

## Strategy Diponegoro University as State University Legal Entity (PTN-BH) Towards World Class University

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### Abstract:

**Background:** Demands become a World Class University is often regarded as a necessity, but so should be the goal of the universities in Indonesia to be able to survive and compete in the strong currents of the globalization of education. World Class University not only meant is rating an international level, universities in Indonesia aligned with universities in the world. World Class University should be interpreted as a college that has excellent in the field of research and meeting facilities academic work, have a culture of intellectual, have academic freedom and independent in governance, especially in the financial sector to support research and teaching as well as other functions are carried universities.

**Materials and Methods:** This paper focuses on the strategic measures implemented step right Undip as PTN-BH towards World Class University. This study uses a qualitative method with the approach of case study.

**Results:** The research result that entered its third year Undip as PTN-BH is still faced with issue- issue of internal still the focus to be resolved such as financial problems and Human Resources (SDM ) in addition to other issues related to the paradigm of governance new . Undip as PTN-BH has formulated a strategic policy direction towards the world Class University.

**Conclusion:** Various strategic measures have been implemented such as in academic, institutional, personnel, finance, and information technology (IT). Mindset and culture of academic employees Undip be important to build that there eventually will produce excellent performance both nationally and internationally .

**Key Word:** Strategy; PTN-BH; World Class University

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### I. Introduction

The long journey of the University of Diponegoro (Undip) towards PTN-BH originated from Undip as State university established are located in Semarang, the capital of the Province of Central Java based on Government Regulation No. 7 of 1961. Based on Law no. 2 In 1989, Undip was designated as a State University Work Unit under the auspices of the Ministry of National Education. Furthermore Undip follow the pattern of Management of Public Service Agency 259 / KMK.05. / 2008, dated September 15, 2008 on the Establishment of the Diponegoro University the Ministry of Education as National governments which implement management finance Service Agency General.

October 17, 2014 Undip defined as PTN-BH through Government Regulation (PP) No. 81 Year 2014. Management Undip as PTN-BH further stipulated in Government Regulation PP No. 52 of 2015 Statute of the University of Diponegoro . predicate PTN-BH is a manifestation of the government's trust to the University of Diponegoro by providing autonomy in academic and non academic. PTN-BH predicate awarded to the University of Diponegoro in accredited A, have achievements in international research publications, and fair financial statements without exception for three consecutive years.

The globalization of education is a condition that can no longer be avoided and requires state universities to adapt especially to the quality and quality of education (Hirst, 2001) . The demand to become a *World Class University* is often considered a necessity, however, it must be the goal of state universities in Indonesia to be able to survive and compete in the midst of the strong flow of globalization of education. *World Class University* is often interpreted as an international ranking or ranking and recognition of universities in various worlds. However, from various definitions, *World Class s University* actually aims more at universities to excel in the field of research and fulfill academic work facilities, the emergence of an intellectual culture , having academic freedom and having independence in governance, especially in the financial sector to support research and development. teaching and other functions carried colleges (Soegito, Total Quality Management ( TQM) in higher Education, 2011), (Buller, 2015) .

To achieve a *World Class University* , the number of lecturers and the educational qualifications of lecturers are very important to support international research and publications. In addition, the research budget is very much needed to be able to produce superior research quality and be able to be published on the

international stage. Means of *Information Communication Technology (ICT)* is also a factor supporting the college is able to perform its functions. In other words, if public universities in Indonesia want to become world-class universities, all campus-supporting resources must be strived for to advance to the top 500 in the world, as was the target of the Ministry of Research, Technology and Higher Education when establishing Undip as a PTN-BH.

