

**QUALITY FOR UNDERGRADUATE EDUCATION (QUE) :
THE CASE OF THE DEPARTMENT OF ECONOMICS &
DEVELOPMENT STUDIES FACULTY OF ECONOMICS,
GADJAH MADA UNIVERSITY ¹**

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ABSTRACT

The Department of Economics and Development Studies at Gadjah Mada University's Faculty of Economics (from hereforth referred to as DEDS-FE-GMU) sets its purpose first, to become a leading research based education center, second providing an international first-rate education in economics, and third to be at the forefront of academic institutions in the field of business economics.

Accomplishment of the department's missions requires planning and execution of several phases of improvement programs within the next five academic years. The programs are categorized into improvements in terms of educational facilities, teaching staff and education process, the quality of student output.

The department plans to improve and upgrade all existing education support systems. A more modern and complete library is a necessity, with a competent staff of librarians to assist lecturers and students in obtaining data. The language lab will be enhanced with the most up-to-date teaching aids to facilitate more effective process of learning English. Lastly, the computer lab will be upgraded to incorporate more multimedia and internet aspects. All of the facilities will have more staff and longer opening hours and therefore more student attendance.

Improvement of lecturers and the teaching staff is conducted through many efforts. Internationally, more lecturers will be assigned to pursue post-graduate degrees at quality foreign schools in the near future. Domestically, the frequency of attending national conferences and workshops will be increased. Internally, the department plans to start a series of seminars and internal consultations to maintain the quality of education, formulate better methods of education, and establish a system of class notes for courses.

Student output is measured in terms of the quality of graduates from the program. The quality of graduates is expected to rise as a result of the following activities in the next five years. More English based instructions and improved language lab will enable students to post higher average TOEFL scores of 500. The ratio of student to lecturers is

¹ *Catatan* : Tulisan ini merupakan hasil rangkuman dari bahan diskusi persiapan program QUE oleh kelompok kerja pada jurusan/program studi ekonomika & studi pembangunan jenjang S1 Fakultas Ekonomi Universitas Gadjah Mada yang terdiri dari A. Jamli, Anggito Abimanyu, Edi Purnawan, Endang Sih Prapti, Faried Wijaya M., dan Sri Adiningsih. Budiono Sri Handoko sangat aktif memberikan sumbangan pemikirannya. Anggito Abimanyu juga memprakarsai serta menuliskan konsep dasarnya. Ini telah didiskusikan pula pada rapat dewan dosen jurusan IESP dan dipresentasikan di hadapan QUE reviewer team DITJEN DIKTI serta menjadi inti proposal proyek QUE-IESP FE UGM.

expected to reach 7.5 students/lecturer, leading to more concentrated classes. The average study time (coursework plus skripsi) of students is expected to drop from the current figure of 4 years and 10 month. The average cumulative GPA is expected to reach 3.3. Finally, the waiting time of graduates to enter new jobs will be reduced to 3 months after graduation.

Through careful planning and execution, the goals of the department will be accomplished. The department can draw upon the resources of its teaching staff, which are among the most respected in the country, and its alumni, who are among the most prominent in the government and private sectors. Its reputation and credibility is proven in the numerous joint education and research programs it has initiated with the most important public institutions and private corporations all over the country. It also holds the distinction as one of two departments offering a doctorate program in economics in Indonesia.

INTRODUCTION: MISSION STATEMENT, OBJECTIVES AND STRATEGY

The Department of Economics & Development Studies is one of the first departments to be established by Gadjah Mada University, itself one of the oldest universities in Indonesia. It has produced graduates who are at the top of their professions, whether as policy makers at top government institutions, managerial heads at prominent corporations, or lecturers and professors at leading universities. Quality education is the department's chief strength, as demonstrated by its leading program and highly qualified lecturers. As such, the department is dedicated to maintaining and in time improving upon its rich tradition of academic excellence. Chart 1 shows the relationship between mission statement, strategies and implementation of the proposed project.

