Indonesia Higher Education in Globalization and Shift Paradigm Era: Gadjah Mada University Case Study

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Final Presentation of IFE 2020
Bangkok, 24 September 2010
CONCEPTUAL BACKGROUND
Best Practices from IFE 2020
IFE 2020 Program

- Globalization Concept
- Globalization characteristics
- Public and Private HEIs
- Implication of leadership in HEI
- General model of QA
- Current changes in QA environment
- Access, equity and capacity
- Mobility and migration
- Future Challenges in HE
Globalization

1. Demographics
2. Workers—Alignment
3. Interdependence and Governmental Autonomy
4. Generalized Systemic Effects
5. Neo liberalism’s Legacy
6. Knowledge Issues
7. Income Inequality
8. Instability and Change
9. Global Rankings
10. Culture, English, and Media

Characteristics:

1. Increased exchange of goods, values, symbols
2. New regimes of regulation (WTO, NFTA, etc.)
3. Worldwide growth of market oriented societies
4. Neo-liberalism as a global ideology
5. Greater role for private sector
6. Changing nature of the state
7. Growing inequality.
8. Collapse of time and space—speeding up of change
9. Impacts on both social and cultural homogenization and differentiation.
10. The centrality of migration to global change—a world of slums
11. Global environmental changes
HEI : Public or Private?
1. Ownership
2. Sources of funding
3. Regulations
4. Market distinctions

Implication of leadership in HEI
1. People learn at different rates and in different ways
2. How people learn affects how they operate within the organization
3. Shift from stipulation (telling how) to inquiry (asking how)
4. The importance of listening and acknowledgment
5. From fixity to flexibility
6. Team complementarities
7. Tolerance for and rewarding ambiguity
### General Model of QA
1. National coordinating body (links to MOE)
2. Institutional self evaluation
3. External evaluation by peers
4. Published reports
5. Follow-up
6. Levels: system, institutional, basic unit, individual
7. Mechanisms: rewards, changing policies or structures, changing HE cultures

### Current Changes in the QA Environment
1. Changes in the U.S. model from capacity indicators to performance indicators student learning outcomes
2. Accountability as a new paradigm
3. Pressures for a generalized international standard

### Access, Equity and Capacity
1. Low Cost; State Subsidized: Singapore, Indonesia, Vietnam
2. High Cost; Low State Support: Korea, Philippines
3. Mid-range Cost; Some State Support: Taiwan, Japan, China
4. Region-wide: growing tuition, rising costs; privatization; yet, cost-sharing schemes by State
Mobility, Markets, and Equity in HE
1. Conflicting Dynamics of Globalization
2. Terms “cross border education” and “international organization”
3. Fundamental Transformations
4. Going Beyond the Cross-Border Metaphor
5. Looking at the Numbers

Future Challenges in HE
1. Differentiation-expanded access
2. Globalization of research
3. Social mobility
4. Decentralization
5. Differentiated funding
6. Internationalization
7. Politics of education
8. Virtual education
FINDING AND DISCUSSION
Shift Paradigm

- to reform higher education
- to carry out structural adjustment
- the process of globalization, market oriented, and ‘knowledge society’ formation
- introducing various competitive grant supported by World Bank.
Internationalization

• Accredited foreign education institution can execute education in Indonesian territory but it has to cooperate with Indonesian education institution and should involve Indonesian executives and teachers and/or lecturers

• Foreign language can be used as medium of instruction at a certain education level for improving language proficiency of students
Access, Equity and Capacity

• Access:
  – Gross enrollment rate = 12.8%

• Equity:
  – Economic and regional disparity need to be improve
  – Introduce Cross-subsides

• Capacity:
  – There is a need to increase capacity
Quality Assurance for HE:

- Internal QA
- External QA (national and international)

The purposes:

- To assure the quality of study program to the quality standard
- To push study program in order to increase sustainable quality
- The result of QA will be used for getting development institution grants, credit transfer, etc.
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Universitas Gadjah Mada (UGM)
Yogyakarta Indonesia
Brief of UGM

• It was founded on December 19, 1949
• The University is located in The Special Region of Yogyakarta, one of the smallest provinces in the country, which has been widely known as the center of Javanese culture as well as the center of learning.
• Currently has 18 faculties, 68 undergraduate programs, 89 master program, 42 PhD program, and 25 diploma program.
• Students = 54,000
• Foreign students = 900
• Teaching staffs = 2,154
• Alumni = 206,562
Strategic Plan

• Vision:
  – To be a World Class Research University which is excellent, independent, dignified, inspired by Pancasila, the five-point ideology, and dedicated to the needs and welfare of the nation and the world.

