



Strategy to Enhance Key Performance Indicators (IKU) at Universitas Pembangunan Nasional "Veteran" Yogyakarta: A Qualitative Descriptive Analysis

Sri Dwi Ari Ambarwati^{1*}, Dyah Sugandini², Retno Hendariningrum², Alexander Bimo Sanjaya², Geraldus Christian Ronaldo³

¹Universitas Pembangunan Nasional Veteran Yogyakarta, Indonesia

²Department of Management, Faculty of Economics and Business, UPN "Veteran" Yogyakarta, Indonesia

³Department of Geology, Faculty of Mineral and Energy Technology, UPN "Veteran" Yogyakarta, Indonesia

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Abstract

This study aims to comprehensively analyze the research management and development strategy at Universitas Pembangunan Nasional "Veteran" Yogyakarta (UPNYK) to support the achievement of the university's Key Performance Indicators (IKU); assess the effectiveness of internal research grant schemes in improving research outputs; map the alignment of flagship research areas with the Sustainable Development Goals (SDGs) and Bela Negara values; and formulate strategic recommendations to strengthen IKU achievement. A qualitative descriptive approach was employed through document analysis. Data were collected from the 2025–2029 Research Strategic Plan, 2026 Research Guidelines, internal research grant documents, and research output records. The findings indicate that LPPM UPNYK implemented 10 internal research grant schemes, strategically aligned with IKU related to faculty recognition, collaboration downstreaming, international publications, SDGs contribution, and industrial engagement. The schemes stimulated diverse research outputs, including publications in Scopus-indexed journals, collaborative research outputs, intellectual property, and research activities contributing to the SDGs. The integration of Food, Energy, and Environment as flagship research areas with Bela Negara values further strengthened the relevance and strategic positioning of institutional research. The study implies that research governance should be further strengthened through research group-based management, systematic support for publication in reputable international journals, intellectual property commercialization, stronger research-industry collaboration, and integrated research information systems. These strategies are expected to enhance research quality, institutional research productivity, and the sustainable achievement of UPNYK's IKU.

Keywords *Research Strategy, Key Performance Indicators (IKU), UPN "Veteran" Yogyakarta, Internal Grant, Research Governance*

INTRODUCTION

Over the past decade, Indonesia's research paradigm has shifted significantly in response to global dynamics, technological advances, and sustainable development demands, paralleling the global move from Industry 4.0 toward a more collaborative, adaptive, and humanistic Industry 5.0 (Abrar, 2025). Research is no longer merely a vehicle for theoretical science but a driving force for innovation, public policy, and solutions to social, economic, and environmental challenges. This shift is supported by national research policy developed by the Directorate of Research, Technology, and Community Service (DRTPM) to integrate academic activity with the real needs of society and industry.

National research direction is guided by the National Research Master Plan (RIRN) 2017–2045, which is underpinned by the vision of "A Competitive and Sovereign Indonesia 2045 Based

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Corresponding author's email: dwiari.ambarwati@upnyk.ac.id

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on Research.” This vision positions research as the primary engine of innovation that strengthens national competitiveness and economic self-reliance. The government has identified ten national research priorities, including food and agriculture, renewable energy, health, transportation, ICT, defense, advanced materials, maritime affairs, disaster management, and social sciences and humanities. These priorities have since been aligned with the Asta Cita development agenda and Indonesia’s commitment to the SDGs.

Higher education institutions play a central role in implementing this national policy through the Tri Dharma of Higher Education (education, research, and community service), an integrated mandate for improving human resources ([Abdillah, 2024](#)). Under Law No. 12 of 2012 (Articles 45–46), university research is directed toward advancing science and technology, improving societal welfare, and boosting national competitiveness, obliging academics to disseminate findings through seminars, publications, and patents.

Operationally, research governance strictly follows Ministerial Regulation No. 3 of 2020 on National Standards for Higher Education (SN-Dikti), which sets minimum criteria for the quality of research outputs, the depth of basic and applied research, systematic research processes, and transparent, accountable assessment. It encourages institutions to produce outputs that are beneficial, up to date, and relevant to national needs.

