

# Analysis of Vision Statement of Indonesia's 10 Best Universities

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Abstract : The evolution of the global economy that continues to lean towards market openness and economic integration demands that Indonesia continuously strengthen its competitiveness by utilizing its advantages. In improving their competitiveness Universities must have clear goals and objectives in order to compete in the global community and at the international level. Universities as institutions of higher education should be able to create an educational order to produce high-quality human resources, supported by readiness from all parts of the university through a vision statement that can be used as a reference. College is a competitive resource printing tool. A vision statement can be used to promote university competence. This research aims to analyze the vision statement of Higher education's 2016/2017 decision. Research done by descriptive method, using secondary data collection technique. The universities strategic plans, obtained from the internet, and other ne necessary data were analyzed using content analysis based on the indicators for an ideal vision statement, which are: easy to understand, easy to remember, positive, motivational, inspirational, interesting, challenging, and future oriented. The results show that from the 10 universities analyzed, ITB and UGM have complete vision statements.

## 1 INTRODUCTION

The development of the University as well as Science is increasing from year to year and the University, as a higher education institution conducting scientific research, provides solutions to deal with the problem of state on training qualified workers. Universities are expected to be able to conduct scientific research, develop solutions to national and universal problems, disseminate knowledge, skills, and insights, publish and give examples in all fields (Özdem, 2011).

The current Internet revolution has facilitated the concept of openness more than ever before. Today,

some technologies support the modern education paradigm in terms of creation, communication, and collaboration. In addition, technology has created many opportunities and opened people's minds in terms of knowledge sharing (Shu-Hsiang, Jaitip, & Ana, 2015). The development of the world economic situation which continues to grow in the direction of market openness and integration of the economy demands that Indonesia continuously strengthens its competitiveness by utilizing its own advantages. To that end, all institutions including higher education must develop real programs to be able to compete in the international world (Indonesian Higher Education, Research, and Technology, 2015).

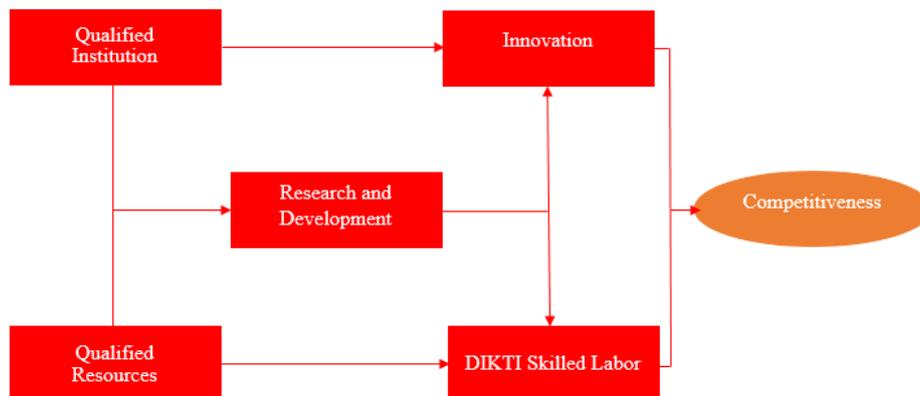


Figure 1: Logical framework taken from kemenristek in supporting competitiveness.

In improving their competitiveness, universities must have clear goals and objectives in order to compete in the globalized community and at the international level. Having a clear vision and mission is very important in order to achieve organizational goals. Vision is a guide, from several aspects, that focuses and ties employees to the future goals of business as a tool of planning and motivation (Karakaya et al., 2012). Essentially, your mission statement becomes your constitution, a solid expression of vision and values (MacLeod, 2016).

Vision is the image of the company's future. Vision, as a basic factor that reflects clearly the understanding of the current situation and the future situation, shows the company's goals and affects all the important elements of it and has a quite important position nowadays in organizational management strategies (Altiok, 2011). A vision statement is a portrait of the institution to establish a future; vision projects the future of the university (Rashid et al., 2016). Vision is the starting point of organizational transformation and it supports organizational strategy (Kantabutra & Avery, 2010).

