	Percentage	0.04	0.04	0.03	0.03	0.02	0.02
	Ratio	IKU	Ratio of the number of students to the number of permanent lecturers.	Ratio	33:1	33:1	32:1	32:1	31:1	30:1
	Lecturer Research Productivity	IKU lectur	Average research/lecturer/year.	Number	0.5	0.5	1	1	1	2

	Lecturer PkM Productivity	IKU	Average PkM/lecturer/year.	Number	1	1	1.5	1.5	2	2
	Lecturer Recognition	IKU	Average number of recognitions for lecturer achievements/performance relative to the total number of lecturers.	Number	1	1	1.5	1.5	2	2
	Personnel	IKU	Sufficiency and qualifications of educational personnel based on their job type (librarians, laboratory assistants, technicians, etc.).	Percentage	52	54	54	54	56	58
		IKU Dean	Number of lecturers involved in visiting lecturer programmes	Number	1	1	1	1	2	2
		IKU Dean	Student satisfaction index regarding lecturer performance	Scale	4.42	3.56	3.67	3.74	3.84	3.90
		IKU Dean	Percentage of lecturer attendance in accordance with regulations	Percentage	85	85	87	89	92	94%
		IKU Dean	Student satisfaction index with administrative services academic and non-academic	Scale	3.48	2.80	3.20	3.30	3.40	3.50
		IKU Dean	Faculty satisfaction index with academic administrative services and non-academic services	Scale	3.88	3.20	3.30	3.40	3.45	3.50
		ICT	Average Employee Workload	Percentage	140 %	120 %	100 %	100 %	100 %	100
		ICT	Number of educational personnel qualifications by type of work	Number	25	25	25	25	25	25

Facilities, Infrastructure and Finance	Facilities and Infrastructure	IKU	Availability of relevant and up-to-date facilities and infrastructure to support learning, research, community service, and to facilitate special needs in accordance with SN-DIKTI.	Score	3	3	3.5	3.5	4	4
		IKU	Information system for effective administrative services.	Score	4	4	4	4	4	4
		IKU	Information systems for learning, research, and community service that has proven to be effective.	Score	3	3	3.5	3	4	4
		IKU Dean	Facilities and infrastructure satisfaction index	Scale	3.33	3.50	3.50	3.50	3.50	3.50
		IKU Dean	Number of laboratories with equipment and accessibility	Number	2	2	2	2	2	2
		IKU Dean	Percentage of integrated information systems	per cent	89.47	90	91	92	93	94
		IKT	Availability of faculty 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	100%	100%	100%	100
		ICT	Percentage of availability and implementation of Standard Operating Procedures (SOP) for handling complaints, requests for improvements, and maintenance facilities and infrastructure	Percentage	50	100%	100%	100%	100%	100

		ICT	Percentage of availability and implementation of Standard Operating Procedures (SOP) for planning and maintenance integrated facilities and infrastructure	Percent	50	100 %	100 %	100 %	100 %	100
		ICT	Increase in the percentage of green open space in the campus environment	Percentage	30	35%	40%	45	50	60
		IKT	Realisation of a green and smart campus based on conservation energy, water and governance	Percent	20	20	30	30	40	40
			Waste/rubbish on campus							
	Fund Acquisition Fund Utilisation	IKU	Percentage of funds obtained from students relative to total funds obtained of the university.	Percentage	23	23	23%	23	23	23
		IKU	Percentage of university funding sourced from sources other than students and ministries/institutions relative to total university funding.	Percentage	77	77	77	77	77	77%
		IKU	Average operational funds learning process/student/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	2.1 million	4.3 million	4.3 million	4.4 million	4.5 million
	Funds Raised	IKU	Average PKM funds per lecturer per year.	Amount	2.5 million	2.5 million	2.5 million	2.6 million	2.7 million	2.8 million
		IKU	Percentage of research funding used in relation to total university funding of higher education institutions.	Per cent	1.03	0.48	1.5	1.52	1.54	1.56

		IKU Dean	Number of academic and non-academic achievements of students at the international level.	per cent	0.01	0.01	0.01	0.01	0.01	0.01
	Length of Study	IKU	Student study duration for each programme.	Year	4.5	4.5	4.5	4.5	4.5	4.5
		IKU Dean	Percentage of on-time graduation for each programme.	Percentage	40	40%	43%	46	49	52%
		IKU	Percentage of study success for each programme.	Percentage	90	90	92	92	94	94%
	Graduate Waiting Time	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
	Alignment of Graduates' Fields of Work		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
	Graduate User Satisfaction	IKU Dean	Graduate user satisfaction level. (Score 1-4)	Score	3.02	3.28	3.34	3.36	3.40	3.43
	Graduate Employment	IKU	Level and size of graduate employment.	Score	3	3	3.5	3.5	4	4

	Research and Scientific Publications	IKU	Number of publications in journals	Number	14	14	15	15	16	16
		IKU	Number of publications in seminars/articles in the mass media.	Number	3	3	4	4	5	5
	Citation of Scientific Works	IKU Dean	Number of scientific articles by permanent lecturers that have been cited.	Number	2100	2124	2200	2300	2300	2300
		IKU Dean	Number of research results published in national journals Sinta 1 and 2	Number	9	9	9	10	11	11
		ICT Dean	Number of research results published in international proceedings/journals Reputable	Number	5	5	5	6	6	6
		IKU Dean	Number of research results that utilised for the benefit of society and industry	Number	2	2	3	3	4	4
		ICT	Index of public satisfaction with the services provided	scale	3.20	3.20	3.25	3.3	3.35	3.4
		ICT	Increase in the percentage of alignment between the work fields 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%