As an institution founded by veteran freedom fighters, UPN “Veteran” Yogyakarta is distinguished by a moral and intellectual commitment to national development. Guided by its long-term vision, the university aims to become a pioneering, development-oriented institution grounded in the spirit of Bela Negara (state defense) and to serve as an excellent problem-solving university for Indonesia’s strategic challenges. Discipline, fighting spirit, creativity, excellence, integrity, and Bela Negara constitute the philosophical foundation of its research activities.

Research and scholarly outputs at UPN “Veteran” Yogyakarta are managed by the Institute for Research and Community Service (LPPM), which helps achieve the university’s Key Performance Indicators (IKU). Research directly contributes to IKU 4 (lecturers’ international recognition), IKU 5 (industry/partner collaboration outputs), IKU 6 (reputable international publications and collaboration), IKU 7 (SDG contribution), and IKU 9 (non-tuition industry revenue). Evidence shows that effectively implementing key performance indicators strengthens the national higher education research system ([Abrar, 2025](#)).

This qualitative descriptive article was prepared with the following objectives:

- a. To analyze the research management and development strategy at UPN “Veteran” Yogyakarta supporting the achievement of the university’s Key Performance Indicators (IKU).
- b. To identify the effectiveness of LPPM’s internal research grant schemes as a stimulus for improving the quality and quantity of research outputs among lecturers and students.
- c. To map the integration between UPN “Veteran” Yogyakarta’s flagship research areas and the global SDG agenda and Bela Negara values.
- d. To formulate data- and policy-based recommendations for enhancing UPN “Veteran” Yogyakarta’s IKU.

LITERATURE REVIEW

Key Performance Indicators (IKU) and the Academic Reputation of Higher Education Institutions

Key Performance Indicators (IKU) are critical metrics for assessing the quality, relevance, and competitiveness of Indonesian higher education institutions. Their implementation has proven

effective in strengthening the national higher education research system, particularly when integrated with capacity-building programs such as Merdeka Belajar Kampus Merdeka (MBKM) (Abrar, 2025). At UPN “Veteran” Yogyakarta, LPPM manages IKU 4, 5, 6, 7, and 9. Their cumulative achievement directly enhances the institution’s academic reputation, as measured by global rankings such as the QS World University Rankings and the THE Impact Rankings (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025).

Internal Grant Stimulus Schemes as Performance Accelerators

Internal research grant schemes are tactical tools for enhancing research capacity and productivity, a practice also seen at other national institutions, such as BRIN’s Rumah Program and RIIM International Collaboration schemes (Organisasi Riset Hayati dan Lingkungan BRIN, 2025). LPPM UPN “Veteran” Yogyakarta offers ten competitive internal funding schemes to ensure the quality, sustainability, and appropriateness of research, typically categorized as basic, applied, and development research, consistent with common practice among higher education institutions (Abdillah, 2024). These schemes complement external funding sources such as DRTPM, BRIN, LPDP, and the Matching Fund.

Integration of Flagship Research, the SDGs, and the Bela Negara Character

As a university with a distinctive character, UPN “Veteran” Yogyakarta envisions becoming a pioneering, development-oriented institution grounded in the spirit of Bela Negara, translating this identity into research that addresses national development challenges through science and technology. Aligning research with real development needs ensures that outputs deliver genuine benefits to society, industry, and government (Sulistiyo, 2025). The institution’s research direction supports the SDGs, focusing on SDGs 1, 2, 4, 7, 8, and 17, as manifested in flagship research areas in Energy (Transition and Transformation), Food (Security), and Environment (Sustainability).

Strengthening Innovation Governance and the IP Center (Sentra HKI)

Transforming the research ecosystem requires robust intellectual property management to minimize plagiarism and promote commercialization. The Intellectual Property Rights Center (Sentra HKI) under LPPM facilitates legal protection for patents, copyrights, and industrial designs for academic inventions, implements technology transfer, and formulates downstreaming schemes for industry adoption, consistent with a science and technology park that connects research with market needs (Afrianto et al., 2025). However, downstreaming still faces low industry adoption of research outputs (Haq & Mursalin, 2022). This aligns with the Impactful Campus policy, where research success is measured by tangible social and economic outcomes, not publication output alone.

