

a. Academic Staff Capacity Fulfillment

Planning, recruitment, selection, and placement of lecturers are based on the ratio of lecturers: students and fields of science. Planning, recruitment, selection, placement, and development of support staffs are based on UPIEc-UII-s needs, related to education, research, and community services. The Faculty Strategic Plan and UPIEc-UII Strategic Plan 2018-2022 are one of the formal policy documents related to this matter.

The Faculty of Islamic Studies (FIS) UII Strategic Plan for the 2014-2018 period explains that FIS is still facing very limited human resource problems. Especially related to the proportionality of the lecturer-student ratio faced by UPIEc -UII. As a result, there is a problem with the ratio of lecturers to students that is not in accordance with the provisions of the applicable law. Moreover, it is projected that in the next five to seven years, many FIS UII lecturers will retire. The recommendation is that FIS needs to improve the pattern of human resource development at FIS UII by recruiting new lecturers with consideration of retired lecturers and student ratio.

In 2018, FIS UII had permanent lecturers with 62.07% and 37.93% of master's education levels, respectively. The percentages of Non-Academic Rank (NJA) Academic Staff is at 13.8%, Lector at 13.8%, Head Lector at 69.00% and Professor at 3.45%. The data shows that the percentage of professors is very low. Therefore, FIS UII needs to encourage permanent lecturers who have completed their doctoral studies to immediately apply for professors within 3 years.

To get closer to the proportionality of the ratio of lecturers and the number of students, recruitment of new lecturers is carried out in all study programs. The existence of this lecturer recruitment policy certainly minimizes the gap in the lecturer-student ratio. However, this does not mean that FIS is out of this problem. Based on the available data, the proportionality of lecturers and students is still inadequate, especially in the last 4 years the number of new students studying at FIS continues to increase because of improving the management of FIS in various aspects. So, the increase in the pattern of HR development, especially regarding the recruitment of new lecturers, still needs to be scheduled and realized in the 2018-2022 leadership period.

In the 2018/2019 academic year, there were 23 permanent UII lecturers who taught courses at UPIEc and 2 non-permanent lecturers. With 716 active students, the lecturer: student ratio is 1:28 (25:716). In addition to the 23 permanent lecturers, UPIEc has 2 permanent lecturers who are currently working as doctoral students, so they do not teach courses.

The academic positions of UPIEc permanent lecturers (including those doing student work) in 2018/2019 are shown in the following figure. Most lecturers at UPIEC have the academic position of Expert Assistant (56 percent). The new head lector has reached 24

percent of the 40 percent target. UPIEc lecturers are mostly young lecturers who have not received doctoral education. All UPIEc lecturers have taken care of their ranks according to the appropriate time. In addition, UPIEc Lecturers have prepared a doctoral study plan. Among the 5 Non-Academic Rank (NJA) lecturers, three are currently taking care of their rank and 2 others are waiting for a period of 2 years to be able to apply for the rank of Expert Assistant. Data on the number of lecturers at UPIEc -UII based on the lecturer-student ratio are as follows:

Table 1. Lecturer-Student Ratio UPIEc-UII

Academic Year	Total FTEs of Academic Staff	Total FTEs of Students	Staff-to-student Ratio
2020	19.4	812	1: 41.9
2019	18.7	766	1 : 41
2018	16.2	725	1 : 44.8
2017	16.3	743	1 : 45.6

Based on these data and the projected rank data of academic staff, UPIEc-UII will recruit lecturers in 2022 , 2023, and 2024. There are 7 UPIEc lecturers who have certified educators and 6 lecturers with doctoral education. Compared to a total of 25 lecturers, the proportion of lecturers who are certified and doctoral is 28% and 24%, respectively. This value is still far from UPIEs's target of 40%.

Table 2. Number of Lecturers with Doctoral Education and Certified

Category	Many Lecturers	Percentage of	Information with
Doctoral	6	26%	Two lecturers are currently studying Doctoral Degree and one lecturer has received LoA for Doctoral studies
Educator Certificate	7	24%	Six lecturers have become candidates for the Lecturer Certification

Based on the results of the 2020 UPIEc-UII Self-Evaluation Report, the following data are known:

Table 3. Results of Internal Quality Audit Regarding Academic Staffs of UPIEc-UII year 2020