To realize a *World Class University*, of course the role of Leaders is very important in managing Higher Education. Research Gede Sandiasa (Sandiasa, 2017) suggests that the leader is the central figure can influential in the development and improvement of the performance of Higher Education institutions. Research Tarita Maulida (Maulida, 2017) showed that the leadership transactional followed with good decision-making abilities influential po acquisitive and effective implementation of the Strategic Plan. Zulkarnain research Siregar (Siregar, 2016) explains that the role of leadership will affect strategic planning. Research Syahrul (Syahrul, 2017) explains that the approach stratejik in the management of higher education institutions become an important requirement at this time. Demands build quality Higher Education requires a good introduction to external conditions and internal strengthening. Research Anggoro (Anwar) stated that the Rector was instrumental in the management of academic and non-academic in order to achieve the vision and mission of the University High. Rector role in the academic field sets norms and policies in the planning, implementation and control of Tri Dharma University by utilizing information both internally and externally, by reference to the standard of quality that has been determined and the national. In non-academic, Rector has an important role in sets the norms and policies in the planning, implementation and control of the organization, finance, student affairs, human resources and infrastructure to effectively and effectively so as to support the achievement of the vision and mission of the College. This article in focus tried to analyze what strategic steps Undip towards *World Class University*. What policies and programs and activities are implemented in Undip after becoming a PTN-BH.

## **II. Material And Methods**

**Subjects & selection method:** This paper uses qualitative research methods. According to Bogdan and Taylor in Lexy Moleong (Moleong, 1995), qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. Penelitian involve qualitative interpretive and naturalistic approach to the world. This means that qualitative researchers study things in a natural setting them, try to understand, or interpret, phenomena in terms of meaning that people bring to them. This paper analyzed the approach to the case study. Case study is a study in which researchers probed a particular phenomenon (case) in a time and activities (programs, events, processes, institutions or social groups) as well as gather detailed information and in-depth with menggunakan various data collection procedures during the period tertentu (Creswell, 2007)

### **Procedure methodology**

The data used in this paper are primary data and secondary data. Primary data obtained from interviews to the leadership of the University of Diponegoro. Primary data is also obtained by making observations. Observation is a method of collecting data by monitoring participants in certain situations or environments at certain times and days. Researchers will observe the behavior of the surrounding environment or the person being studied. Observations were made with participatory observation because the researcher was part of the group being studied. While the data sekunder obtained from various documents were used as the foundation introduction of policy such as the Statute of the University of Diponegoro, Plan Strategic 2015 - 2019, the Operational Plan, RKAT, LAKIP, Financial Reports, Regulations Rector, Letter Decision / Circular Rector, as well as other documents such as meeting materials and presentations of activities at Undip.

## **III. Result and Discussion**

Decentralization in management terms implies that the process of delegation or devolution of power or authority in an organization system that is given from the leader or supervisor to subordinate levels. G. Shabbir Cheema and Dennis A. Rondinelli explained that the concept of decentralization has grown to take on meaning, purpose, and form an increasingly diverse and varied. Until the late 1980s the government has pursued three forms of decentralization, namely deconcentration, devolution, and Delegasi (Cheema, 2007). Decentralization now covers not only the transfer of power, authority, and responsibility in the government but also the division of authority and source of power for shape public policy in society. In the concept of the expansion of the practice of administrative decentralization can be categorized into at least four forms: administrative, political, fiscal, and economic.

Education decentralization is the delegation of authority from the government to the regions to make management decisions and develop their own plans in overcoming educational problems with reference to the national education system (Irianto YB, 2014) (Fatah, 2013). The meaning and nature of higher education

autonomy is the authority to freely regulate oneself in managing the implementation of academic institutions and programs which include learning, research, and community service for a higher education institution to achieve its goals and aspirations so as to produce and guarantee the quality of learning outcomes. competence, research, and community service of the highest quality and condition. Some people consider that Higher Education Autonomy which includes academic autonomy and non-academic autonomy is natural for Higher Education. Academic autonomy is a prerequisite for Legal University to be able to carry out the Tridharma of Higher Education (Education, Research and Community Service) in order to build superior, quality human resources that are able to contribute to the welfare of mankind and world civilization. Meanwhile, non-academic autonomy is a prerequisite for realizing good university governance ( Good University Governance ). The absence of non-academic autonomy will negate academic autonomy. This means that non-academic autonomy will affect academic autonomy (Irianto S., 2012) .

