



Strategic Plan for Research and Community Service Institute Based on University with Legal Entity

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Abstract. A strategic plan (Renstra) is a planning document that is used as a guide to achieve organizational goals in the long term. Problems raised in this study: What is the process of making a strategic plan for the Unesa Research and Community Service Institute (LPPM)? What are the obstacles and problems faced in the process of making the Unesa LPPM strategic plan based (State Universities with Legal Entities) PTN BH? The purpose of this study is to understand how the process of making strategic plans and understand how to determine the budget plan. In addition, it is also to find out the obstacles and problems faced by the Unesa Research and Community Service Institute (LPPM) in making strategic plans. This research is research and development using a qualitative approach. The informants in this study were the leaders and staff of LPPM Unesa. This study uses two techniques in data collection, namely in-depth interviews and documentation studies. In answering the problems and objectives of the research carried out using strategic planning theory as one of the formal processes to assist organizations in maintaining an optimal position with various important elements of the environment. Meanwhile, budget theory is used as an integral part of the strategic planning process. The object of this research is LPPM Unesa for the period 2021–2026.

Keyword: Strategic Plan of the Unesa Research and Community Service Institute and PTH BH

1 Introduction

In 2045, the State University of Surabaya (Unesa) State Universities with Legal Entities (PTN BH) has a vision of “Innovation-Based World Class Entrepreneurial University”. This vision implies that Unesa will carry out institutional transformation from a teaching-based university to an entrepreneurial-based university that has competitiveness on a national and international scale. Unesa is determined to become one of the leading universities in developing innovations for the tridharma of higher education including education and teaching, research, and community service. In order to realize this big vision, Unesa needs a solid organization that is able to implement flexible policies, build a dynamic work mentality, proactive work patterns, and anticipatory culture as

a single unit of synergy. Organizational solidity can be built and strengthened through the consistent and sustainable preparation and implementation of the higher education strategic plan by all functional and structural layers. Because the existence of the Strategic Plan is considered capable of disciplining as well as accelerating the work pattern of an organization [1, 2].

The university strategic plan (Renstra) is a document prepared to determine the planning and strategy as well as the direction of development for a period of five years. The document contains at least a description of the management planning and academic development, student affairs, human resources, organization, finance, infrastructure, cooperation, and many other aspects. The Strategic Plan also contains strategies, policies, and descriptions of cultural values that serve as guidelines for all academics in the process of implementing them. In addition, the Strategic Plan has also launched strategic programs and activities that will be carried out for five years [3].

The preparation of the Strategic Plan for the Institute for Research and Community Service (LPPM) of the State University of Surabaya (Unesa) for 2021–2026, is a form of implementing Government Regulation no. 4 of 2014 article 5 concerning the development of higher education based on general policies, as intended consists of: 1) a long-term development plan of 25 (twenty five) years; 2) medium term development plan or 5 (five) year strategic plan; and 3) an annual work plan, in accordance with the provisions of the legislation. This Law substantially mandates the preparation of a Strategic Plan for Higher Education for a period of 5 (five) years and also as an instrument for compiling and measuring performance in accordance with the duties and functions of Higher Education. Based on the legal product, it can be understood that the initiation of the Unesa LPPM Strategic Plan design shows a step forward in order to strengthen Unesa's efforts to become a PTN BH.

For LPPM Unesa, the momentum for the preparation of the Strategic Plan for 2021–2026 is one of the important moments considering that there will be many fundamental changes that must be anticipated in the future. Where Unesa will experience a change in status from PTN BLU to PTN BH. In addition, outside the context of the change in Unesa's status which will become a PTN BH, the development of the world of higher education in a global scope has demanded LPPM Unesa to define a futuristic and strategic vision and steps as well as formulate its development formulation. Issues on Good University Governance, World Class University, Research and Innovative University, wider autonomy for universities, expansion of access to higher education, improvement of relevance and quality as well as quality assurance, entrepreneurship, life-long learning, sustainable development, research and innovation ecosystem, online learning and other big issues also need serious attention. Attention and support for the realization of these big issues within the Unesa LPPM is certainly very crucial for strengthening towards PTN BH [4, 5].

