



Strategy for Developing a Blue Print for Community Service to Strengthen University with Legal Entity

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Abstract. The community service program at the State University of Surabaya (Unesa) needs to be designed so that the research results of the academic community are better able to be present in solving problems in the community. This is in line with the government's vision to implement research results downstream in the form of community service program. Community service program at Unesa must be carried out in a planned, consistent and sustainable manner, so as to produce productive outcomes for Unesa, and be able to lead to the arena of commercialization of innovations that can generate revenue for Unesa. It is time for us to think and act to increase the institution's revenue through community service program. Of course, this is a challenge for all academics to be creative and innovative and dare to collaborate with various parties in implementing community service program. Community service program funds at Unesa come from the Directorate of Research and Community Service (DRPM) and Non-Tax State Revenue (PNBP) Unesa as well as self-funding for community service program implementers. Unesa will move from a Public Service Agency State University (PTN BLU) to a Legal Entity State University (PTN BH). Therefore, the Center for Community Service Unesa has the task of compiling a blueprint for community service program which helps strengthen Unesa as a PTN BH.

Keywords: Blueprint Development · Community Service · PTN BH

1 Introduction

In the era of the industrial revolution 4.0 and society 5.0, the State University of Surabaya (Unesa) is required to be able to innovate and collaborate, and be independent in managing itself. Therefore, Unesa must be a healthy institution. To become a healthy institution, Unesa must be able to innovate, collaborate, and be independent; Unesa must have an insight into the future, by changing the mindset and governance system of universities from which originally depended on government budgets, to entrepreneurial universities and running a governance system in a good governance manner. Therefore, the institutional orientation and education system of Unesa in the future must also change from a

teaching-based university to an entrepreneurial-based university, which is able to play a role both at the national and international levels [1].

Unesa received a mandate from the Ministry of Education and Culture to become a PTN-BH in organizing educational and non-educational study programs, which consist of: academic education (S1; S2; and S3), professional programs, and vocational education (D4). The vision of Unesa PTN BH is “Innovation-Based World Class Entrepreneurial University”. Meanwhile, the mission of Unesa PTN BH is (1) Organizing education as the foundation and development of innovation in the field of education and non-education with an entrepreneurial perspective. (2) Carry out research to produce and improve the quality of innovation in the field of education and non-education with an entrepreneurial perspective. (3) Carry out community service to disseminate innovations in the field of education and non-education with an entrepreneurial perspective for the welfare of the community. (4) Carry out productive cooperation in creating, developing, and disseminating innovations in the field of education and non-education with an entrepreneurial perspective. (5) Creating a healthy and intelligent academic industry environment based on innovation in the field of education and non-education with an entrepreneurial perspective [2, 3].

Unesa is a university that is unique in the field of education. The expansion of the mandate that goes beyond historical roots causes Unesa to organize non-educational programs that are used to strengthen educational programs. The change in the status of Unesa PTN-BLU to Unesa PTN-BH will certainly change the orientation of education in order to support the formation of a world-class entrepreneurial university. Exactly as stated in Unesa’s 2045 vision, Unesa’s education both in the educational and non-educational fields is directed to have a uniqueness in innovation to support entrepreneurship. The advantages that have supported this in addition to the education sector are the fields of Mathematics and Natural Sciences, sports, and people with disabilities.

Unesa’s 2045 vision also has an institutional orientation that futuristic education must be more innovative and productive based on the development of science and technology. Innovation in the world of education is expected to be able to become the basis for updating educational technology theoretically and practically. This certainly has an economic value that can be a source of income generating from the education sector. This innovative and productive education is what makes Unesa a university characterized by education. Until now, education that is innovative and productive has produced works in the form of scientific works recorded in various forms: copyrights, patents, and brands. In the context of the tridharma of higher education, community service program is inseparable from education and research. Community service program is a concrete manifestation of the application of science, so the result will not only empower and empower the community and strengthen the competitiveness of the community, but will also develop and strengthen education and research. Community service program can be applied and implemented in various spaces and communities, both in urban areas, on the outskirts of urban areas and in rural areas.

The change in the orientation of the institution from teaching-based to entrepreneurial-based that focuses on innovation and entrepreneurship needs to be reflected through the integration of the tridharma of higher education. Through such

integration, the implementation of the tridharma of Higher Education will not be separated so that it can be directed to produce innovation and collaboration in developing entrepreneurial Unesa. The innovation in question is not just product innovation, but various types of innovations in products, services, methods and others that have high competitiveness and selling value. Its initiation, development, and sustainability require collaboration starting from internal Unesa, namely between PS, with domestic and/or foreign universities, industry and/or technology owners, other stakeholders, and society in general.

