



Towards World Class University in the Multicultural Era

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Concept and Measures

- Everyone wants one, no one knows what it is, and no one knows how to get one (Altbach, 2004).
- World Class University is a university that:
 - produces well-qualified graduates who are in high demand on the labor market
 - conducts leading-edge research published in top scientific journals
 - and in the case of science-and-technology-oriented institutions, the university contributes to technical innovations through patents and licenses.

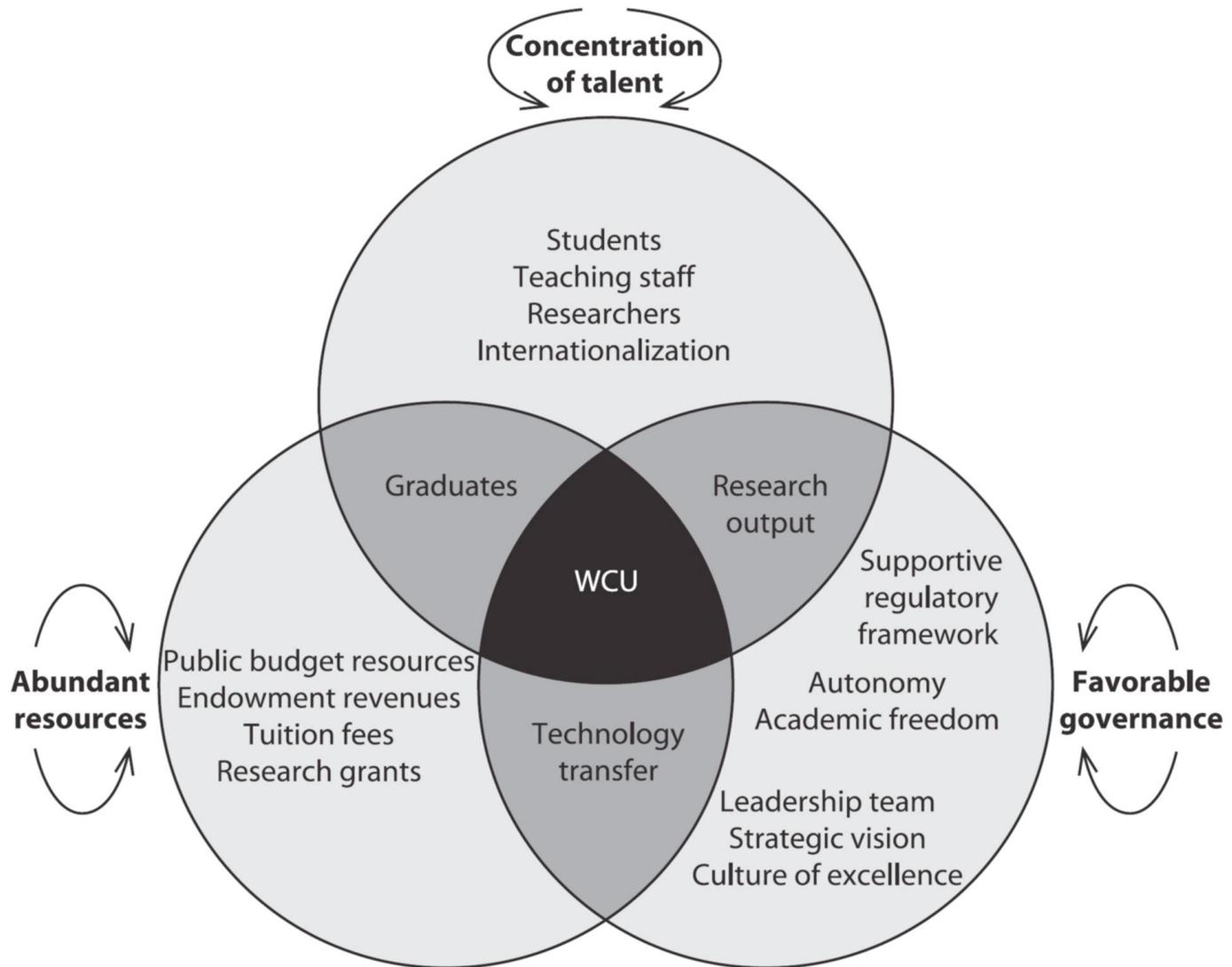
Concept and Measures

- **Number of basic features, such as:**
 - highly qualified faculty;
 - excellence in research;
 - quality teaching;
 - high levels of government and nongovernment sources of funding;
 - international and highly talented students;
 - academic freedom;
 - well-defined autonomous governance structures;
 - and well-equipped facilities for teaching, research, administration, and (often) student life

Concept and Measures

- Superior results of these institutions (highly sought graduates, leading-edge research, and technology transfer) can essentially be attributed to three complementary sets of factors at play in top universities:
 - a high concentration of talent (faculty and students),
 - abundant resources to offer a rich learning environment and to conduct advanced research, and
 - favorable governance features that encourage strategic vision, innovation, and flexibility and that enable institutions to make decisions and to manage resources without being encumbered by bureaucracy (figure).