• General Mission:
  – To promote excellent teaching-learning opportunities and community service through research
• Special Mission:
  – To promote excellence in educational activities, research, and community service with the interest of the Indonesian society and to participate in Indonesian socio-cultural building.
  – To thoroughly ensure completion of the transitional period of the university management to Universitas Gadjah Mada as having a legal entity and good university governance.
Strengthening Outcome

• Education for generating graduates who are:
  – capable, religious, and pious,
  – responsible to society prosperity,
  – professional and academic capable,
  – able to implement, to develop and to enrich the treasure of science, technology, and art (IPTEKS),
  – high integrated and have a perspective on nationhood and Indonesian culture, independent, creative, innovative, and entrepreneurial
Scientific Vision

• Research and Public Services which cover:
  – development on science, technology and art in creative and innovative ways to create the nation superiority,
  – utilization of the results of science, technology, and art to empower society and to support national and local development,
  – researches in basic science and humanity needs to get special attention.
Organizational Change

• The transformation of organization and UGM management to develop academic superiority and to increase efficiency and productivity through the implementation “administration centralization and academic decentralization" principles (SADA).
Autonomous - Decentralization

• The university no longer has to report directly to the ministry, but rather to a board of trustees (BoT)

• BoT represents the stakeholders of the university and consists of representatives from government, the academic senate, the academic community (staff and students), and society.
<table>
<thead>
<tr>
<th><strong>Public Universities</strong></th>
<th><strong>Public autonomous Universities</strong></th>
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<tbody>
<tr>
<td>Responsible to the Minister of National Education</td>
<td>Responsible to Board of Trustee</td>
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<tr>
<td>Rector is approved by the President of the Republic of Indonesia based on the Minister proposal referring to the recommendation of University Senate</td>
<td>Rector is elected and approved by the Board of Trustee</td>
</tr>
<tr>
<td>Professor is automatically the member of University Senate</td>
<td>The members of University Senate are elected</td>
</tr>
<tr>
<td>Part of centralistic government bureaucracy</td>
<td>Autonomy</td>
</tr>
<tr>
<td>Input-based budget system</td>
<td>Outcome-based budget system</td>
</tr>
<tr>
<td>Less access for revenue generating activities</td>
<td>More access for capacity building in revenue generating activities</td>
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Internationalization

• The provision of campus instrument and infrastructure to support UGM position into internationally qualified level.

• The development of UGM working networks leading to development of a society which is democratic, just, and prosperous in a way with national policy.
International focus on research center

• Research Center for Global Trade
• Research Center for Japanese Studies
• Research Center for Korean Studies
• Research Center for Middle East Studies
• Research Center for Asia Pacific Studies
International Collaboration
Local Wisdom

• Cultural enrichment to support independence and the wholeness of the nation and the state.
Think Global Act Local

• STAR = Student Teacher Aesthetic Role Sharing:
  – relationship between student and teacher for developing student centered learning

• tended up with the conclusion that it is very important for UGM to build learning community by shifting its learning process based on local wisdom and philosophy of learning
• The local wisdom and philosophy in learning is believed to create sustainable improved capacity to respond to both contemporary and future challenges of HEI
• The refresh of local wisdom philosophy on learning process is believed to be important in building the character of graduates, which in the next process will guarantee the sustainability of the existence of learning community
Job Creation to global partnership

- Enrichment of Inspiration & Experience oriented toward content package, learning methods toward competence to support job creation
  - Towards 15% of graduate as job creators
- Downstreaming of research results increases economic values of resources
- Global partnerships:
  - To choose international partners, in an appropriate limitations of UGM
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Enrichment of Inspiration & Experience oriented toward content package, learning methods toward competence to support job creation

Towards 15% of graduate as job creators

Downstreaming of research results → increases economic values of resources

Global partnerships

Inspiration & Experience

Help Unit UGM Knowledge Creation

1. Working Group Science & Technology
2. Working Group Agro
3. Working Group Economy & Finance
4. Working Group Social, Cultural & Media/Information
5. Working Group Tourism & Service
6. Working Group Health
7. Working Group Law Development & Regulation Agreement

Globally well-known (creating comparative & competitive excellence all at once)

SYNERGY (C+B+D)

welfare for people → SUSTAINABILITY

Source: Rector report 2010