

# 2013 ASAIHL International Conference

*"Advancing Collaborative Strategy for Achieving Excellence"*

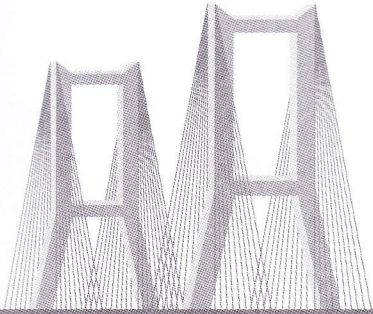


## *Proceedings*

### *Universitas Airlangga Surabaya - Indonesia*

**30 April - 3 May 2013**

**Proceedings**  
**2013 ASAIHL**  
**International Conference**



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*Universitas Airlangga  
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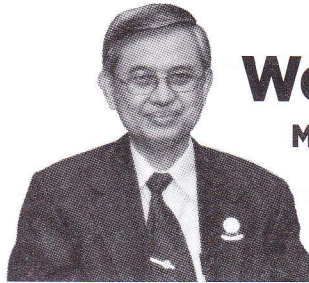
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## Welcome Messages

### Message from the Rector of Universitas Airlangga

Academic excellence has always been an essence in any academic institution and whilst globalization and the advancement of information technology have transformed the way the academic sector is seen, it has spurred institutions of higher learning to enter into a more advanced and complex world. The challenges to achieve it have also become tougher and more complex.

Realizing this phenomenon, the collaboration of all three sectors of the government, the higher-educational sector and the industries is needed to achieve this noble goal of academic excellence. Both developing and developed countries have manifested forms and patterns involving the synergic collaborations of those three sectors and this is precisely the kind of example of the significant reference that can be taken as the ideal model by the members of the ASAIHL.

As the biggest university in the eastern part of Indonesia with its 32 undergraduate programs, 34 master programs and 9 doctoral degrees within 13 faculties, Universitas Airlangga is currently projecting itself to be a world class university. The projection is of course not merely a symbol or empty words. The consequence of this projection is the necessity to reorganize all aspects so that Universitas Airlangga can arrive in the midst of academic civilization in the world and attain respectful recognition as an institution of higher education which has an international reputation. On this aspect, we are proud to host the 2013 ASAIHL International Conference with the theme "Advancing Collaborative Strategy for Achieving Excellence".

This remarkable conference is held to show the academic society and university scholars and representatives how important it is have a collaborative effort of all academic institutions, especially the higher educational institutions with both the government and the private sector to hand-in-hand work together to solve the many enigmatic problems of the world such as those that are related to health, economic, social and cultural issues.

Through this conference, I hope all of us can present our brilliant ideas, have meaningful discussions, and share our experience and expertise so that we can learn from each other more closely to contribute to the betterment of the society.

**Prof. Dr. Fasich, Apt**  
*Rector, Universitas Airlangga*



### **Message from the Secretary General of ASAIHL**

Universitas Airlangga has initiated the discussion of hosting the ASAIHL Conference on “Advancing Collaborative Strategy for Achieving Excellence” which was immediately endorsed by the ASAIHL Board during the Summer 2011 ASAIHL Conference in Niagara Falls in New York. We would like to express our appreciation to Universitas Airlangga for selecting the topic of this international conference which is timely and appropriate as the importance of collaborative strategies involving university, industry and government, would touch on the following four sub-themes:

1. International Curricula: Standardization vs Harmonization
2. Academic Mobility: Creating co-op education
3. Research Collaboration: Matchmaking research with industry
4. Sustaining academic publication

It is fortunate that in the field of education, there are no boundaries between countries which might prevent closer co-operation and academic interchange. We hope that this ASAIHL conference with learning and sharing experiences will lead to a well-planned collaborative strategy for achieving academic excellence as we approach the ASEAN Community in 2015 with a single market and a single production base when we will have a free flow of goods and service as well as a free flow of investment and a free movement of skilled labor. The AEC areas of cooperation include human resources development and capacity building. It is a formidable task to put various abstract and full paper proceedings with innovative ideas, new concepts and interesting insights in striving towards a more realistic model of collaborative strategy for achieving excellence.

I would like to take this opportunity to thank all those who in one way or another helped in making this task a pleasant and an enriching experience and our heart-felt gratitude to the Rector and his capable management team, the Chairman and members of the ASAIHL 2013 Organizing Committee for their contribution to the success of this conference.