To ensure non-academic autonomy in order to improve quality, independent decision-making authority is required, the application of a merit system in human resource management, effective and efficient asset management, and flexibility in accountable financial management. Such authority in the state administration and financial system can only be exercised by State Universities with the status of Legal Entities.

By having the authority, the leader will be able to carry out strategic management to achieve the targeted goals. Strategic management involves developing strategies and formulating policies to achieve organizational goals and objectives (Steiss, 2003) . In this process, attention should be paid to external strategy and internal capabilities. An interface is provided between the capacity of the organization's performance and the opportunities and challenges that must be addressed in an Environmental wider (Steiss, 2003) . *Strategic management involves the development of strategies and the formulation of policies to Achieve organizational goals and objectives. In this process, attention must be given to both external and internal strategies capabilities. Strategic management offers a framework by the which an organization can adapt to the Vagaries of an unpredictable environment and uncertain futures.* Strategic management related by attaching bungan organizational resources with the challenges and opportunities in the larger environment Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable the organization to achieve its objectives.

The strategic management process consists of three stages (David, 2011) :

1. Strategy Formulation

Strategy formulation includes developing a vision and mission, identifying the organization's external opportunities and threats , determining internal strengths and weaknesses, setting long-term goals, generating alternative strategies, and selecting specific strategies to pursue.

2. Strategy Implementation

Implementation of the strategy includes the development of a culture that supports the strategy, creating an effective organizational structure, direct marketing efforts, preparing a budget, developing and utilizing information systems, and linking employee compensation to organizational performance.

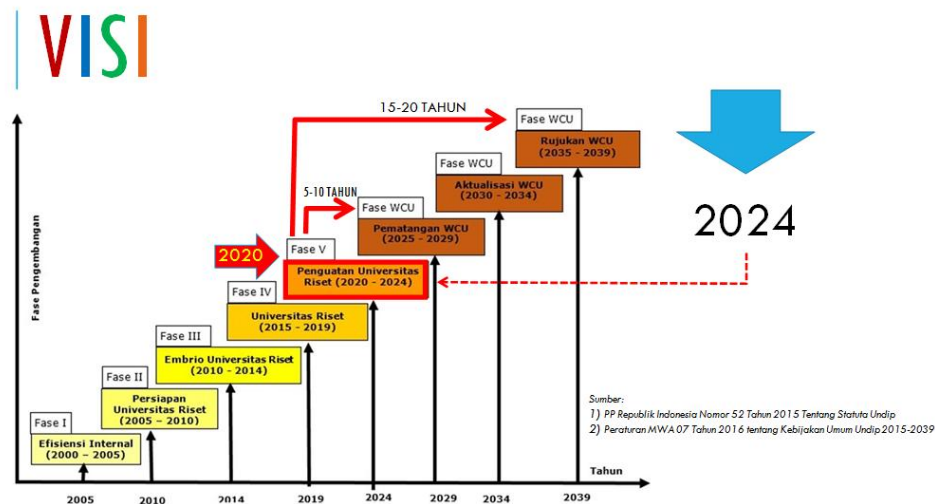
3. Strategy Evaluation

The manager is very needed to know when a particular strategy is not working properly; The main strategy evaluation is a means to get this information. All strategies can be modified in the future due to factors external al internal and constantly changing.

In strategic implementation, once the strategic objectives have been determined, a strategy route map can be sketched to get from the current to the strategic objectives. Detailed planning work for the first year of the trip can begin. When this plan is put into operation, the next stage of the journey can be planned. This cannot be resolved until the point of possibility reached in the first stage becomes clear. This process can be repeated until the strategic objectives are realized.