A. Mission Statement

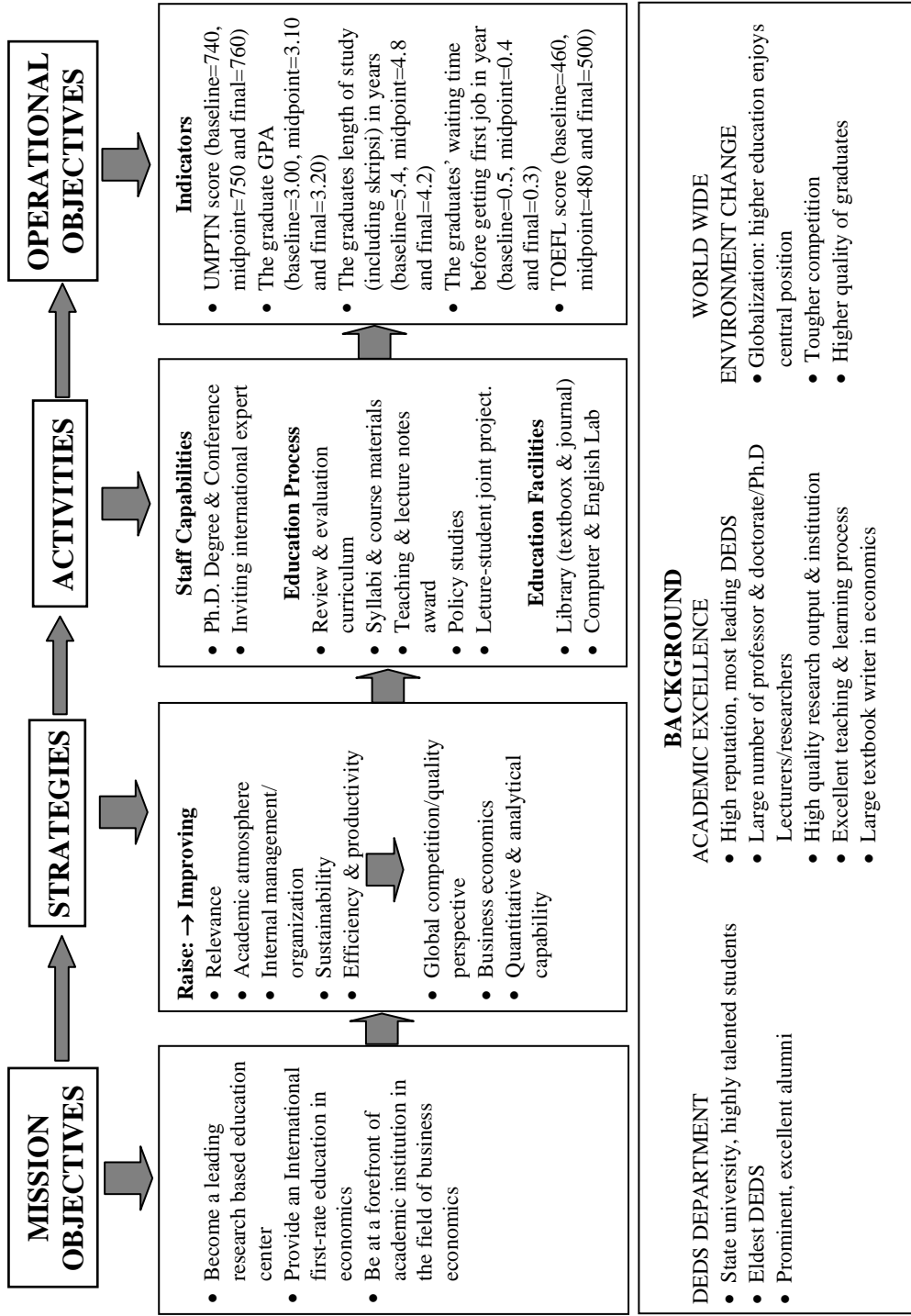
The department derives its mission mainly from the guidelines set by the Faculty of Economics, in addition to some specifics that are pertinent to the department. Its main mission serves as the basis on which subsequent programs are to be based upon. The mission statement of the Department of Economics & Development Studies – GMU are stated by the three principle tasks, i.e., to:

- become a leading research based education center
- provide an international first-rate education in economics
- be at the forefront of academic institutions in the field of business economics

Business economics field of interest focuses its analysis on the nature of private & public business and the policy to promote its development. Graduates will be prepared to fill their career in the private environment at policy analysis level as financial and industrial analyst and as chief economist. In the public sectors they are prepared and trained as development planner, business regulatory analyst, and economic policy analyst.

Special emphasis is to be placed on the subject of business economics. This is due to the changing environment of today's economic world, which requires familiarity with the concepts of business economics. Graduates who find themselves in policy making positions in the government and private sectors will be able to put sound business principles to practice. In today's increasingly privatized environment, all companies are expected to show healthy growth, and performance is judged by the measure of generated profit.