**Dr. Ninnat Olanvoravuth**

*Secretary General*

Association of Southeast Asian Institutions of Higher Learning (ASAIHL)



**Message from the Chair of 2013 ASAIHL  
International Conference Organizer**

Welcome to the ASAIHL 2013 International Conference.

As it has been since the inception of the Association of Southeast Asian Institutions of Higher Learning (ASAIHL) in 1956, this year's conference is the forum where member and non-members of the ASAIHL meet and discuss various issues and use the conference as a self-help mechanism helping each other in gaining international excellence in the areas of teaching, research and community service. This is certainly important as challenges in achieving academic excellence vary from time to time. From the time of its inception, ASAIHL has regularly met the challenges by actively initiating a variety of collaborations among members, which one of those is an annual international conference, each time with a relevant topical main theme, subject to the challenge of the period.

In today's era of globalization, the role of the governmental and industrial sectors undeniably is gaining more and more significant, especially when associated with the efforts to achieve academic excellences. It is also the responsibility of the government to guarantee the achievement of higher education goals. Meanwhile, higher education institutions have surely recognized the challenges that globalization has presented because they are not possible to be faced alone; therefore, the role of the government deserves an important spot. At the same time, the role of the industrial sector is also important.

In the context explained above and with the endorsement of the ASAIHL Board, **Universitas Airlangga** took the initiative to host this year's conference with the main theme "**Advancing Collaborative Strategy for Achieving Excellence**".

Enjoy the conference and have a nice stay in Surabaya.

**Vinsensio Dugis, Ph.D**

*Chair, ASAIHL 2013 International Conference Organizer*

## **Publish but Perish: Digital Publication as an Alternative**

**Baiq LSW. Wardhani and Vinsensio Dugis**

Faculty of Social and Political Science, Universitas Airlangga, Surabaya, Indonesia

### **ABSTRACT**

One of the most challenging tasks for academia to maintain their academic career and avoid poor performance is how to publish academic work, particularly in scholarly accredited journals. Nevertheless, scholars need to put extra efforts to make their works published. In Indonesia, many scholars face obstacles to publish their scholarly work. We argue that there are at least four complementary elements required in sustaining a publication of a scholarly journal, especially for those working in a university: the availability of the journal, the people "behind" the journal, the paper works, the financial support. These elements have been daunting for many universities and lead them to discontinue commitment to academic journals. This situation creates many problems and, to some extent, causes crisis of knowledge dissemination and reproduction. We, therefore, offer digital publication as an alternative solution to overcome this problem.

**Key words:** publish, perish, journal, digital publication

### **Demand for Publication**

Academia around the world are obliged by their institution to regularly publish their work to meet the demand of the so called key performing indicators, otherwise they will lose some benefits such as professional allowance or less take home pay. No longer as a voluntary satisfy academic expression, publication is used by universities as one of the tools to determine reward and punishment distribution, a carrot-and-stick like mechanism, even though good research and publication indeed need sufficient fund.

Hard pressed academics find this situation uneasy. For example, a university department was asked to publish three papers per year, with at least one in a prestigious journal with an impact factor of at least five (Colquhoun, 2011). The example reminds us that we are now living in a highly competitive era where many universities are pushed to gain international reputation. In the era of globalization, it is assumed that internationalization is positive and relevant as a key component of the changing landscape of higher education that brings benefits for the students, the faculty, the institution, and the society in general. Thus, lecturers and professors are seen as the most important internal drivers for internationalization.

The Indonesian higher education system, as elsewhere, puts lecturers in a highly demanding task. As Marthinus (2011) put it,

“[t]here is a close relationship between the production of knowledge and a country’s international power as well as prestige. A highly productive higher education system will supply the national economy with skilled graduates, produce and disseminate knowledge through its scientific research publications...”

The task is even more stressing as lecturers in Indonesian universities<sup>20</sup> need to balance three duties: teaching (first duty), conducting research (second duty), and community service (third duty). In fact, these three duties have never been thoroughly balanced in practice. Universities put high pressures for professors and lecturers to become more productive in doing research and publishing their work to “help” universities to achieve better world rank, which place these academics in dilemma. On one hand, professors and lecturers in some developing countries like Indonesia are very busy due to tight teaching schedules which leave them with limited time to do research and publication. On the other hand, conducting research and publication is a ‘compulsory’ task. To meet the task, many Indonesian academics put themselves in choices: (a) while fulfilling tight teaching schedules, they “sacrifice” their second duty by doing minor [if not low quality] research and publication; (b) doing less teaching and more research with or without publication. These choices are not a good sign both for lecturers and universities since many universities in Indonesia have never clearly identified themselves whether they are a teaching or research university. High pressure for publication, as a result of unclear identification of a university, in many cases results in a low quantity, and to some extent a low quality, research and publication which do not always go hand in hand. Some lecturers prefer to conduct research without publication, some others do both research and publication, and the rests simply write essays without research and send them to scholarly journals.