Post set as PTN-BH Undip has set Undip Strategic Plan 2015- 2019 through Undip Rector Decree No. 2173 / UN7.P / HK / 2015 containing the statement of vision, mission, goals, objectives, policies and programs and performance indicators. To improve implementation and achievement of the vision of the University of Diponegoro in the year 2015-2019, the Decree of the Rector No. 2173 / UN7.P / HK / 2015 replaced by Regulation Rector Undip number 22 in 2017 on the Strategic Plan of the University of Diponegoro Year 2015-2019 Revision. Diponegoro University's Strategic Plan 2015-2019 revision is necessary because of the status change of the Diponegoro University Public Service Agency Law (PTN-BH). This change requires Undip to do reoriented based PTNBH which covers the increased independence in the governance of assets and institutional, academic and non-academic, increased status as a world-class university ( *World Class University* ) as well as increased financial capacity.

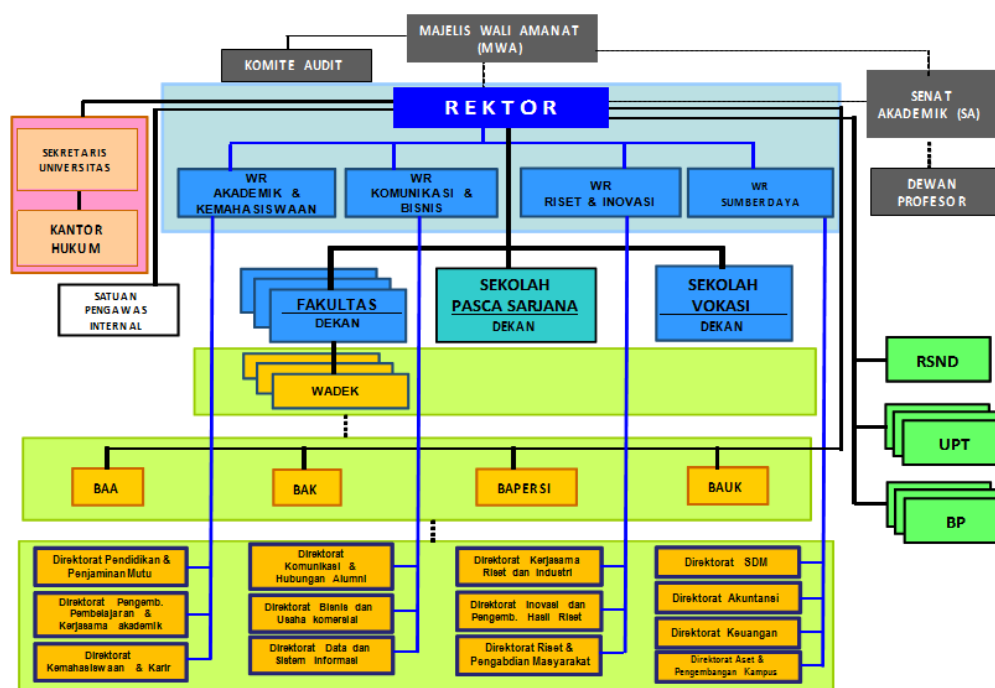
Strategic Plan of the University of Diponegoro Year 2015-2019 Revised prepared Undip of achieving the vision is "To be the University Research Excellence" which were translated into Undip development strategy 2000-2025 which is divided into five phases, namely Phase I increased efficiency internal (2000- 2005), a phase II preparation as a research university (2005-2010), a phase III embryo research universities (2010-2015), phase IV research universities (2015-2020) and phase V strengthening university research (2020-2025) and always synchronized with the Development Plan of National Education and the 2005-2025 Long Term Regulatory Board of Trustees (BoT) No. 7 of 2016 On Public Policy, Phases extremely important not only for determining the leader but also an important strategic scarce known to all stakeholders to support the roadmap Undip achieve *World Class University* .



**Figure 1.** Undip Development Strategy Phase towards WCU

After the general policy direction and strategic plan are determined, then the leader obliged to carry out what has been formulated by making strategic steps to achieve goals. This strategic step step must be chosen among many options and carefully calculated regarding the impact and implications as in the planning process.