Robert Abelman's research in the Journal of An Assessment of the Institutional Vision of Catholic Colleges and Universities shows that the best philosophical concept is an institutional vision. An analysis of the content and vision of Catholic schools generates motivational keywords with components that are found feasible, and missions are easily disseminated and well understood. The results of his study define the characteristics of vision as using a clear, highly optimistic, an inspiring language (Abelman & Dalessandro, 2008).

Vision Statement must fall into several criteria: easy to understand, easy to remember, positive, motivating, inspiring, interesting, challenging, and future oriented (Papulova, 2014). In creating competitiveness in Indonesian state universities the vision statement is used as a reference for achieving competitive advantage. This article aims to analyze the vision statements taken from the strategic plans of the 10 best State Universities in Indonesia

## 2 METHODS

This research uses descriptive method to analyze vision statement. The data used in this research are secondary data. The sample of research consists of the 10 best universities in Indonesia as determined by the Indonesian Ministry of Research, Technology, and Higher Education in 2016/2017. The vision statements were published in the official website of

each university. The data for this study were collected from each university's strategic plan published in the Indonesian Ministry of Research, Technology, and Higher Education website.

Semantic analysis was used to analyze the contents of the report. Semantic content analysis is the process of creating a theme (category) that identifies the main subject and dimension in the material under study, and the specific sub-fields under subjects and dimensions (Özdem, 2011). To analyze each university's vision statement, first, each university's strategic plan was accessed through the internet and its vision statement was extracted. Then, the vision statements were analyzed based on the criteria of easy to understand, easy to remember, positive, motivational, inspirational, interesting, challenging, and future-oriented (Papulova, 2014).

## 3 RESULTS AND DISCUSSION

A good vision statement should emphasize the unique characteristics of the organization that differentiate it from other organizations, and take all future planned activities for the internal and external environment of the organization into consideration. Vision must be understood and owned by all stakeholders of the organization. Vision should help people understand organizational culture. The vision statement should be formulated to strengthen the organizational culture and unity and loyalty among members, and enhance employee motivation. In this case, the vision statement should reflect the organizational culture (Özdem, 2011).

Vision Statement must fall into several criteria: easy to understand, easy to remember, positive, motivating, inspiring, interesting, challenging, and future oriented (Papulova, 2014).

According to research conducted by Karabukuk, the Vision Statement criteria (Kantabutra & Avery, 2010) consists of:

- *Brevity*: A vision must be short but clear enough.
- *Clarity*: A vision must be clear and precise to be understood and accepted. Clarity makes the overall aim completely understood by everyone.
- *Future Orientation*: A vision should focus on the organization's long-term goals and the environment in which it functions
- *Stability*: A vision must be general and not sufficiently affected by most of the changes on the market or on technology

- *Challenge*: A vision motivates people to work towards the desired results; vision challenges people to do their best.
- *Abstractness*: A Vision must represent a general picture as opponent for a certain achievement.
- *Ability to inspire*: A vision must illustrate an ideal, something worthy and could be followed by all employees. When employees do not look at vision as attractive they will not be committed.

Another study states that there are 8 criteria of the vision statement (Papulova, 2014), which are: 1. *Easy to Understand (EU)*; 2. *Easy to Remember (ER)*; 3. *Positive (P)*; 4. *Motivational (M)*; 5. *Inspiring (I)*; 6. *Attractive (A)*; 7. *Challenging (C)*; 8. *Future-Oriented (FO)*.

Here are the names and the vision statements of the 10 Best Universities in Indonesia as determined by the Indonesian Ministry of Research, Technology, and Higher Education in 2016.

Table 1: Vision statement of 10 best universities in Indonesia.