RESEARCH METHOD

Research Design

This study employs a qualitative descriptive approach using document and content analysis to provide a systematic, factual, and in-depth description of research management design and strategic policy direction at UPN “Veteran” Yogyakarta. This document-based approach, combined with source triangulation, is commonly used in higher education research policy studies to formulate objective, credible strategies for enhancing research usefulness (Sulistiyo, 2025). Content analysis was applied to the university’s formal documents to identify patterns, frameworks, and work-program directions that contribute to IKU achievement.

Data Sources

The data sources used in this study are entirely secondary and are derived from LPPM UPNYK's official documents:

- The Research Strategic Plan of UPN "Veteran" Yogyakarta for 2025–2029
- The Internal Research Grant Guidelines of LPPM UPN "Veteran" Yogyakarta for 2026
- The Work Program Mapping Document of LPPM UPN "Veteran" Yogyakarta for 2026
- The Recapitulation Document of Research Grant Recipients for 2025

Data Collection Technique

Data collection employed a documentary study, involving a structured search, recording, and categorization of information from the source documents, with a focus on LPPM UPNYK's five strategic program directions for 2025–2029.

Data Analysis Technique

Data analysis followed an interactive qualitative approach comprising data reduction (selecting and sorting data from the 2026 Research Guidebook and Strategic Plan), data display (mapping grant schemes, funding ceilings, output targets, and IKU linkages), and conclusion drawing and verification regarding the policy strategy's effectiveness.

Data Validity Test

To ensure credibility and objectivity, this study uses document source triangulation to cross-verify macro-level policy data in the 2025–2029 Strategic Plan against operational rules in the 2026 Research Guidelines, the 2026 work-program mapping data, and the 2025 Grant Recipients Recapitulation budget data.

FINDINGS AND DISCUSSION

Characteristics and Mapping of LPPM UPNYK's Internal Research Grant Schemes

LPPM UPNYK independently establishes an internal research funding policy as a tactical instrument to accelerate IKU achievement. Ten internal grant schemes are designed to target various stages of lecturers' academic careers and to support active student participation. Each scheme has a maximum funding ceiling, a Technology Readiness Level (TRL) target, and mandatory outputs aligned with national IKU instruments, consistent with the practice of diversifying research schemes at other national institutions ([Organisasi Riset Hayati dan Lingkungan BRIN, 2025](#)). The results are presented in Table 1 below:

Table 1. Mapping of LPPM UPNYK's Internal Research Grant Schemes

No	Internal Grant Scheme	TRL	Primary Compulsory Output	IKU Relevancy
1	Beginner Lecturer Research (PDP)	01–03	LPPM International Proceedings / Sinta 1–2 Journal / International Journal	IKU 6
2	Basic Research	01–03	Reputable International Journal (Scopus), ISBN Book, Copyright	IKU 6
3	Applied Research	04–06	Reputable International Journal, ISBN Book, Copyright, Appropriate Technology/Prototype/Policy Brief	IKU 5 & IKU 6

4	Development Research	07-09	Patent/Simple Patent/PVP, Applied Commercial Product, PUI Proposal, Scopus Journal	IKU 5, 6, 9
5	Institutional Research	01-03	Institutional/Study Program Policy Manuscript, LPPM International Proceedings	Quality Enhancement
6	International Collaboration	01-03	2 Scopus Articles (1 Top Tier & 1 Q1/Q2), International MoA/IA, LPPM Proceedings	IKU 4 & IKU 6
7	Domestic University Collaboration	01-03	1 Scopus Article, MoA/PKS with PTN-BH/UPN, LPPM Proceedings	IKU 6
8	Undergraduate Student Grant	01-03	Sinta 1-6 / International Journal / LPPM Proceedings (Student as 1st Author, Lecturer as Co-Author)	IKU 6
9	Master's Student Grant	01-03	Sinta 1-5 / International Journal / Reputable Proceedings (Student as 1st Author, Lecturer as Co-Author)	IKU 6
10	Doctoral Student Grant	Final Project	Sinta 2 National Journal or Scopus-Indexed	IKU 6