CHART 1: MISSION, STRATEGIES, ACTIVITIES & OPERATIONAL OBJECTIVES



B. Objectives

The objectives of DEDS-GMU as stated in this proposal are amended slightly since the scope has been modified. The objectives are as follows :

- Enhancing ongoing professional development of staff by encouraging lecturers to join overseas and domestic Ph.D. programs, sandwich linkage in the best schools in line with future demand, and participate in international conferences abroad.
- Preparing students to face challenges in the changing economic environment characterized by rapid changes in economic, business, political and social systems, along with global market forces and technology.
- Improving students' oral expression, analytical thinking, and writing skill in order to promote the spirit of self-development and self-learning in their post-university life.
- Improving students' command of oral and written English in order to deal with international issues and broaden their horizon.

C. Strategy

In order to achieve the stated objectives, a concerted effort in planning and implementation will be made by the department.

Improving Relevance

A country's global competitiveness is determined by the ability of its human resources to keep abreast of international developments. To keep pace with developing trends and emerging markets the program needs to adjust accordingly. DEDS-GMU plans to implement the following plans, based on the three needs which must be addressed. The plans are :

- Internationalization of the program;
- Introduction to information technology and improve computer skill;
- Cooperation with outside institutions

Improving Academic Atmosphere

A healthy academic environment is essential for conducting a successful educational institution. Academic atmosphere can be improved by taking into account three major components of university education, namely: its students, lecturers, and staff. For the Department of Economics and Development Studies – GMU, the underlying principles in improving academic atmosphere are :

- Increasing the involvement of staff and students in academic activities;
- Providing model of academic values for students and teaching staff to emulate;
- Improvement of student and lecturer quality;
- Improvement of student-lecturer interaction;
- Improvement of class operations and quality;
- Improvement of academic support facilities.

Improving Efficiency and Productivity

DEDS-GMU shares with Gadjah Mada University the common responsibility of providing a superior learning environment to students. Being a state university under the supervision and financing of the state, it faces many challenges in the process of improving efficiency and productivity. One of the challenges is limited resource, which makes it necessary to strive for the highest standard of efficiency and productivity. Improving efficiency and productivity requires a more efficient way of utilizing existing and obtaining the most result, thus productivity. Using relatively limited of state funding, the department must conduct its function cost-effectively, and at the

same time shorten duration of study, reduce the students' drop out rate, and improve the average GPA of graduates. In the next five years, the department must administer further improvements in its efficiency and productivity. The improvements can be classified into two categories:

- improving the efficiency and productivity of facilities and infrastructure;
- improving the efficiency and productivity of human resources.

DEDS-GMU SWOT ANALYSIS

Strengths

1. *DEDS-GMU enjoys the status of a department in a state university, attracting a majority of highly talented students in Indonesia*
2. *DEDS-GMU is the oldest department within the Faculty of Economics, building a reputation through the years into one of the country's most leading departments of economics.*
3. *The department has one of the largest number of professors of any institutions in the country, allowing it a vast resource of educational and research activities.*
4. *The department puts an emphasis on the teaching of business economics, in line with the future bearing of globalization.*

Weaknesses

1. *Innovative changes may develop slowly because of its size and large bureaucratic structure.*
2. *Although DEDS-GMU has in the past enjoyed a great deal of success, the increase in student enrollment which places a greater strain on resources requires that the department significantly upgrade its physical infrastructure, hard-*

ware and facilities.

3. *Many holders of postgraduate degrees conferred by DEDS-GMU have been admitted to Ph.D. programs at leading universities around the world, but the opportunities for Ph.D. scholarships are very limited.*
4. *Because of its reputation some Ph.D. holders at DEDS-GMU are also hired for their expertise by the central government, international agencies, and even the private sector, which limits their full time commitments to the department.*
5. *Only a limited amount of materials and publications have been produced, and research conducted in selected areas such as international finance, industrial organization, quantitative method, micro banking, etc.*

Opportunities

1. *The superb quality of applicants to the DEDS-GMU sustains the program with a strong crop of students along with new ideas and innovation.*
2. *As little materials has been produced in some of the fields of concentration, developing teaching materials will be beneficial.*
3. *Because of its superb reputation, the department often has the opportunity for support from both national and international sources.*
4. *DEDS-GMU benefits greatly from its location in Yogyakarta, which is a center of higher education in Indonesia, in addition to being highly accessible to key cities such as Jakarta and Surabaya.*

Threats

1. *In the future, as DEDS-GMU begin to compete on a more global scale, it will find itself facing stiffer competition from domestic and foreign universities.*
2. *A lack of suitable teaching materials which will allow students to observe economic structures in a real world context.*

IMPROVING RELEVANCE

Developments in the theory and practice of economics combined with worldwide changes in business practices have raised the questions of the relevance of university education programs. To keep pace with developing trends and emerging markets the program needs to adjust accordingly. DEDS-GMU plans to implement the following plans, based on the three needs which must be addressed. See table 2 for the summary.