In the institutional field, Undip has the Diponegoro University Board of Trustees Regulation Number 02 of 2016 concerning the Organization and Work Procedure of the University and the Diponegoro University Rector Regulation Number 04 of 2016 concerning the Organization and Work Procedure of the Elements Under the Diponegoro University Chancellor. Organizational structuring is carried out with the principle of efficiency with the aim of a streamlined but multifunctional structure such as the structure under the Dean now there is only Deputy Dean 1 and Deputy Dean 2 which previously had 4 Vice Deans. However, Undip has also established a new structure that is deemed important and urgent considering the required functions such as the Human Resources Planning Agency (BPSDM), there is also the Planning and Development Agency (BPP). Efficiency seems to be carried out at the Faculty level, while at the university level the structure is indeed not streamlined because the University functions as control and control over the Faculty. Since becoming a PTNB-BH, management at Undip has been centralized at the University level, all policies are determined and controlled by the University, while the Faculty only implements University policies.



Sumber: Peraturan MWA Nomor 02 Tahun 2016

**Figure 2.** Organizational Structure and Work Procedures Under the Chancellor

In the academic field, Undip has the authority to open and close study programs. After becoming as PTN-BH Undip has pioneered the establishment of PSDKU, a study program held in administrative districts/cities/cities that are not directly adjacent to the Main Campus. PSDKU Aims to improve access, equity, quality, and relevance of higher education . The legal basis is Undip Rector Regulation No. 15 of 2017 and the Rector's Regulation No. 33 of 2019. PSDKU was established in Pekalongan Regency , Batang Regency, and Rembang Regency. Based on the Rector's Regulation of Diponegoro University Number 15 of 2017 concerning Academic Regulations for the Education Sector of the Diponegoro University Undergraduate Program, Undip has also opened an *International Undergraduate Program* (IUP) class .

One of the other PTN-BH powers is in the field of Personnel , where Undip is allowed to recruit Lecturers and Education Personnel with non-PNS status. In the Regulation of the Chancellor of the University of Diponegoro Number 4 of 2017 concerning the Staffing System for Non-PNS Diponegoro University Employees. Based on these rules, to make up the shortfall formation of civil servants, Undip has the autonomy to recruit clerks Undip Non-PNS which consists of:

- a. Non-PNS PU Educators ; and or
- b. Non-PNS Public Works Education Personnel

Non-PNS Public Works are Undip Employees who are appointed and dismissed by the Chancellor as employees with permanent work agreements in accordance with Undip needs and laws and regulations in the field of the State civil apparatus.

**Table 1.** Undip Employee Recapitulation until 2019

No	Employment status	Number of Employees
1	civil servant	2,502
2	Undip Non ASN Employees	135
3	civil servant	15
4	Contract	993
5	Amazing Power	6
6	Professionals	20
7	Candidates for Undip Non ASN Employees	48
	Total	3,719

Source : <https://e-duk.apps.undip.ac.id/index.php/statistik/grafikstatus.html>

In personnel management , especially at the level of determining officials, there are new rules that are applied, namely regarding the age limit for Leaders at the Faculty/School Level at Diponegoro University. The

rules regarding age restrictions were never previously regulated in the Rector's Regulation of Diponegoro University Number: 2 of 2014 concerning Procedures for Election of Diponegoro University Leaders and Faculty Leaders at Diponegoro University. In the Regulation of the Chancellor of Diponegoro University Number 5 of 2016 concerning Procedures for Filling the Position of Leaders at the Faculty/School Level at the University of Diponegoro, it is stated that the leadership of elements under the Chancellor at the faculty level must meet general requirements and special requirements before being appointed to their positions. In general requirements it is stated that at the end of office the maximum age is 61 (sixty one) years , while in special requirements it is stated:

Specific requirements consist of:

a. Candidate age requirements

1. the maximum age of 56 (fifty six) years at the end of the term of office of the incumbent official for the positions of dean, deputy dean, chairperson and secretary of department, chairman and secretary of study program, ; and

2. Maximum age of 53 (fifty three) years at the end of the term of office of the incumbent official for the positions of chairman and secretary of the section, laboratory coordinator.