The initiation of the preparation of the Strategic Plan is expected to be an alternative roadmap for the development of the Unesa LPPM in the future. At the same time, the presence of the Strategic Plan document is also expected to be a navigational discovery of opportunities in determining the segmentation of unique innovation development through the spirit of partnership and striving for a balance between value, differentiation and required resources. Thus, the initiation of the Strategic Plan design is projected to be

a reference in the implementation process as well as a benchmark for the achievement of the three dharma activities and programs of higher education that have been proclaimed. Considering the importance of the LPPM Unesa Strategic Plan document 2021–2026, this article will describe in detail since the Strategic Plan was made, the obstacles faced during the manufacturing process, as well as how to implement it in the field, which can be seen from the indicators that have been declared.

2 Methods

This study uses research and development methods or Research and Development (R&D) with a qualitative approach. Research and Development is a research method used to produce a product and test the effectiveness of the product [6]. The development model used in this study is a 4D model consisting of 4 stages, namely: Define, Design, Develop, and Disseminate [7]. The research using the methods, approaches and models used is aimed at developing the LPPM Unesa Strategic Plan for 2021–2026.

3 Result and Discussion

A strategic plan (Renstra) is a result-oriented planning document to be achieved by an organization or institution. In the Strategic Plan, strategic steps are explained as the basis for determining organizational or institutional policies. Within the Institute for Research and Community Service (LPPM) of the State University of Surabaya (Unesa), the Strategic Plan is prepared to be used for a period of 1–5 years (medium term). The strategic plan must of course be in line with the Unesa Strategic Plan. In the Strategic Plan, the main points of strategic thinking include goals, objectives, policies, programs and activities. However, the Strategic Plan must still take into account the development of the institutional environment which is a continuous process of policy making. The decision was taken through a process of utilizing as much anticipatory knowledge as possible and systematically organizing it for the benefit of the future projections of LPPM Unesa when Unesa holds the status of a PTN BH.

The purpose of preparing the Unesa LPPM Strategic Plan is to be used as a reference in operationalizing activity plans that carry development missions across sectors in accordance with their main tasks and functions. Therefore, the existence of the Strategic Plan can be a benchmark for LPPM Unesa in assessing the performance of its institution. In a sense, the more strategic plans that can be realized, the greater the success rate and vice versa. Furthermore, some of the objectives of the Strategic Plan are as follows: (1) Availability of instruments that can be used by organizational leaders to direct personnel and optimally allocate all available resources to achieve organizational goals. (2) Availability of initial instruments to be used as measurement of performance achievement that will be used by parties in order to assess and evaluate organizational performance. (3) Ensure the availability of measurable performance-based program plans oriented to public services. (4) Facilitate the preparation and submission of performance reports so that they are more measurable [8].

The main substances in the Strategic Plan that must be contained include the vision and mission, objectives, strategies, policies, programs, equipped with development projections that are prepared in accordance with the duties and functions of each stakeholder. The preparation of the Strategic Plan certainly has practical benefits for the development of LPPM Unesa towards PTN BH [2]. Determining organizational goals, determining strategies, and strategic programs will provide the right direction which methods are needed to ensure that the strategies and policies that have been prepared can be implemented properly. The following are some reasons for the importance of the Strategic Plan for LPPM Unesa: (1) Provide a basic framework for other planning plans as an effort to improve service quality for the apparatus and improve the quality of personnel resource management. (2) Renstra is used as a starting point for evaluating the activities of managers and organizations. (3) Renstra helps an organization to think strategically and develop effective strategies. (4) Clarify the future direction of the organization. (5) Create priorities. (6) Make decisions now with future consequences in mind. (7) Develop a coherent and solid foundation for decision making. (8) Using maximum flexibility for work units within the organization to achieve the activity targets that have been set. (9) Make decisions that cross levels and functions. (10) Solve organizational problems. (11) As a tool to improve organizational performance. (11) Handle rapidly changing circumstances effectively. (12) Build group work and expertise on the implementation of measurable programs and activities. This series of benefits will in turn provide a positive spirit for the acceleration of LPPM Unesa's performance. Moreover, if the Strategic Plan document is implemented consistently and sustainably by the entire work team of LPPM Unesa.