Table 2 : Activities Planned for Improving Relevance

Internationalization of the Program

	ACTIVITIES	EXPECTED OUTCOMES/ BENEFIT
1.	Offering more business economics oriented courses and incorporating business economics into other courses.	Better global outlook and a more holistic understanding of economics.
2.	Incorporating principles of business ethics to students in future courses.	Better character and business ethics which can serve them in their future careers.
3.	Updating equipment and teaching materials for DEDS-GMU language lab.	Improved student ability to speak English as well as their TOEFL score.
4.	Establishing an exchange program for foreign students, visiting professors and internships.	Infusion of new ideas and teaching/research methodology from foreign institutions.
5.	Offering more classes dealing with international issues which are relevant.	More international outlook and better awareness of international economic issues.

Introduction to Information Technology

1.	Increasing information technology content in all course materials.	Students gain understanding of the importance of information technology for productivity.
2.	Requiring all students to master basic information and computer skills.	Students gain basic computer skills to be used in their study and in their future careers.
3.	Increasing students' capability by introducing higher level computerized data and data processing skills.	Students get exposure to advanced data processing skills and the use of computerized data.
4.	Offering computer classes in networking, internet data collection and publication.	Students have basic understanding of network computing and internet data collection.

Cooperation with Outside Institutions

1.	Developing more class materials based on real-world condition and situation.	More relevant and interesting materials for classroom activities (discussions, case studies, etc.).
2.	Getting input from potential employer to formulate new curriculum.	Curriculum which responds to the demands of the job market and the concept of link & match.
3.	Establishing working relationship with public and private enterprises.	More internships, assignments, fieldwork, and research projects for skripsi.

Internationalization of the program is believed to be a prerequisite for improving academic relevance

A country's global competitiveness is determined by the ability of its human resources to keep abreast of international developments. In order to cope with future economic situation and prepare students for the inevitable open competition from foreign graduates, a set of activities will be introduced to the program. Introduction to information technology and improve computer skill require understanding of basic information and computer skills will enhance graduates' chances of getting employment. New and as yet to be discovered industries will likely be in the field of information technology, opening up new job opportunities. Activities are planned to obtain the type of knowledge, skills and abilities demanded by industries in this age of information. Cooperation with outside institutions will also be promoted. The process of education is not confined to classroom activities. Students will benefit from exposure to real business practices and policy making. A close relationship between the department and public and private enterprises is essential in making this possible. DEDS-GMU have drawn up the following plans and activities.

IMPROVING ACADEMIC, TEACHING AND RESEARCH ATMOSPHERE

A healthy academic environment is essential for conducting a successful educational institution. Academic atmosphere can be improved by taking into account three major components of university education, namely : its students, lecturers, and staffs. For the Department of Economics and Development Studies – GMU, the underlying principles in improving academic atmosphere are

1. Increasing the involvement of staffs and students in academic activities.
2. Providing model of academic values for students and teaching staffs to emulate

For improvement of student quality, students need to be given autonomy in conducting their activities, but at the same time be involved in department and lecturer programs. As for improvement of lecturer quality, lecturers or the teaching staffs need to keep pace with current development in their discipline, through a variety of activities designed to increase their academic experience.

The action plans detailed in the passage above are summarized in Table 3, including the type of activities and intended targets.

Table 3 : Activities Planned for Improving Academic Atmosphere

Improvement of Student Quality

	Activities	Expected Outcomes/ Benefit
1.	Providing sponsorship for students' academic research and involving them in lectures' research as assistants.	Better global outlook and a more holistic understanding of economic theories and practices.
2.	Cultivating better quality of students by promoting the program to high schools.	Better character and business ethics which can serve them in their future careers.
3.	Encouraging student activities such as seminars and conferences, publishing journals, etc.	Infusion of new ideas and teaching/research methodology from foreign institutions.
4.	Increasing selected senior students' (8 th semester) involvement as teaching assistants.	Exceptional senior students get experience in teaching, as part of selection process for potential lecturers.
5.	Offering more classes dealing with international issues which are relevant.	More international outlook and better awareness of international issues in economics.