To encourage scientific research and publication, universities provide research fund for lecturers, which is usually obtained through a competitive process. Corporations and government also offer grants which is more highly competitive as the grants are offered to lecturers nationwide. Unlike research, publication is rarely supported by corporations. Thus, universities should provide fund for publications in order to sustain their lecturers’ academic performance through publication in scholarly journal.

### **Publishing in Scholarly Journal**

Publication in a scholarly journal becomes one of popular choices for disseminating and producing knowledge. As Casati et al (2007) claimed, “[publication is] the basic mean to disseminate results, foster interaction among communities, and achieve international recognition (and career advancement).” The benefits of publishing in scholarly journals are many folds, including getting credit for career advancement, networking and being known widely. Authors are even more beneficial if their articles

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<sup>20</sup> Although not exclusively a case study, we use Indonesia as the main example for this paper.

are published in well-known and accredited journals. Hence, providing a medium in which academia can have their works circulated is such a huge task for universities. Producing a scholarly journal is a daunting task, even for a reputable university.

Journal publication is the fastest way contributing to the need of institution rank, be it university or faculty, as well as personal credentials that has replaced traditional way in the form of book publication due to its quick and short appraisal of spreading knowledge. As Low, et al. investigates, "...journal publication is now becoming a key indicator used to determine intake, promotion and tenure renewal of academicians at both the faculty and university levels" (Low, et al., 2012).

We argue that the nature of 'quick' is noted here for many reasons. In line with the development of information and technology, people need fresh knowledge which is easily spread around the globe. Scholars, as well, require to regularly refreshing their knowledge by attending seminars and conferences organized by various institutions. Some of the institutions may provide travel grants to selected participants. Universities and research foundations, in their interests to compete worldwide, push lecturers and researchers to disseminate outputs in a quick way in order to increase their rank performance. Scholarly journals, not books, make all these demands possible.

However, management of scholarly journals has never been simple.<sup>21</sup> Higher education institutions have long struggle to keep pace in finding ways to maintain the regularity of their journal publication. There are many basic 'elements' needed for sustaining scholarly journals.

First is the notion that nothing would happen when no journal is available to disseminate research outputs. In other words, the availability of a journal is a must. How could someone think of circulating ideas and research findings with no journal available to publish? It is within this context that related educational institutions and research agencies determine that scholarly journal should be an integrated part of their existence.

Second, the "people behind the journal" (editors, peer-reviewers, advisory board); these people are 'the soul' of the journal. Without them, the journal will never be published. Some of them work perfectly well while others do not. For instance, working with peer reviewers has never been easy. Some reviewers, however, are not competent enough to do the job, leave some articles unreviewed. Since the journals need to keep them published to maintain the status and other responsibilities, some papers are published and claimed to be peer-reviewed even though they were not. Reviewing papers are rarely done properly due to 'bad reviewers' and subjective judgement by the reviewers. In addition, most journal editors in Indonesia are themselves lecturers. Being editors of a journal is a 'side job' that put the journal has never been purely professional as lecturers have to juggle to balance for both jobs.

Third, the papers submitted by authors. There are two kinds of articles: solicited (individual is invited to submit work) and unsolicited (individual submits a work without directly being asked to do so). The amount of papers, whether solicited and unsolicited,

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<sup>21</sup> Some examples and opinion in this part reflect the authors' views and experience.

submitted to the journal depends on many factors, most notably are 'writing habit' and 'writing skill'. Many countries have poor writing habit and skill and therefore they have a lower rate in writing productivity, particularly producing academics writing. This is the case for Indonesian scholars. Evidenced by poor performance in higher education for yielding academics writings, the government has issued new regulation, yet triggered panic. The new regulation has resulted in drastic increase in the number of paper works that require new media to publish them. Yet, compared to neighbouring Southeast Asian countries, such as Malaysia and Thailand, Indonesia has the lowest number of scholarly journal: 13,047 titles, compared to Malaysia (55.211 titles) and Thailand (58.931 titles). Among the world, Indonesia ranked 64. Among 13,047 journals, only 121 of them are nationally accredited (kompas.com 2012).