Each element of the higher education tridharma is oriented to productive things, no longer consumptive, to produce innovation and collaboration, both pure elements and/or overlapping elements. Pure elements generate innovation and collaboration in fundamental areas that are urgently needed by industry and/or technology owners to increase production and competitiveness in the future. The elements that are integrated with each other produce innovation and collaboration in applied fields that are the needs of the wider community. The resulting innovation and collaboration became the trigger for the development of Unesa's entrepreneurial base based on academic base activities.

So far, community service program has been implemented in various places in Indonesia and has been able to have an impact on the community. Therefore, this program must be improved both in terms of quantity and quality. Community service program at Unesa must be carried out in a planned, consistent and sustainable manner, so as to produce clear outcomes for Unesa, and lead to the commercialization of innovations that can generate revenue for Unesa. It is time for us to think and act to increase the institution's revenue through various community service programs. Of course, this is a challenge for the entire academic community to continue to move creatively and innovatively and dare to collaborate with various institutions.

The Unesa Research and Community Service Institute (LPPM), which coordinates the tridharma community service activists, is tasked with planning, coordinating, and evaluating community service program activities, whether sourced from ministry funds, Unesa funds, other agencies, or self-funding community service program implementers. The large number of sources of funds makes community service activities very attractive to lecturers and the entire academic community.

The achievements of community service activities at Unesa for the last 5 years from 2016–2020 recorded an increasing trend, namely in 2016 the number of community service program activities was 231 PNBP funds and 52 funds outside Unesa and in 2020 there were 373 PNBP funds and 9 funds from outside Unesa. Community service program funds used by the community experienced a very significant increase where in 2021 the number of community service program funds applied to the community was Rp. 4.28 billion and in 2020 it was Rp. 8.127 billion.

The pattern of developing community service activities was developed in order to support Unesa's achievement of becoming a world-class entrepreneurial university, namely community service activities carried out by the Unesa academic community; is an activity that applies the results of the tridharma of Unesa tertiary innovation to the wider community. Related to this, Unesa already has a village/guided area that is able to become a role model so that it can be used as a reference for other communities from within and outside the country. The results of these community service activities are

published in reputable international journals, resulting in patents that can be commercialized or have economic value. Therefore, to welcome Unesa PTN BH, the Center for Community Service needs to create a strategy for developing the community service program blueprint as a guide and foundation in the community service implementation process at Unesa.

2 Research Methods

This paper uses a qualitative method with an exploratory descriptive approach, namely writing down existing phenomena and digging up data according to research needs [4]. There are several stages in the process of making the community service program Unesa blueprint as a reinforcement towards PTN BH. First, determine Unesa's long-term and short-term goals. Within these goals, there are visions, missions, and goals of the university that can be a reference for the academic community in doing community service. Second, determine the targets contained in the Long-Term Development Plan (RPJP) of Unesa as a PTN BH. Third, develop a measurable strategy that is structured and adapted to the character and stakeholders of Unesa. Fourth, the implementation of the community service program which contains the procedures for its implementing, which consists of rules, achievement measures, and responsibilities in the form of service outcomes. Fifth, strengthening community service program's outputs that are in line with achievement measures so as to strengthen Unesa's vision and mission to become PTN BH.

3 Result and Discussion

A blueprint is a design, and preparation that is formulated for the purpose of providing directions for the implementation of activities in an organization, community or institution on an ongoing basis. With the blueprint, each activity will conform to the demands, challenges, and needs, because in the blueprint there is a detailed framework as the basis for policy-making. Generally, the framework within an organization, community or institution includes: 1) Setting goals and objectives; 2) Strategy formulation; 3) Program implementation and activity focus; and 4) Steps or implementation that must be carried out by each unit in the work environment. A well-organized framework is expected to be able to accelerate the performance of organizations, communities, or institutions, including the community service program. Therefore, the presence of a blueprint is very important for the implementation of the community service program which is projected to be able to provide reinforcement for Unesa towards PTN BH. Before having the blueprint, community service program Unesa actually had relatively good achievements. Nevertheless, community service program Unesa is considered to need to be accelerated more quickly by designing activity focuses to help strengthen the vision of becoming a PTN BH and a world-class entrepreneurial campus.

In line with this, a blueprint in an organization is needed to determine the direction of the organization in accordance with the aims and objectives to be achieved by the organization. The purposes and objectives of the preparation of the blueprint in an organization, community or institution are, among others: (1) As a legal basis for the

utilization, utilization and allocation of resources effectively and efficiently in achieving goals. (2) Provide a frame or corridor in the process of synchronization and elaboration of policies and programs. (3) Provide a clear picture for the management in carrying out the work program. (4) Synergize the steps and focus of all goal achievement activities into small stages and goals within the management time span. These aims and objectives are certainly needed by Unesa in order to accelerate activities and achievements to strengthen the campus vision towards a new era of governance and institutional self-image.