No	Profile	Calculation results
1	Sufficient number of permanent university lecturers assigned as course (DT)	27
2	tutors Adequate number of university permanent lecturers assigned as course tutors with areas of expertise in accordance with the core competencies of the study program (DTPS) (Table 3.a.1)	20 (Exceeding the target of 12 lecturers set by BPM UII)
3	Percentage of the number of DTPS with a Doctoral/Applied/Subspecialist education to the number of DTPS (Table 3. a.1)	20% (Less than the target of 40%)

4	Percentage of permanent lecturers who has a professional certificate / competence / industrial to the number of permanent lecturers	25% (Less than the target 40%)
5	Percentage of the number of permanent lecturers with the academic position of Head Lector or Professor of the number of permanent lecturers	20% (Less than the target 40 %)
6	Percentage of the number of permanent lecturers with a professor's academic position to the number of permanent lecturers	0 %
7	Ratio of the number of study program students to the number of DT	$\begin{aligned} \text{Ratio} &= \frac{\text{Students active}}{\text{DTPS}} \\ &= \frac{400}{20} = 20 \end{aligned}$ (meets the maximum target of 30)

Another problem is the limited number of academic staff with the title of professor. Until the 2014-2018 FIS leadership period ends, there has been no addition to the number. For this reason, it is necessary to be motivated and continue to be encouraged by lecturers, especially those with doctorate degrees to become professors or by recruiting full-time lecturers who hold the title of professor to be appointed as permanent lecturers on a contract. Meanwhile, related to the problem of the lack of lecturer research and scientific publications, there has been an increase, although not yet significant, both in terms of quantity and quality. Based on the data, the results of research and scientific publications in the last four years have indeed increased, although not yet optimal.

b. Support Staff Capacity Fulfillment Plan

Procurement of support staff is based on the fulfillment of human resource needs in order to improve the quality of services to students. Basically, the support staff of each unit in the university has a role in student services, either directly or indirectly. To support services to students, there are several support staff who have direct roles, namely librarians, laboratory assistants, IT staff, administrative staff, and other support staff. The recruitment system is a standardized education personnel recruitment system and is applied to all study programs at UII. Meanwhile, non-permanent employees consider the needs and abilities of the study program concerned. Regarding the appointment of non-permanent employees to become permanent employees, it is regulated by university regulations.

The placement of the results of the selection of support staff is based on mapping by the university leadership. The candidates will undergo a probationary period of at least one year and a maximum of two years after being appointed as permanent employees. Job rotation will be carried out periodically based on staff performance.

Table 4. Number of Support Staff

No.	Support Staff	Achievements of Education					Total
		PhD	Master	Undergraduate	Diploma	Senior High School	
1	Librarian	-	5	4	9	-	18
2	IT Staff	1	3	5	4	1	14
3	Laboratory Assistant	-	2	1	-	-	4
4	Administrative Staff	-	-	19	3	12	34
5	Others	-	-	-	-	3	4
Total		0	7	13	12	19	73

Based on the data above, the number of support staff is considered sufficient. Laboratory assistants are also assisted by lecturer/laboratory assistants. Laboratory assistants and laboratory assistants are recruited by subject lecturers, especially practicum courses. The adequacy of the number of laboratory assistants is indicated by the number of practicum courses as many as 7 courses, the number of laboratory assistants and assistants as many as 14 people. Thus, practicum activities can be carried out properly because the laboratory assistants and assistants have very good quality related to the subject. In addition, FIS also manages to increase the educational capacity of support staff through further study projections as described below:

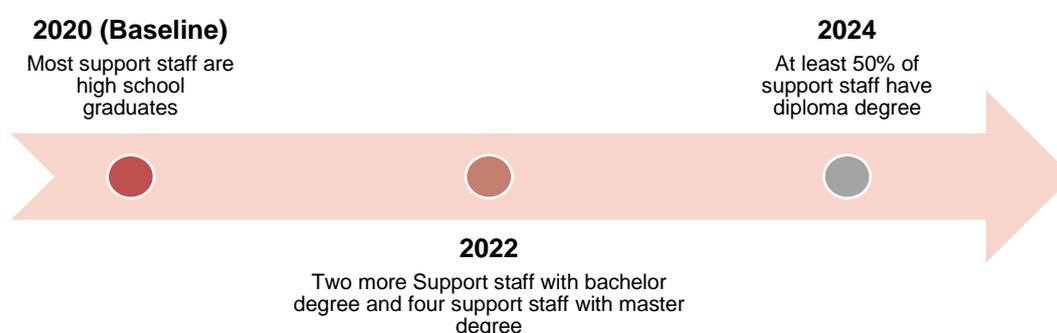


Figure 1. Study planning of Support Staff