b. Requirements for certificates and functional positions for candidates

1. have a doctoral certificate and a functional position as low as a head lector for the position of dean of faculty/school, department chair and secretary, chairman and secretary of master's, doctoral and doctoral study programs, specialist 1, specialist 2, applied master's degree, applied doctoral degree ;

2. At least have a master's degree or equivalent and a functional position of at least head lector for the positions of vice dean, chairperson and secretary of the strata 1 program, diploma, section head, laboratory coordinator; and

3. At least have a master's degree or equivalent and a functional position of at least an expert assistant for the position of secretary of the section and laboratory coordinator.

The age restriction policy was initially met with resistance, but became accepted over time. The consideration of age restriction was made because the Chancellor wanted Undip to move and run fast so as not to be left behind by other PTN-BH. However, the Chancellor finally accommodated the wish that the age limit could be lowered to 58 years. In the rector's regulation it is explained that special conditions can be lowered if no one fulfills the provisions.

To support the achievement of lecturers with PhD qualifications (S3), Diponegoro University has provided the opportunity for lecturers for further studies either in Undip S3 as well as outside Undip with license / assignment of learning by providing financial assistance . In the Regulation of the Chancellor of the University of Diponegoro Number 03 of 2017 concerning Further Study Assistance for Student Employees whose funding comes from funds other than the State Budget at Diponegoro University, it is explained that there are 3 schemes given:

1. Study assignment scholarships are grants in the form of financial assistance given to Lecturers and/or Education Personnel which aim to be used as payment for Tuition Fees and Tuition fees for continuing education taken by Undip.
2. Study permit assistance is financial assistance given to Lecturers and/or Education Personnel who carry out further studies at Undip in the form of exemption from paying Tuition Fees and other donations with certain terms and periods.
3. The incentive for departure for study assignments is an additional income for Undip employees which aims to provide a stimulus to accelerate the achievement of performance targets related to accelerating the development of the education level of lecturers and education staff

Meanwhile, to pursue the achievement of professors at a minimum of 10%, Undip implements the Acceleration Program for Prospective Professors through OPOC (One Professor One Candidate).

**Table 2.** Recapitulation of Undip Professors' Submissions until 2019

NO	FACULTY/ SCHOOL	REGISTRATION NUMBER	BATCH I	BATCH II	ADVANCED POTENTIAL	WAIT
1	FH	13	4	8	0	1
2	FEB	8	5	3	0	0
3	FT	34	22	12	0	0
4	FK	6	4	2	0	0
5	FPP	10	8	2	0	0
6	FIB	3	2	1	0	0
7	FISIP	4	3	1	0	0
8	FSM	21	17	4	0	0
9	FKM	9	6	3	0	0
10	FPIK	11	10	1	0	0

11	FPSI	2	2	0	0	0
12	Graduate School	0	0	0	0	0
13	Vocational School	0	0	0	0	0

Source: SSO Undip

The Program OPOC implemented through the provision of motivation and focus to Intending candidates for professors to apply for promotions and positions to Professor (Professor). Promotion of lecturers to become Professor and certified, team formation kr figure edit faculty, training and numerical computation submit online credit . Great teachers help Candidates are given assistance at the university level in order to immediately escape at the central level. After the OPOC program was implemented, the results could be seen that there were additional professors at Undip before and after PTNBH. Until 2019, Undip had 142 professors, compared to 115 in 2018 and in 2017 there were 114 professors.

In the financial sector, since becoming a PTN-BH, Undip has the authority to manage finances. To motivate lecturers and employee have academic culture, Rector issued related policy incentives when it became known as BLU is Renumerasi. Based on the Regulation of the Chancellor of the University of Diponegoro Number 17 of 2016 concerning Other Income of Civil Servants and Non-Civil Servants at the University of Diponegoro and the Regulation of the Chancellor of the University of Diponegoro Number 13 of 2017 concerning the Second Amendment to the Regulation of the Chancellor Number 17 of 2016 concerning Other Income of Civil Servants and Non Civil Servants in Diponegoro University, Diponegoro have implemented provision of incentives regularly for servants in the form of incentives improvement of Undip Income (IPP), performance incentives Required (IKW), incentive excess performance ( IKK) .