Other outputs		IKU	Number of research outputs and community service activities by	Number	10	10	12	12	13	13
		ICT	Number of PkM results published in national journals or proceedings/international journals international	Number	6	10	12	12	13	13
	Analysis and Determination of Development	IKU Dean	Average percentage of employee performance achievement.	Percent	119	120	123	125	127	127
	SWOT Analysis or Other Analyses that are Relevant	IKU	SWOT analysis or other relevant analyses.	Document	Available	Available	Available	Available	there	there
	Development Programme	IKU	Setting priorities for development programmes based on the results of SWOT analysis or other analyses.	Document	Available	Available	Available	Available	there	there
	Sustainability Programme	IKU	Policies and efforts incorporated into various regulations to ensure programme sustainability.	Documents	Available	available	Exists	there	There	There

B. Funding Framework

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

Planning and budgeting are key components of financial management at the Faculty of Sharia and Law, 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 the Faculty of Sharia and Law and all its work units to develop plans and budgets effectively and efficiently. To achieve this, the Faculty conducts an in-depth and comprehensive analysis of its needs and projections for future development. Trends in community needs and technological developments are important factors that must be taken into account so that the faculty remains dynamic and keeps pace with the rapid developments of the times. The faculty'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 faculty's RBA is a business planning and budgeting document that contains programmes, activities, performance targets, and the budget of a BLU. The faculty's RBA is prepared using a *flexible budget* pattern with a certain threshold percentage. A flexible budget pattern is a budget pattern in which expenditure can increase or decrease from the budgeted amount as long as the related income increases or decreases at least proportionally.

The Faculty of Sharia and Law at UIN Walisongo Semarang is one of the faculties that requires substantial funding. Therefore, the faculty's funding comes from several sources of revenue, both from the government and the community. These funding sources include Pure Rupiah (RM), State University Operational Assistance (BOPTN), Non-Tax State Revenue (PNBP) BLU, Foreign Loans and/or Grants (PHLN), State Sharia Securities (SBSN), other sources resulting from cooperation with other parties, and *donations/sponsorship* from individuals/institutions that are not binding. In an effort to ensure the effectiveness of funding, the allocation of funding 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 teaching staff capacity through doctoral study scholarships, *international collaborative research* and *short courses*.
5. SBSN funds are used for capital expenditure on building construction.

In the framework of financial management, the faculty applies the principles of good faculty governance by adopting *the OECD Principles of Corporate Governance*, which include: (1) Ensuring an effective framework for BLU governance; (2) The role of *stakeholders* in governance; (3) Disclosure and transparency; and (4) The responsibilities of the Board of Directors. These four governance principles are further realised in various aspects of faculty governance, both academic and non-academic. In terms of financial management, the Faculty of Sharia and Law at UIN Walisongo carries out the following matters as follows: (1) planning cash receipts and disbursements; (2) collecting revenue or bills; (3) depositing cash and managing bank accounts; (4) making payments; (5) obtaining funds to cover short-term deficits; and (6) utilising short-term cash surpluses to earn additional income. The utilisation of cash surpluses is carried out through short-term investments in low-risk financial instruments.

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

C. Control Framework

The management of funding for the Faculty of Sharia and Law always adheres to the rules or principles implemented by UIN Walisongo Semarang, which refer to *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 Supervisory Unit (SPI) as the main organ that carries out internal supervisory tasks and functions in non-academic areas, 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. Internal control 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 faculty's strategic plan, Key Performance Indicators (IKU), faculty 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 faculty 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. Reviewing *proposals/Terms of Reference* (TOR) to ensure that programme/activity plans are in line with the RKA-KL and applicable regulations.
2. Conducting an examination of accountability documents (SPJ) and a factual examination of 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 non-tax state revenue (PNBP) audits, asset/state-owned property (BMN) audits, organisational and human resource audits, and audits with specific objectives. All these control activities are crucial to realise the vision of establishing the Faculty of Sharia and Law at UIN Walisongo Semarang as a Corruption-Free Zone (WBK) and a Clean and Service-Oriented Bureaucracy Zone (WBBM).

CHAPTER V: CLOSURE

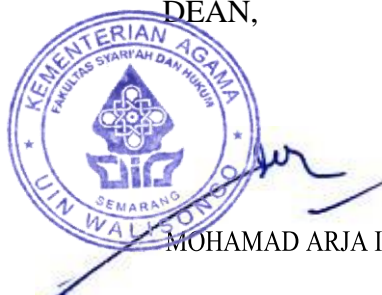
This is the 2020-2024 Strategic Plan for the Faculty of Sharia and Law at UIN Walisongo, which refers to the 2020-2024 Strategic Plan for UIN Walisongo and is framed within the achievement of the Vision and Mission of the Faculty of Sharia and Law at UIN Walisongo as a leading Faculty of Sharia and Law 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 universities and faculties, as well as their study programmes, 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 Sharia and Law at UIN Walisongo must be used as a reference for the preparation of programmes at the faculty level and as a reference for the units under it (study programmes) to be elaborated according to their respective uniqueness.

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 Sharia and Law at UIN Walisongo.

With the strength and guidance of Allah SWT, may the Faculty of Sharia and Law at UIN Walisongo continue to thrive and be meaningful for the community and civilisation.

DEAN,



MOHAMAD ARJA IMRONI