Improvement of Lecturer Quality

	Activities	Expected Outcomes/ Benefit
1.	On going professional development of teaching staffs by attachment to overseas Ph.D. and domestic doctorate programs	Better overall lecturers quality and capability.
2.	Increasing staffs involvement in various international conferences and seminars, regional, national, and international, by providing sponsorship.	Experience and involvement in domestic and international forums dealing with current economic issues.
3.	Encouraging staffs to publish articles, both in English and Bahasa Indonesia, for foreign and domestic journals, by providing sponsorship.	Better writing skills, more qualification as researcher and writer, and increased revenue from book royalties.
4.	Encouraging staffs to spend adequate time in class to fulfill teaching responsibilities, using effective staffs performance evaluation and incentive system.	<ul style="list-style-type: none"> • Better lecturer attendance and participation. • New system of evaluation and rewards for teaching (Teaching Grants).
5.	Encouraging staffs to write structured lecture notes or instruction manuals by providing sponsorship.	<ul style="list-style-type: none"> • Improved lecturer notes and instruction manuals. • Incentives for writing quality lecture notes. • (Award for Lecture Notes Development)

Improvement of Student - Lecturer Interaction

	Activities	Expected Outcomes/ Benefit
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1.	Encouraging staffs to spend more time with students outside class in terms of communication, consultation, and counseling.	Better students-lecturers interaction which leads to improve students academic performance who take the opportunity.
2.	Increasing students' involvement in lecturers' research activities.	<ul style="list-style-type: none"> • Students gain valuable research experience. • Lecturers get assistance from participating students.
3.	Conducting policy studies concerning students' well being financially and formulating a system of award based on merit and needs.	Opportunity for deserving students with economic disabilities with the creation of Policy Studies Grants.
4.	Increasing the ratio of student to lecturer to a level of 7.5 students / lecturer within five years.	More concentrated and intensive classes.

Improvement of Class Operations and Quality

	Activities	Expected Outcomes/ Benefit
1.	Improving quality of learning-teaching process and teaching methodology.	Better and more organized classes, taught by faculty members who adhere to systematic teaching methodology.
2.	Improving curriculum and syllabi in accordance with future demands and international aspects by involving practitioners in its development process.	Better curriculum which takes into account future demands and international aspects.
3.	Improving class materials including notes/ manuals.	Better, and more organized classes.
4.	Improving students' and lecturers' attendance.	More efficiency in the usage of classrooms and other facilities.
5.	Increasing students' skills in articulation writing and seminar presentation	Students who are capable of expressing themselves in writing and public speaking.

Improvement of Academic Support Facilities

1.	Improving the quality and increasing the open hours of academic support facilities, i.e. library, computer and language lab.	More students and lectures will use the renovated facilities to the vest of their needs.
2.	Increasing the librarians' incentives and improving library and lab attendance.	Better services to be provided to students and lecturers.
3.	Increasing the data base collection of journals, articles, CD-ROM based data, and statistical data.	Students can better utilize the facility and become efficient in writing assignments and skripsi (final paper).

IMPROVING EFFICIENCY AND PRODUCTIVITY

DEDS-GMU shares with Gadjah Mada University the common responsibility of providing a superior learning environment to students. Being a state university under the supervision and financing of the state, it faces many challenges in the process of improving efficiency and productivity. One of the challenges is limited resource, which makes it necessary to strive for the highest standard of efficiency and productivity.

Improving efficiency and productivity requires a more efficient way of utilizing

existing and obtaining the most result, thus productivity. Using relatively limited of state funding, the department must conduct its function cost-effectively, and at the same time shorten duration of study, reduce the students' drop out rate, and improve the average GPA of graduates.

In the next five years, the department must administer further improvements in its efficiency and productivity. The improvements can be classified into two categories, improving facilities, and improving human resources. These activities and expected of outcomes can be summarized as shown in Table 4.

Table 4. Activities Planned for Improving Efficiency & Productivity

Internationalization Efficiency And Productivity of Facilities And Infrastructure

	Activities	Expected Outcomes/ Benefit
1.	Improving administration of library.	More efficient and productive library with better administration of book assets.
2.	Improving the computer lab by opening it for longer hours.	More time for students and lecturers to utilize the computer lab.
3.	Improving the language lab with courses outside class hours.	More time to study English.
4.	Improving the role and effectiveness of the job placement center.	Better job information for students; higher change of obtaining jobs for graduates.