Analysis of Funding Realization and Research Grant Budget Management

To increase lecturers' scientific publication productivity, LPPM UPNYK consistently provides research grants each year, funded by both internal and external sources, including DRTPM, BRIN, LPDP, and the Matching Fund. These two channels provide lecturers with complementary financing options so research productivity does not depend solely on internal budget capacity. The development of internal and external research grants obtained during 2024–2026 is presented below:

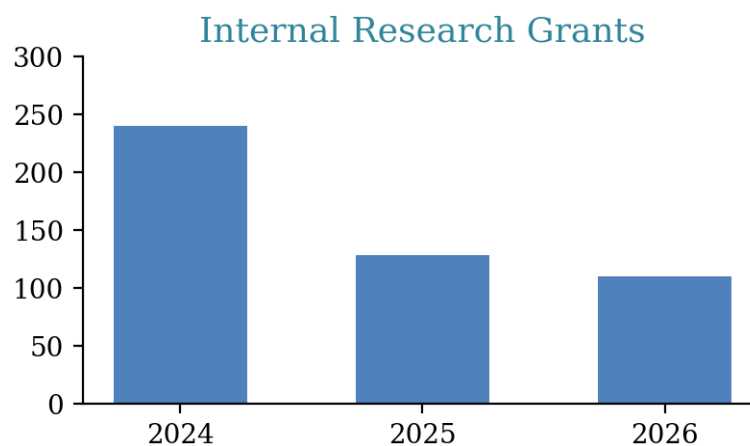


Figure 1. Trend in the Number of LPPM UPNYK Internal Research Grants, 2024–2026

Recapitulation data show a significant year-over-year decline in internal research grants: from 240 titles in 2024 to 128 in 2025 and 110 in 2026 (LPPM UPN “Veteran” Yogyakarta, 2025), coinciding with a budget-efficiency policy that cut the internal funding ceiling by up to 50 percent (LPPM UPN “Veteran” Yogyakarta, 2025). While a rational response to limited resources, this requires LPPM to be more selective in prioritizing schemes that genuinely contribute to IKU achievement ([Organisasi Riset Hayati dan Lingkungan BRIN, 2025](#)). The decline has also prompted the university to encourage lecturers to pursue external funding, such as DRTPM, BRIN, LPDP, and

the Matching Fund (LPPM UPN “Veteran” Yogyakarta, 2026a).