Name of Universities	Vision
<b>ITB</b>	Being a university that excels, dignified, independent, and recognized by the world and guide changes that can improve the welfare of the people of Indonesia and the world. (Source: 09 / SK / II-SA / OT / 2011)
<b>UGM</b>	Gadjah Mada University as a pioneer of world class universities that excel and innovative, serve the interests of the nation and humanity inspired by the nation's cultural values based on Pancasila.
<b>UI</b>	Realizing University of Indonesia to become an independent and superior PTN BH and able to solve problems and challenges at national and global level, leading to the flagship in Southeast Asia
<b>IPB</b>	Being a leader in strengthening nation

	dignity through higher education that excels at the global level in agriculture, marine, and tropical bioscience
<b>BRAWIJAYA UNIVERSITY</b>	Being a superior university with international standard and able to play an active role in nation building through educational process, research and community service.
<b>ITS</b>	Being a university with an international reputation in science, technology, and the arts, especially those that support environmentally friendly industries and marine.
<b>AIRLANGGA UNIVERSITY</b>	Become an independent, innovative, leading university at the national and international level, a pioneer in the development of science, technology, humanities, and art based on religious morals
<b>HASANUDIN UNIVERSITY</b>	The flagship center in the development of human, science, technology, art and culture based on the Indonesian maritime continent.
<b>UNDIP</b>	University of Diponegoro in 2020, becoming a superior Research University.
<b>UNPAD</b>	Showing excellent universities in world-class education

Based on Table 1, the authors classified the vision statements of the 10 best universities in Indonesia taken from the website of the Indonesian Ministry of Research, Technology, and Higher Education and analyzed the vision statements in accordance with the 8 criteria mentioned, which are: easy to understand, easy to remember, positive, motivating, inspiring, interactive, challenging and future oriented (Papulova, 2014). The results of the Vision Statement analysis are presented in Table 2.

Table 2: Vision criteria.

PTN	Vision Criteria							
	EU	ER	P	M	I	A	C	FO
ITB	√	√	√	√	√	√	√	√
UGM	√	√	√	√	√	√	√	√
UI	√	√	√	√			√	√
IPB	√	√	√	√				√
BRAWIJAYA	√		√			√	√	√
ITS	√		√		√	√	√	√
AIRLANGGA	√	√	√	√		√	√	√
HASANUDIN	√	√	√			√		√
UNDIP		√	√	√		√		√
UNPAD	√	√	√		√	√	√	√

Table 2 shows which vision statements meet the eight criteria of vision statement. It shows that ITB and UGM have complete characteristics, while for University of Indonesia there are 2 unfulfilled criteria of vision statement: inspiring and interactive.

For IPB, there are 3 unfulfilled criteria: inspirational, interactive, and challenging. University of Brawijaya have 3 unfulfilled criteria: easy to remember, motivating and inspiring. For ITS, there are 2 unfulfilled criteria: easy to remember and motivational. Airlangga University has one criterion that is not fulfilled, which is inspiration. Hasanudin University has 3 unfulfilled criteria: motivation, inspiration and challenge. For Undip there are 3 unfulfilled criteria: easy to understand, inspiring and challenging. Padjadjaran University has one unfulfilled criterion: motivation.

#### 4 CONCLUSIONS

This study aims to analyze the vision statements taken from the strategic plans of 10 Indonesian universities. The research findings show that two universities, ITB and UGM, fulfill all criteria of vision statement: easy to understand, easy to remember, positive, motivational, inspiring, interesting, challenging, and future oriented. On the other hand 8 other universities (University of Indonesia, Bogor Agricultural Institute, Brawijaya University, Ten November Technology Institute, Airlangga University, Hasanudin University, Diponegoro University, and Padjadjaran University) have not fulfilled all the criteria of vision.

On the basis of the above conclusions, suggestions may be given universities effectively communicate the vision statement hierarchically within the organizational structure and the parties involved in it. Universities should evaluate each implementation of the vision statement and make continuous renewals.

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