Improving the Efficiency and Productivity of Human Resources

	Activities	Expected Outcomes/ Benefit
1.	Improving the process of administration to reduce complexities.	Simpler, more efficient administration to streamline bureaucracy.
2.	Improving the hierarchy of command to ensure better organization.	Faster, more efficient chain of command to respond to day-to-day challenges.
3.	Introducing students to the potentials of the internet facilities to gather data not found in the library.	More efficient methods of research and writing papers.
4.	Conducting summer-semester to better utilize the facilities and reduce students' study time.	More efficient use of facilities in semester break, shorter study time for students.

OTHER IMPROVEMENT PLANS

Other improvement plans initiated by DEDS-GMU are institutional partnership program and the proposed honors classes. The department, through its already established Inter University Center (IUD) – Economics Studies have introduced cooperations with foreign universities in the field of joint research and professor exchanges. One cooperation which is already in place is the partnership program with the Kenan Center at the University of North Carolina, USA in the field of international business and economics. By promoting and continuing research cooperation and professor exchange program the overall quality of international business and the environmental education will improve.

Another plan is the creation of special honors classes to accommodate students who show above average aptitude for certain subjects. The honors classes will act as a prototype to attract the best and brightest students into an environment where they can receive the challenge and guidance that will better suit their needs. The honors classes may use teaching methods that are innovative and non-traditional. It is expected to use English extensively as a medium of communication and learning.

As part of its commitment to improve graduates, the department puts an emphasis on providing more business-economics content in the courses. Business economics will be the underlying principle of education at DEDS-GMU, with several new classes being offered on the subject. In addition to a strong grounding in economic theories and practice, students will be provided with courses in business ethics. A special class is proposed, one which stresses the importance of ethics in conducting business in today's business world. The

principles is expected to guide them in their policy and decision making responsibilities with their companies.

Lastly, the department proposes to set up a more modern research / data center. The center is expected to be a leading institution in data and research analysis, in addition to dissemination and publication of data. To anticipate future trends, the center will be connected to the internet through a high-band with connection, able to retrieve and transmit information rapidly. The center will have all the traditional data presentation media, such as papers, statistical graphs, and journals. It will also have state-of the art computer processing and storage. The center can be accessed from anywhere in the world so that the exchange of information can occur freely and rapidly. Ultimately, the center is expected to be self-sustaining, supporting itself from fees in exchange for marketable data it provides to researchers outside the department.

Meanwhile, in order to cut the period of time between graduation and employment, a network of alumni will be established to inform our center of any career positions available. Another career related resource will be the Job Information and Placement Center, which provide a link for graduates and business in the form of information about both parties' qualifications and descriptions. This center will provide motivation for students in that they will know that there are careers available for them when they graduate. Currently, there are many graduates who cannot find work due to their not knowing what work is available. A Link and Match system will help in this by matching graduates with careers and providing a direct link to businesses. For detail see table 5 below.

Table 5. Other Improvement Plans

	Activities	Expected Outcomes/ Benefit
1.	Institutional partnership program : <ul style="list-style-type: none"> • Promoting continuing research cooperation • Professor exchange program 	Overall quality of international business and the environmental education will improve
2.	Establishing honors classes	The creation of special honors classes to accommodate students who show above average aptitude for certain subjects
3.	Providing more business-economics content in the courses	The principles is expected to guide them in their policy and decision making responsibilities with their companies.
4.	Set up a more modern research / data center	Traditional data presentation media, such as papers, statistical graphs, and journals state-of the art computer processing and storage
5.	Constrcturing a network of alumni	A Link and Match system will help in this by matching graduates with careers and providing a direct link to businesses to inform our center of any career positions available

PERFORMANCE TARGET

Measuring performance target requires large amount of preparations and solid methodologies as well as the proper tools. Bridging or developing relevant materials among the mission statement, strategies and implementation will need deep research. To be as qualitatively as possible will need verified data, prime processing and also insightful analysis.

METHODOLOGY

1. *Average UMPTN Score.* The UMPTN score measures the quality of primary input. The last data is obtained from the Academic Office of the Gadjah Mada University.
2. *Average Cumulative GPA.* The average GPA is measured based on the last grade taken by the whole students in the final year of students who have taken at least 120 credit-hours for the last two years. Data is

collected by Division of Academic and Student Administration, Faculty of Economics, GMU.