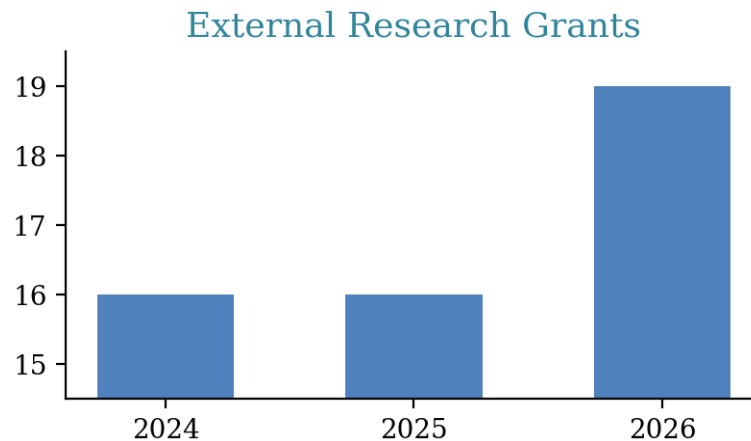


Figure 2. Trend in the Number of LPPM UPNYK External Research Grants, 2024–2026

In contrast, external research grants show a positive trajectory: stagnant at 16 titles in 2024–2025, then rising to 19 in 2026 (LPPM UPN “Veteran” Yogyakarta, 2025), indicating that the university’s strategy to encourage external funding is beginning to yield results (LPPM UPN “Veteran” Yogyakarta, 2026a). This directly benefits IKU achievement, since external grants generally correlate with IKU 5 (industry/partner collaboration), IKU 6 (reputable publications and collaboration), and IKU 9 (industry revenue) (LPPM UPN “Veteran” Yogyakarta, 2026b). Thus, although internal grants declined due to budget efficiency, the strengthened external performance indicates that UPNYK lecturers’ productivity and competitiveness have, qualitatively, improved.

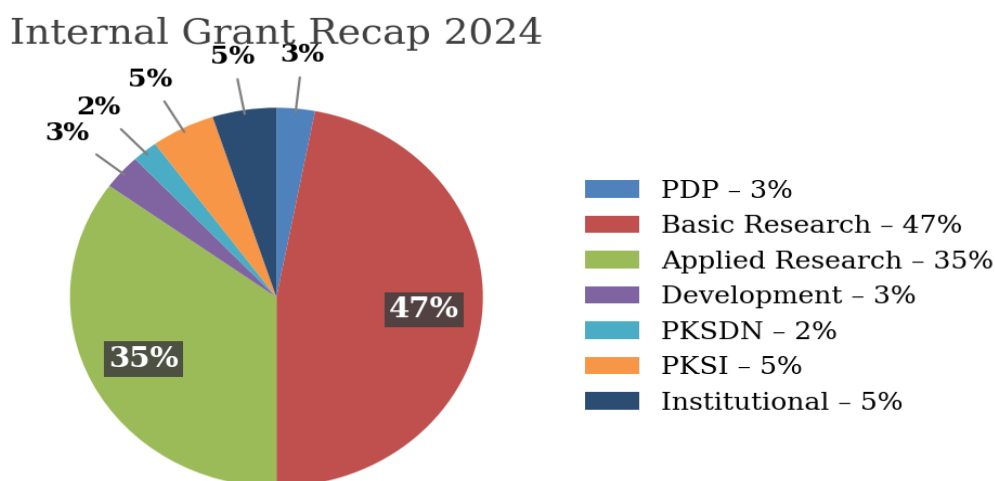


Figure 3. Recapitulation Chart of LPPM UPNYK Internal Grants, 2024

Basic and Applied Research together accounted for 82 percent of the 240 internal grants awarded in 2024, with shares of 47 and 35 percent (LPPM UPN “Veteran” Yogyakarta, 2025); the remaining five schemes accounted for the other 18 percent, at 2 to 5 percent each. This concentration explains the impact of the 2025–2026 budget cuts: because Basic and Applied Research held the majority of recipients, the reduced funding ceiling directly cut recipient numbers, driving total grants down from 240 to 128 to 110 titles, reflecting LPPM’s prior policy of building

an academic foundation before promoting downstreaming through Development Research and International Collaboration (Abdillah, 2024).