So, it can be concluded that the Strategic Plan document for LPPM Unesa is very crucial, because without a strategy formulation, organizational management will not be optimal. Because, it seems as if a leader will step in uncertainty and unclear goals. Renstra is an important internal factor to be considered in every planning and decision-making process. Because it is considered capable of providing a comprehensive, coherent, and balanced contribution to the product of long-term plans and short-term plans produced by the organization. Management with all its expertise is required to develop a strategy that is suitable for the organization it leads holistically.

In the process of preparing the LPPM Unesa Strategic Plan 2021–2026 and the Strategic Plan in general, the drafting team must go through the stages of the process in order to produce a planning document that is in accordance with the vision and needs. The stages of the preparation and development process include, first, determining the organization's vision: Pre-compiling the Strategic Plan, the drafting team must know some basic things about the organization, for example: what is the background of the organization being founded, what it wants to achieve, what responsibilities must be fulfilled, segmentation people who want to be served and invited to work together, what kind of image do you want to display, in which direction the organization wants to be developed. Second, formulating the organization's mission: The mission statement is a summary of the vision statement to explain the aims and objectives that underlie the organization's establishment. The strategic plan is the elaboration of the mission, because the determination of the goals and targets to be achieved must refer to the mission as a benchmark for the success of the organization. Third, evaluate the achievement of the

organization's performance to date: Before determining how to achieve the goals, the strategic planning team must try to find out how far the achievements have been achieved so far by doing the following things; (a) Determine the strengths and weaknesses of the organization in order to be able to develop a plan that utilizes the strengths to overcome the weaknesses. (b) Take advantage of opportunities to develop the organization. To realize organizational goals, look for opportunities that can support the achievement of targets so that you can include the best ways to get and take advantage of these opportunities in the strategic plan. (c) Identify various obstacles that could potentially hinder the implementation of the plan, for example: economic recession, business competitors, or changes in government regulations. When drafting a strategic plan, include how to deal with obstacles and the right strategy as a solution.

Fourth, write down various factors that support the success of the organization: The strategic plan must specifically include various supporting factors, both internal and external, that affect the level of achievement of organizational targets and goals. When formulating a strategy to achieve goals, you must focus on 4 main aspects of the organization, namely finance, customer relations, operational procedures, and human resources. Fifth, determine the strategy to achieve each critical success factor: The strategic plan must be prepared systematically and include all the actions that must be taken within a certain period of time with a certain amount of investment and the name of the person in charge. Sixth, strategic priorities to achieve targets that ensure the survival and growth of the organization: Determine the actions needed to achieve each target based on its priorities and develop a strategic plan step by step according to the achievement indicators in chronological order. The stages of the process must be passed well by the drafting team of the Unesa LPPM Strategic Plan. This is for the sake of creating a planning document that is able to produce competitive outcomes. Considering that the Strategic Plan document is positioned as a reference material in carrying out every program and activity of LPPM Unesa.