3. *Length of Study.* The length of study is defined as a period from the first year of study to the oral examination stage in the final year for the last two years. Data is collected by Division of Academic and Student Administration, Faculty of Economics, GMU. It does not include the period where the students are on-leave.
4. *Average waiting time.* The average waiting time is also calculated based on the tracer observation by Alumni Sub Division Faculty Economics, GMU. The term of waiting time is defined as the period from the graduation day to the first day on the first job.
5. *TOEFL Score.* TOEFL score are proxied by the *TOEFL like score* of final year students who have taken more than 120 credit hours. The test was conducted by Pusat Pelatihan

Bahasa Universitas Gadjah Mada = PPB-UGM (Center for English Training).

6. *Benchmark test (GRE)*. In addition to those performance indicators, the Graduate Record Examination (GRE) will be employed as a benchmark test for the final year students. GRE is applied as an indicator of the student ability to pursue their education.

7. *External education*. An evaluation conducted by the external evaluators (which will be determined later) will be used as another mean to control the performance of the project implementation.

Number 6 and 7 of the above methodology will be conducted wherever the proposed project is approved for details concerning the baseline, midpoint and final Performance Target can be seen from Table 6.

Table 6: Primary Performance Indicators

	Indicator	Auxiliary Indicators	Activities-Inputs
1.	UMPTscore Baseline : 740 Midpoint : 750 Final : 760 SD : 22.7	<ul style="list-style-type: none"> Annually increasing 10% of high school/ SMU visits per year. Annually increasing 10% of students choosing DEDS as their first choice. 	<ul style="list-style-type: none"> Distribution of leaflets to top ranking high schools. Develop an interactive and informative home-page (internet).
2.	The graduates' GPA Baseline : 3.00 Midpoint : 3.10 Final : 3.20 SD : 0.31	<ul style="list-style-type: none"> Heightening 10% of teaching quality by students. Intensifying library and laboratory attendance. Augmenting lecturers notes and handouts. Broadening the number of class discussions. 	<ul style="list-style-type: none"> Innovating syllabus and class notes. Providing the necessary service. Adding more class assignments. Promoting incentive system for staff.
3.	The graduates' average length of study (including skripsi) in years Baseline : 5.4 Midpoint : 4.8 Final : 4.2	<ul style="list-style-type: none"> Increase completion of skripsi of 6 months by 10%. Improving the qualities of teachings. Encouraging students to finish faster than average. 	<ul style="list-style-type: none"> Intensive consulting with Skripsi advisor. Up-to date news on subjects. Active guidance on students with slow and low grades
4.	Graduates' waiting time before getting first job in months Baseline : 6 Midpoint : 5 Final : 4	<ul style="list-style-type: none"> Stimulating and welcoming companies in need of fresh-graduates' Raise the number of job offers from alumnus brought back to campus Improve base salary standards 	<ul style="list-style-type: none"> Raising campus recruitment and job placement program Keeping in-touch with alumnus Improving quality of education based on the policy study
5.	TOEFL score Baseline : 460 Midpoint : 480 Final : 500 SD : 40.6	<ul style="list-style-type: none"> Developing international class every semester Increasing the number of student participating in interantional class Heightening laboratory attendance 	<ul style="list-style-type: none"> Raising students joining international exchange program Increase enrollment of interantional class
6.	Benchmark test (GRE)*		
7.	External evaluation*		

*To be determined later

IMPLEMENTATION PLAN

Taking account the *mission, objectives and strategies* briefly discussed in Chapter 1 and then further elaborated in Chapter 2 concerning their *activities, performance target, performance goals, resource required and expected outcomes/benefits* will require a solid organization. In order to implement the aforementioned plans into clear and concrete implementation plan therefore the DEDS-GMU will develop an independent organization consisting of one executive director, one academic secretary and three supporting staff. This organization has the responsibility to execute all activities planned during the project period under the supervision of the Dean of FE-GMU and Council/ Group of DEDS professors and lectures of the department and a number of senior staff.