Internal Grant Recap 2025

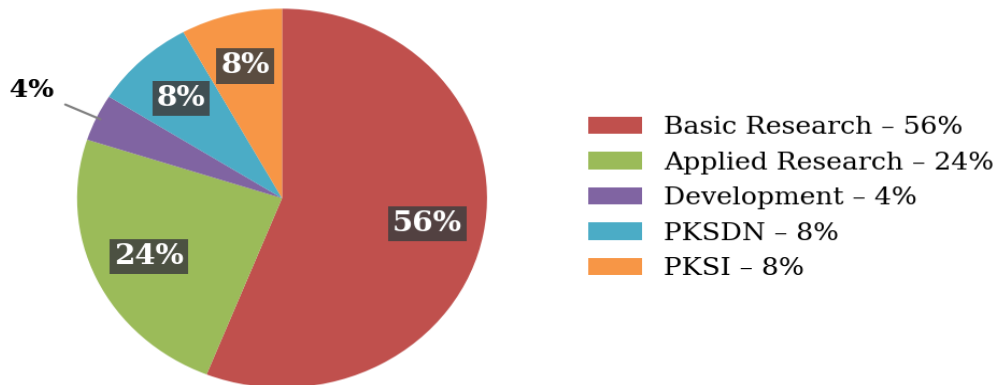


Figure 4. Recapitulation Chart of LPPM UPNYK Internal Grants, 2025

The concentration in Basic Research intensified in 2025, rising to 56 percent of total grants despite an overall decline from 240 to 128 titles (LPPM UPN “Veteran” Yogyakarta, 2025). Applied Research declined from 35 to 24 percent, while PKSDN and PKSI each rose to 8 percent; PDP and Institutional Research disappeared entirely, the schemes most severely affected. Rather than cutting evenly, LPPM maintained Basic Research’s share while sacrificing smaller schemes, consistent with the Academic Foundation Phase’s emphasis on a “1 Lecturer = 1 Research Title” ratio (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025).

Internal Grant Recap 2026

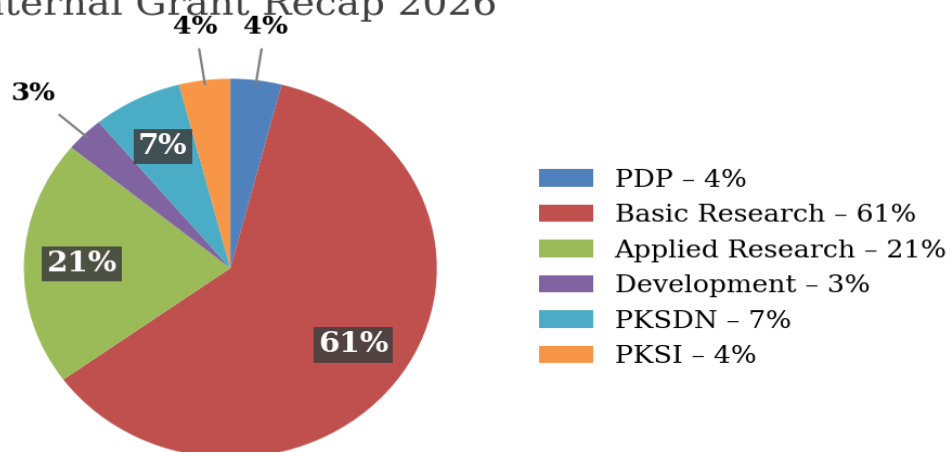


Figure 5. Recapitulation Chart of LPPM UPNYK Internal Grants, 2026

Basic Research continued to absorb the largest share over three years, at 47 percent in 2024, 56 percent in 2025, and 61 percent in 2026 (LPPM UPN “Veteran” Yogyakarta, 2025, 2026a), while Applied Research declined from 35 to 24 to 21 percent. PDP briefly disappeared in 2025 before reappearing at 4 percent in 2026, while Institutional Research was discontinued from 2026

onward. This shows LPPM concentrating its shrinking budget on the two core schemes, consistent with the Academic Foundation Phase priority, before promoting downstreaming through Development Research and International Collaboration in later phases (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025).

The research policy’s effectiveness is reflected in the capacity of budget allocation to fund proposals proportionally (LPPM UPN “Veteran” Yogyakarta, 2025). UPNYK applies a dynamic allocation policy to maximize fund absorption and competitive outputs, reflecting sound budget performance governance consistent with performance-success indicators at other national research institutions ([Organisasi Riset Hayati dan Lingkungan BRIN, 2025](#)). The detailed distribution of the budget and recipients by scheme is presented in Table 2 below:

Table 2. Distribution of the Budget and Realization of Research Grant Recipients

No	Research Scheme	Number of Winners (Recipients)
1	Beginner Lecturer Research (PDP)	8
2	Institutional Research	11
3	Basic Research	24
4	Applied Research	20
5	Development Research	12
6	International Collaboration	8
7	Domestic Collaboration (DN)	3
-	Overall Total	86

Note: The realized figures for the International Collaboration and Domestic Collaboration (DN) schemes differed from the original allocation due to budget reallocation, as explained below.