In order for the blueprint to be directed, detailed and clear, the preparation must meet several requirements, including: (1) Having a clear vision and mission. (2) Analyzing current conditions using the SWOT method (Strength, Weakness, Opportunity, Threat). (3) Determine the goals of the organization to be achieved clearly and measurably. (4) The action plan to be carried out to achieve the objectives must be clear and measurable. (5) Create standard procedures to be applied in the organization. (6) Make clear rules and must be obeyed. (7) Make strategies to be carried out to achieve the goals and objectives. These seven points are the reference points for the community service program at Unesa in developing a blueprint to be in line with Unesa's 2045 vision. In order to achieve the goals and objectives as well as the blueprint targets, in its implementation, a culture or culture must be created that can encourage acceleration and direct the actors to move and work according to the existing directions. The culture, among others [5]:

1. Commitment and consistency
2. Empathy and sensitivity to those around you
3. Discussion, study, and research
4. Critical and creative
5. Good knowledge transfer

The work culture must be able to be built within the Unesa community service program environment. Work culture practices that are carried out well will certainly have implications for maximum work acceleration so that the outputs or achievements of community service program are in accordance with those announced by Unesa. Work culture has an important meaning for an institution, including community service program, which is to channel positive energy in implementing a blueprint that has been designed in such a way.

The community service center as an organization under organization of LPPM Unesa, must think about a strategy for developing community service program activities. According to Mackenzie and Gordon (2016) organizational development is a planned effort made within the scope of the organization to increase effectiveness and/or enable the organization to achieve its strategic goals. It is recognized that what produces change is the network of relationships, and collaborations between organizations and individuals operating in social, political, cultural and economic contexts. Therefore, the strategy for developing community service program activities at Unesa will refer to a network of relationships and collaborations with various parties, as well as adapting to social, political, economic and cultural conditions. In addition, the development strategy refers to Unesa's new vision and mission, which is to become a world-class entrepreneurial campus [6, 7].

The development of the Unesa community service program blueprint is an accurate strategy as a form of strengthening Unesa towards the status of PTN BH. A well-designed and measurable community service program Unesa blueprint can certainly be a reference for the implementation of service activities that have a positive and productive impact on the community [8]. Seeing the community service program has a crucial role for Unesa to realize the vision of becoming one of the PTN BH in Indonesia. In addition, community service program is also targeted to be able to provide reinforcement for Unesa to achieve its big vision in 2045, which is to become a world-class entrepreneurial campus [9]. The existence of the Unesa community service program blueprint must be directed productively to support the realization of PTN BH and a world-class entrepreneurial campus [10].

Referring to the blueprint development strategy in general, the Unesa blueprint needs to be prepared by taking into account four key aspects, including: 1) Setting goals and objectives; in the blueprint it is written that the Unesa community service program activities carry the goal of supporting the strengthening of PTN BH and world-class entrepreneurial campuses. Therefore, the target or focus of community service program Unesa is emphasized and allocated to these two visions [11]. 2) Strategy formulation; The blueprint contains strategies from design to implementation of community service program Unesa, including determining the indicators for the success of activities. 3) Program implementation and activity focus; The blueprint contains guidelines for program implementation from administrative to technical aspects, these guidelines are very important for community service program implementers in the Unesa environment. In addition, the blueprint must contain the focus of activities that strengthen the goals and objectives of community service program Unesa, which is to become one of the pillars of strengthening towards PTN BH and a world-class entrepreneurial campus. 4) Steps or implementation that must be carried out by each unit in the work environment; The blueprint must contain a work hierarchy structure and contain the requirements and output targets of Unesa community service program activities [12, 13].

Through the formulation of the Unesa community service program blueprint development strategy, it is hoped that Unesa community service program will also strengthen the realization of PTN BLU to PTN BH. This strengthening of course requires support from all stakeholders at Unesa by implementing the Unesa community service program blueprint that has been designed in such a way. This participatory support is very important in order to provide innovation and contribute to the achievement of the Tridharma indicators of higher education through community service program Unesa activities [14, 15]. Judging from this, community service program Unesa plays an important role in raising Unesa's status to become PTN BH. By bringing the campus paradigm shift from a teaching-based university to an entrepreneurial-based university.

4 Conclusion

Community service program has a crucial role in realizing Unesa as a campus with the status of PTN BH. Therefore, this role must be strengthened through the strategic development of community service program blueprint. Through the development of a quality blueprint, it is hoped that the various community service program Unesa programs can

be implemented properly so that it is expected to be able to contribute to the achievement of indicators to become a PTN BH. Through the implementation of community service program Unesa based on the blueprint corridor, at least three indicators have been achieved, namely carrying out the tridharma of quality higher education, managing PTN organizations based on good governance principles, and meeting the minimum standards of financial feasibility. In addition, Unesa's vision to become an entrepreneurial campus with a global reputation can be accelerated quickly through the blueprint-based community service program that has been designed. Thus, Unesa's vision to follow fifteen PTN BH campuses in Indonesia can be realized immediately through the acceleration of Unesa's community service program activities.

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