Incentives Improving the Income (IPP) additional employee income is Undip which aims to improve the incomes of employees in order to assist employees in meeting the needs of bill payment fixed in each residence. Incentives performance referred IKW additional employee income is aimed at providing a stimulus to the achievement of performance targets for both employees and the lecturers teaching force is calculated based on achievement of performance required of an employee. Incentives performance called IKK is an extra income Undip employees that aims to remuneration to employees associated Capain performance that exceeds required performance of an employee.

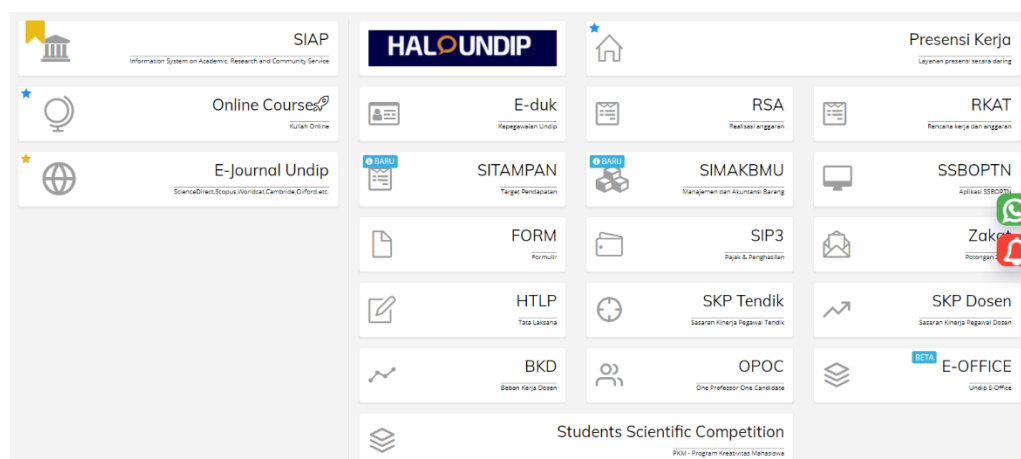
Incentives are not given with performance demands. So the size of the performance of the employee income of Undip will have different income according to performance achievement in semester. Rector of Diponegoro University in Regulation No. 11 Year 2017 About Calculation Manual Mandatory Performance Incentives, Employee Performance Incentive Excess Fixed Diponegoro University, dan Workload Lecturer . IKW calculated based on the achievements of faculty performance which is the number of conversion calculation Tridharma activities and additional task lecturer in value Semester Credit Units (SKS). The calculation of the Excess Performance Incentive (IKK) for lecturers and education staff is carried out based on the tariff amount in the Rector's Regulation concerning the Diponegoro University Fee Standard and/or the Rector's Decree related to the provision of incentives or service fees for an assignment paid through the IKK. In the Regulation of the Chancellor of Diponegoro University Number 11 of 2017 concerning Guidelines for Calculation of Mandatory Performance Incentives, Incentives for Excess Performance of Diponegoro University Permanent Employees, and Lecturer Workloads it is stated that:

- 1 The calculation of the lecturer's IKK is carried out after the lecturer's SKP document is compiled and approved by the Dean.
- 2 SKP lecturers as referred to in paragraph (1) contains data and information on Tridharma activities with the following provisions: a. Educational activities of at least 6 credits; b. Research, community service and support for Tridharma cumulatively for a maximum of 10 credits; c. Research activities are at least 2 credits and a maximum of 6 credits; d. Community service activities of at least 1 credit and a maximum of 4 credits; and e. Tridharma supporting activities are at least 1 credit and a maximum of 4 credits.
- 3 The cumulative total of credits in the lecturer's SKP as a condition for the credit score for calculating IKW of 100% is 16 credits to carry out the Tridharma activities as referred to in paragraph (2).