Internally the organization will need a job description which will make it more practical. The Executive Director is responsible for managing the overall operations and organization of the QUE program and also delegating certain tasks to the Academic Secretary and the supporting staff. The main task of the Academic Secretary is to coordinate all planned activities of improving academic performance

of the DEDS-GMU. This includes activities concerning *improving relevance, improving academic atmosphere, improving efficiency and productivity and other improvement plan*. Implementing the incentive and reward system for lectures into action, arranging and managing the staff development program, technical assistance are examples of the academic secretary's job. The supporting staff are to manage financial and administration, monitoring and evaluation of the QUE program under the direction and guidelines from the executive director and academic secretary (see table 7 below). The staff will assist the directors in keeping track the records and preparing the report of the implementation of the QUE program for the QUE program self evaluation, the Board of Reviewers, Rector of Gadjah Mada University and the Directorate General of Higher Education.

The Executive Director of the QUE is responsible to the Rector of GMU through the Dean and the Chairperson as ruled by the Directorate General of Higher Education. The Dean and the Chairperson are responsible for monitoring the congruency among the goals of the faculty, the department and QUE program.

Table 7. Job Description of Executive Staff

Position	Job Description
Executive Director	<ul style="list-style-type: none"> • Overall Supervisor of Operations, responsible for punctually, adequate maintenance of documents and administrative records, for the application of funds, and for reporting. • Coordinate QUE activities and other activities in the Department in cooperation with the chairperson of Department of Management. Communicates with involved parties both internal and external.
<i>Academic Secretary</i>	<ul style="list-style-type: none"> • Responsible for adequate administrative records and for application of funds. • Implements plans related to administrative matters, documentation, and application of funds. • Assists the Executive Director in the smooth running of the organization. • Assists the Executive Director in preparing periodical reports concerning academic, incentive and non-academic matters.

Support Staff 1	<ul style="list-style-type: none"> • Assist the Executive Director in academic plan related to academic matters • Assists the Academic Secretary in preparing periodical reports related to academical implementation
Support Staff 2	<ul style="list-style-type: none"> • Assists the Executive Director in implementing the incentive program. • Implements plan and select incentive schemes for staff and students. • Assists the Academic Secretary in preparing periodical reports related to financial matters
Support Staff 3	<ul style="list-style-type: none"> • Assist the Executive Director in non-academic matters. • Implement plans concerning non-academic matters, encompassing procuring and upgrading equipment, used equipment, and purchasing textbooks and journals. • Implements plans concerning setting the program. • Assists the Academic Secretary in preparing periodical reports related to non-academical matters

CONCLUSION

Due to globalization, there is a rise in the demand for professionals and experts in business economics, including micro-banking, international finance, industrial organization and other related areas is un-avoidable. Within the business and financial sector, Indonesia should be able to provide expertise of comparative and competitive excellence. This is the main challenge faced by DEDS-GMU. It has to produce graduates which is in line with the future direction of globalization. The graduates should be well equipped with tools and expertise on those badly needed areas, and able to compete and at the same time work together with foreign experts.

Analysis of the environment requires examination of the strengths and weaknesses of the program this case by applying SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. It concluded that over years, DEDS-GMU has been demonstrating its commitment to provide a high quality of undergraduate education. With a rich tradition of academic excellence, the department will continue to develop, modify, and enhance its under graduate program. The department is committed to investing in the under graduate and graduate program in terms of quantity and quality, at whatever level is needed to better

serve the demand for S1, S2 and S3 graduates. The superb quality of applicants to the department sustains the program with a strong crop of students along with new ideas and innovation. DEDS-GMU benefits greatly from its location in Yogyakarta, which is a center of higher education in the country, in addition to being highly accessible to key cities such as Jakarta and Surabaya. On the other hand, although it has in the past enjoyed a great deal of success, the increase in student enrollment which places a greater strain on resources requires the department upgrade significantly its physical infrastructure, hardware and facilities.

The threat is that in the future, as DEDS-GMU begins to compete in a more global scale, it will find itself facing tougher competition from domestic and foreign universities. There is also a growing concern about how the department will be able to meet the future demand for its graduates. The productivity of the S1 program of the department, in terms of fulfilling undergraduate needs, has not been growing according to the demand for many years. For example, the capacity of delivering lectures and advice to S1 students has been limited due to the small number of masters and Ph.D. holder faculty members in some badly needed areas such as international finance, industrial organization, financial institutions,

micro-banking, and quantitative method. Currently there are 22 Ph.D. holders at DEEDS, but only several of them have had degrees in the subjects described. We believe that with the assistance of QUE project, DEEDS-GMU will stand to its claims stated in its mission and will significantly contribute to the development of the country at large by producing more and better S1 graduates.

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