Figure Characteristics of a World-Class University (WCU): Alignment of Key Factors



Paths to Transformation

- Two complementary perspectives need to be considered in examining how to establish new world-class universities.
 - The first dimension, of an external nature, concerns the role of government at the national, state, and provincial levels and the resources that can be made available to enhance the stature of institutions.
 - The second dimension is internal. It has to do with the individual institutions themselves and the necessary evolution and steps that they need to take to transform themselves into world-class institutions.

The Role of Government

- International experience shows that three basic strategies can be followed to establish world-class universities:
 - Governments could consider upgrading a small number of existing universities that have the potential of excelling (picking winners).
 - Governments could encourage a number of existing institutions to merge and transform into a new university that would achieve the type of synergies corresponding to a world-class institution (hybrid formula).
 - Governments could create new world-class universities from scratch (clean-slate approach).

**Costs and Benefits of Strategic Approaches
for Establishing World-Class Universities**

<i>Conditions</i>	<i>Approach</i>		
	<i>Upgrading existing institutions</i>	<i>Merging existing institutions</i>	<i>Creating new institutions</i>
Ability to attract talent	Difficult to renew staff and change the brand to attract top students	Opportunity to change the leadership and to attract new staff; existing staff may resist	Opportunity to select the best (staff and students); difficulties in recruiting top students to “unknown” institution; need to build up research and teaching traditions
Costs	Less expensive	Neutral	More expensive
Governance	Difficult to change mode of operation within same regulatory framework	More likely to work with legal status different from that of existing institutions	Opportunity to create appropriate regulatory and incentives framework
Institutional culture	Difficult to transform from within	May be difficult to create a new identity out of distinct institutional cultures	Opportunity to create culture of excellence
Change management	Major consultation and communication campaign with all stakeholders	“Normative” approach to educate all stakeholders about expected norms and institutional culture	“Environmentally adaptive” approach to communicate and socially market the new institution

The Maulana Malik Ibrahim State Islamic University of Malang

- **Paving the way to the Islamic World-Class University [General Policy Directions]**

The Reasons for Islamic World Class University

- Nationality Reasons
- Islamic Values Reasons
[Multicultural Reasons]
- Institutional Reasons

Available Resources

- **Academic Resources**
- **International Network**
- **Distinctiveness in Educational Model**
- **Institutional Culture**

The Challenges

- **Competition among Universities at National Level**
- **Competition among Universities at International Level**
- **Competition among Islamic universities at National Level**
- **Competition among Islamic universities at International Level**

Policies and Programs

- Affiliation to Assessing Institution (THES)
- Policies and Programs in Educational Program and Instruction
- Policies and Programs in Research
- Policies and Programs in Publication
- Policies and Programs in Industrial Affiliation and Innovations
- Policies and Programs in Public Relations

When will be realized?

- **The Commitment of the University and the Civitas academics**
- **Roadmap of Islamic World Class University, UIN Maulana Malik Ibrahim Malang**

Paths to Transformation

- **Strategies at the Institutional Level**
 - Strong leadership, a bold vision of the institution's mission and goals, and a clearly articulated strategic plan to translate the vision into concrete targets and programs.

Upgrading Existing Institutions:

From a faculty, Islamic college,
new type regular university to Islamic WCU

- Ability to attract talent
 - Difficult to renew staff and change the brand to attract top students (√)
- Costs
 - Less expensive (?)
- Governance
 - Difficult to change mode of operation within same regulatory framework (√)
- Institutional culture
 - Difficult to transform from within (√)
- Change management
 - Major consultation and communication campaign with all stakeholders (√)

STAGES OF DEVELOPMENT
Maulana Malik Ibrahim State Islamic University of Malang
(2005 S.D. 2030)

			Stage IV and V (2021-2030) International Recognition and Reputation	
	Stage II and III (2011-2020) Regional Recognition and Reputation			
Stage I (2005-2010) Institutional Establishment and Academic Reinforcement				
Period I (2005-2010)	Period II (2011-2015)	Period III (2016-2020)	Period IV (2021-2025)	Period V (2026-2030)



Insyah-Allah