The existence of incentives and mandatory provisions for lecturer publications in research has fostered a culture of writing articles among lecturers. Every semester, lecturers will be given a recapitulation of which ones meet the SKP and which ones don't. For those who do not meet the SKP, the incentive will only be paid 85% of the 100% condition paid. In the SKP provisions, lecturers are required to have at least 2 publications, both national and international per semester. This rule encourages the publication of Undip lecturers to increase and has a positive impact on Undip's rankings both at the national and international levels.

In addition to the strategic steps above that seem to have a great impact on organizational culture at Undip, there is the use of IT for all activities carried out by both lecturers and staff at Undip. Improved

integrated information system that covers the entire field in Undip, integrated information system PTN-BH achievement indicators as well as the provision of supporting data online. Single Sign On (SSO) is an integrated system that connects the academic community UNDIP with few resources and IT facilities provided by the University of Diponegoro. This service was created with the aim of making it easier for users to carry out IT-based academic activities. The purpose of the presence of SSO is not only for the Undip academic community, but also as a liaison between alumni, but also for people outside Undip. The presence of SSO is expected to provide benefits such as Training and education services, Competency based professional services, Researchers innovative product marketplace, and Public daily needed products and services.



**Figure 3.** Undip SSO Display

A conducive academic culture is built among lecturers and staff thanks to the SSO. Because all performance is calculated and recapitulated based on the IT system. For example, in lecture attendance, work absences, calculating Undip employee incentives, to calculating taxes that must be paid by Undip employees, everything becomes easy, fast, and transparent. For Lecturers, SKP does not need to be created manually, because all data has been entered in the Lecturer SKP application at SSO. In addition, calculating Lecturer Performance Expenses (BKD) is also very easy because it can be directly converted from Lecturer SKP. This SSO also makes it easier for leaders such as Manager, Head of Academic Sub-section, Head of Sub-section of Finance and Head of General Affairs and Equipment as well as Head of Study Programs, Head of Departments, Deputy Deans, Deans to monitor the performance of their subordinates.

From various strategic steps carried out by Undip since 2017, Undip's achievements and achievements have greatly increased. Diponegoro University Accredited A by Decree No . 13 / SK / BAN- PT / Akred / PT / II / 2018. Besides the University of Diponegoro ranks 6 of 13 Best Universities (Cluster I) in 2019 groups of non polytechnic based Kemenristekdikti. Achievement University of Diponegoro (Diponegoro University), the other is occupying top 5 major best campuses in Indonesia in the latest release issued by the agency 4ICU, in January 2020. As published in the official website <http://www.4icu.org/en/Undip> rank 4th best campuses in Indonesia. Diponegoro University is also ranked 8th in Indonesia in the QS World University Ranking and ranks ninth in Indonesia in the QS Asian University Ranking. While the World Greenmetrics Ranking, University of Diponegoro occupy 50 with a score of 7600 (Ranked 4th Indonesia). At publication Undip scientifically indexed in Scopus many as 7790 documents and ranks seventh in Indonesia. Undip Scientific Publications Indexed on Scopus (as of 31 January 2020) (<https://www.undip.ac.id/ranking-universitas-diponegoro>)

#### **IV. Conclusion**

Realizing a World Class University is not an easy and fast process to achieve. World Class University is also not something that is impossible to achieve, as long as all university resources are involved and formed to be superior. Not just a question of human resources, financial, institutional, academic culture must be built, but the system also have to be built to support Good University Governance. Undip trip entering the third year is still faced with the problem of the issue of internal still me njadi focus to be resolved such as financial issues and Human Resources. Undip as a PTN-BH has formulated a strategic policy direction towards a World Class University . Different strategic measures have been implemented in areas such as academic, institutional, personnel, finance, and information systems technology (IT). Towards world-class university is not something that is instant but it is a long investment on an ongoing basis. Undip employee mindset and culture should always be build that will ultimately result in excelent performance both nationally and internationally.



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