Strategy for Accelerating IKU Achievement through the LPPM UPNYK Roadmap (2025–2029)

Based on the 2025–2029 Strategic Plan, LPPM UPNYK established five priority programs: Strengthening the Flagship Research Ecosystem, Accelerating Downstreaming and Innovation for an Impactful Campus, Improving Research Outputs, Internationalization, and Bela Negara-Based SDG Research (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025). These programs are organized into structured annual targets and evaluated periodically through the following strategic progression:

1. Academic Foundation Phase (2025): focuses on strengthening lecturers’ research capacity, targeting increased research output through a “1 Lecturer = 1 Research Title” ratio and improved quality of mandatory outputs (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025), consistent with strengthening basic research as a foundation before advancing to applied and development research ([Abdillah, 2024](#)). The PDP scheme, S1–S3 student grants, and Basic Research are the primary instruments.
2. Internationalization and IP Downstreaming Phase (2026): targets reputable international publications (Scopus/WoS), product-oriented IP downstreaming, and enhanced domestic collaboration (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025), all crucial given the challenges of bridging research outputs and industry readiness ([Haq & Mursalin, 2022](#)). The Applied Research scheme (TRL 4–6) and Domestic University Collaboration drive IKU 5 and IKU 6.
3. Global Recognition and Independent Cluster Phase (2027): targets intensive research collaboration with renowned foreign institutions (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025) to raise lecturers’ citation indices and advance UPNYK’s entry into the MANDIRI (Independent) research cluster, consistent with cross-country

collaboration as a key strategy for strengthening relevance and downstreaming ([Abrar, 2025](#)). The International Collaboration scheme, with a funding ceiling of IDR 150,000,000, and joint research abroad are the primary drivers.

4. Intellectual Property Commercialization Phase (2028): emphasizes improving IP quality for industry-led commercialization (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025), consistent with the science techno park concept of transitioning research into market-ready products, though this generally requires time and gradual validation ([Afrianto et al., 2025](#); [Haq & Mursalim, 2022](#)). The Development Research scheme (TRL 7–9), involving investor partners, is key to generating non-academic revenue (IKU 9).
5. Global Industry Partnership and Sustainable Downstreaming Phase (2029): the culmination of the excellent problem-solving university vision (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025), targeting close industry partnerships for large-scale downstreaming, innovation commercialization, and global collaboration with foreign partners. This directly enhances IKU 5, IKU 7, and IKU 9 while addressing the long-standing challenge of research usefulness across Indonesian higher education institutions ([Sulistiyono, 2025](#)).

Research Implication

1. Theoretical Implications

Theoretically, this article enriches the literature on strategic management in higher education, particularly by integrating institutional identity values, such as the spirit of *Bela Negara*, into national research policy direction.

2. Practical Implications

Practically, the findings of this analysis can inform:

- a. UPN “Veteran” Yogyakarta and LPPM, in designing, allocating, and evaluating internal research funding stimuli to strengthen outputs and accelerate IKU achievement.
- b. Lecturers and researchers, to understand the university’s research roadmap so proposals align with flagship themes and expected TRL targets.
- c. The university, in strengthening its bargaining power and strategic partnerships with industry and international partners, aims to accelerate downstreaming toward an “Impactful Campus” (*Kampus Berdampak*).