The preparation of the LPPM Unesa Strategic Plan for 2021–2026 is not enough to be based on the six stages above, but still needs to be further refined with the development process. The process of developing the Strategic Plan document, in the context of this research, uses 4D Models. The 4D development model consists of 4 stages of the procedure, namely: Define, Design, Develop, and Disseminate. Define, at this stage what the researcher does is evaluate the implementation of the 2016–2020 LPPM Unesa's performance and formulate the format of the 2021–2026 LPPM Unesa's Strategic Plan for the performance. Evaluation of the implementation of the 2016–2020 LPPM Unesa's performance, including: planning of work units/Centers/sub-sections as a reference in carrying out annual performance, quarterly performance reports on work programs of work units/central/sub-sections, internal communication has been carried out routinely by work units/center/sub division, maintenance and control of records belonging to work units/central/sub-sections, control and maintenance of records belonging to work units/central/sub-sections, recording of customer complaints by work units/central/sub-sections, job description documents by work unit/central/sub-section? Please demonstrate, the performance targets are compiled in the form of quality targets by the work unit/central/sub-division, evaluation report on the achievement of the quality targets

of the work unit/central/sub-section, risk management in each work unit/central/sub-section related to the activities carried out in each work environment, action plans for identified risks in each work unit/central/sub-section, the use of the 2016–2020 LPPM Strategic Plan as a reference in preparing annual work/activity programs for each work unit/central/sub-section. Based on the results of the evaluation of the implementation of the 2016–2020 LPPM Unesa's performance, the results of the evaluation will be used as the basis for the preparation of the 2021–2026 LPPM Unesa Strategic Plan.

Design, the design of the Unesa LPPM Strategic Plan uses two designs, namely instrument design; At this stage the researcher compiles the strategic planning instrument and design; At this stage the Strategic Plan Design (Renstra) for LPPM Unesa's performance for 2021–2026 is made in the form of a word (document) that has been adapted to the format of the Strategic Plan (Renstra) that was declared. Develop, is the stage to produce development products which are carried out through a series of expert appraisals followed by a revision stage. The goal at this development stage is to produce the final form of the LPPM Unesa PTN BH Strategic Plan for 2021–2026 after going through revisions based on input from experts who drafted the Strategic Plan document. According to Thiagarajan, et al. [5] "expert appraisal is a technique for obtaining suggestions for improvement of the material". The involvement of experts is a technique for validating or assessing the feasibility of a product plan. In this process, experts/practitioners assess the development of the Unesa LPPM Strategic Plan 2021–2026 to the LPPM Unesa work team including: top management, heads and secretaries of 12 centers, data and information sub-section, general and finance sub-section through Focus group activities. Discussion (FGD). The next step is to revise the Unesa LPPM Strategic Plan for 2021–2026 based on the results of the FGD.

Dissemination, is the final stage of product development, namely disseminating research products. In this context, the resulting product is in the form of the LPPM Unesa PTN BH Strategic Plan for 2021–2026. The dissemination stage is the stage that aims to disseminate the Strategic Plan (Renstra) for the performance of the LPPM Unesa for 2021–2026 to the work team within the LPPM Unesa. Thiagarajan divides the disseminate stage into three stages, namely: validation testing, packaging, diffusion and adoption. In the validation testing stage, the product that has been revised at the development stage is then implemented on the previously targeted target, in this case the implementation of the Unesa PTN BH LPPM Strategic Plan 2021–2026 on the performance of all Unesa academics.

4 Conclusion

A strategic plan (Renstra) is a result-oriented planning document to be achieved by an organization or institution. The Strategic Plan contains strategic steps that are the basis for making decisions for organizations or institutions. LPPM Unesa as one of the campus institutions has a strategic interest in preparing the Strategic Plan in order to support Unesa as a PTN BH. The LPPM Unesa Strategic Plan was designed by going through four stages of the process, namely 4d. The strategic plan was prepared to accelerate the improvement of community service performance and the performance of the number of research, research funding sources, research activities, and scientific

publications in supporting Unesa's progress as a PTN BH. In addition, the preparation of the Unesa LPPM Strategic Plan faced several obstacles including funding sources, human resource participation, and the contribution of research outputs and community service. Nevertheless, it is hoped that these obstacles can be overcome properly using the Strategic Plan document prepared for LPPM Unesa for the period 2021–2025. The Unesa LPPM Strategic Plan in turn is expected to be able to support Unesa's progress as a PTN BH in providing dharma devotion to the community, nation and state.

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