CONCLUSIONS

Based on a qualitative descriptive analysis of strategic plan documents and budget realization data at UPN “Veteran” Yogyakarta (UPNYK), this study draws three principal conclusions:

- a. Strategic Alignment of Grant Schemes with IKU Achievement: LPPM UPNYK has implemented ten internally funded grant schemes as tactical instruments supporting IKU 4, 5, 6, 7, and 9 (LPPM UPN “Veteran” Yogyakarta, 2026a, 2026b). These schemes encompass all academic career stages, from mentoring novice lecturers to fostering collaborative publication with undergraduate, master’s, and doctoral students (LPPM UPN “Veteran” Yogyakarta, 2026a), consistent with the importance of implementing key performance indicators to strengthen the higher education research system ([Abrar, 2025](#)).
- b. Adaptive and Flexible Budget Management: UPNYK’s internal grant budget management demonstrates high flexibility in optimizing fund absorption and responding to applicant demand (LPPM UPN “Veteran” Yogyakarta, 2025). Reallocating remaining ceilings from PDP and Institutional Research to Basic Research and International Collaboration has strengthened

publication output in reputable global journals (LPPM UPN “Veteran” Yogyakarta, 2025), as reflected in the 2024–2026 trend, which has consistently been dominated by Basic and Applied Research.

- c. An Integrated Research Roadmap Grounded in Bela Negara Identity: The LPPM UPNYK 2025–2029 roadmap provides a gradual, structured development path (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025). Through flagship themes (Energy, Food, and Environment) aligned with the SDG agenda, UPNYK progresses from academic output toward international recognition, IP commercialization, and industry partnerships, realizing its vision as an excellent problem-solving university grounded in Bela Negara and aligned with the real needs of society, industry, and government (Sulistiyono, 2025).

Future Policy Recommendations

To address strategic constraints and accelerate the university’s research performance, the following policy recommendations are proposed:

- a. Shifting the Paradigm from Individual Research toward Research Groups: LPPM should formulate regulations that prioritize funding for proposals from multidisciplinary research groups (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025), drawing on the Research Group (Kelompok Riset/Kelris)-based governance model at other national institutions, where research groups serve as structured, sustainable platforms for developing expertise (Organisasi Riset Hayati dan Lingkungan BRIN, 2025). This approach ensures continuity along the upstream–downstream roadmap, from basic research (TRL 1–3) to applied (TRL 4–6) and development research (TRL 7–9), while strengthening cross-disciplinary collaboration, a key downstreaming strategy (Abrar, 2025).
- b. Optimizing the Role of the IP Center in Innovation Downstreaming: Sentra HKI should strengthen its functions in technology transfer and legal protection (LPPM UPN “Veteran” Yogyakarta, 2026a). LPPM should schedule regular business-matching programs and patent mentoring clinics to ensure innovations are genuinely absorbed by the market, in line with the Impactful Campus principle (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025; LPPM UPN “Veteran” Yogyakarta, 2026a) and consistent with the science techno park’s role in bridging research and market needs (Afrianto et al., 2025), given that low industry adoption remains a structural challenge (Haq & Mursalim, 2022).
- c. Promoting Diversification of External Funding Sources: Given limited internal funds, the university must expand its network of alternative funding sources (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025). LPPM should provide more technical guidance and proposal bootcamps to help lecturers compete more effectively for external grants, both nationally (DRTPM, BRIN, LPDP, Kedaireka) and internationally (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025; LPPM UPN “Veteran” Yogyakarta, 2026a).
- d. Accelerating the Integration of the Research Management Information System: UPNYK should accelerate the integration of its internal data portals (Srikandi, SINTA Keliling, and the output reporting system) (Universitas Pembangunan Nasional “Veteran” Yogyakarta, 2025; LPPM UPN “Veteran” Yogyakarta, 2026b). An integrated, ICT-based system will facilitate monitoring of mandatory output obligations, prevent data duplication, and provide transparent, accountable IKU reporting for stakeholders.

LIMITATIONS & FURTHER RESEARCH

This study has several limitations. It relies solely on secondary document data. No interviews were conducted with lecturers or students. The analysis covers a single institution, UPNYK, so findings may not generalize to other universities. The data cover only the 2024–2026

period, and longer-term trends were not examined. The study does not measure the quality or impact of research outputs. It focuses on funding schemes and output quantity instead. Perceptions of lecturers and students were not explored, and views of external stakeholders, such as industry and government partners, were also excluded. The qualitative descriptive design does not test causal relationships. Future studies should use interviews or surveys to address these gaps.

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