Last is financial support for sustaining the continuity of journal's publication. The need for publication as a result of the 'publish-or-perish' axiom has responded by universities by dedicating some amount of fund to start, maintain and sustain scholarly journals under their tutelage. In Indonesia, faculties with nationally accredited journals even find it more difficult as they have to maintain the 'accredited' status, a status that contributes to the prestige of the faculty itself. Indonesian scholars have long been pampered by a tradition of 'free of charge' as they do not have to pay to publish their works, keeping an assumption that they 'help' the journal alive with manuscript sent by authors. Few academic journals in Indonesia are self-funded. Furthermore, unlike books which are more marketable, only a few journals are subscribed by their readers, adding financial hardship faced by universities. The cost to produce academics journals is soaring. Thus, when universities cannot afford it, there will be a real crisis and academic life may be to perish. Not many scholarly journals in Indonesia, however, are fully funded by professional organizations because hardly these organizations own journals. This situation makes universities work harder to subsidize publication of academic journals.

### **Digital Publication**

Accelerated globalization and free trade context facilitated by the WTO stimulate higher education to reach a status as a world class university (Altbach & Knight 2007). One way to boost the status is by strengthening research and knowledge production. As mentioned elsewhere, scholarly journal plays strategic role in spreading knowledge production. Management of journal involves four elements: the journal, the people behind the journal, the articles, and the money. These elements determine whether scholarly outputs are published or perished. In some cases, because failed to sustain one of the elements, many journals are published but then perished and discontinued. Among four, the latest one is the most pressing factor. Universities must find ways to overcome this problem. Otherwise, their reputation is in peril. In Indonesian universities, there is a big gap between high demand for publication and financial support that puts online publication as a logical option.

In 2012, the Indonesian Higher Education Ministry issued a new regulation (no. 152/E/T/2012) on obligation for every fresh graduate (undergraduates and

postgraduates) to publish their thesis. It is a huge challenge for the fresh graduates. When they fail to do so, they are unable to get through graduation process. This has been a controversial policy. The aims of issuing the new regulation are, to increase the numbers of publication produced by Indonesians and to avoid plagiarism. One of the main concerns caused by this regulation is how much money the university should spend to start a new journal. To overcome this problem, many universities go online in order to publish their students output although there is a real prejudice and mind set among some academics that publishing online is less prestigious than doing so in a traditional printed format (Pfarrer, 2013). Revolution on the internet makes this kind of publication possible. Majority of Indonesian universities provide open access for publication of their students' work. Digital publication hence is "a transformative scholarly publishing model" (Dawson, 2010), provides easy and practical way for production of knowledge.

Digital publication in the form of open access<sup>22</sup> gives more independence for both academia and online publishers. Some advantages of digital publication includes affordable price since it is paperless. In terms of circulation, digitized output is much more unproblematic because it is accessible everywhere. Many online publications in the form of open access are motivated by several reasons, such as ethical (research funded by the public should be available for the public); Research Impact (articles available in an OA repository have more accesses, citations and impacts); costs (more affordable); and as reward for the authors (Jeffery, 2006:1). Moreover, thanks to the advance of the internet, as Low, et al. (2012) suggested, any new knowledge or new discovery is almost instantly exposed, resulted in researchers are constantly racing against time to get their results in a 'short' time span. Jeffery (2006) claimed that the principal advantages of e-articles includes links (possible to crosslink the publication to any research data sets and software used in producing the paper access the content are available for free). Others, like Jeffress (2012) maintained that information contained in electronic publication is beneficial for both students and professionals, as "ideas were more effectively disseminated among the geospatial community, thus increasing the potential for scientific collaboration and advancement".

Nevertheless, digital publication is not without shortcomings.<sup>23</sup> In Indonesian, in response to the 2012 government's regulation, because of the excessive numbers of students' works to publish, some papers are poorly edited. In other country, in the US, for instance, there is a phenomenon of 'predatory open access'. Open access does not always mean the authors pay nothing at all. Some cyber journals are charging high fees to authors as a trade of for "super-fast processing and publication open-access (OA) online" (Truth 2002, 54). Expanding electronic journals in fact, as Truth criticism suggested, is the 'triumph' of "Euro-Atlantic research cultures into the Global South and lower-income economies". Paid online publication "attract and exploit lesser-privileged academics, often on 'knowledge production peripheries."

<sup>22</sup> Open Access (OA) means that electronic scholarly articles are available freely at the point of use.

<sup>23</sup> The major objection of digital publication/open access is, the business of commercial publisher is under threatened. This paper does not intend to discuss this further.



## Conclusion

Publication in scholarly journal becomes arduous academic task for academia around the globe for many reasons. As there is a big gap between duty for publication and limited number, access and fund, many scholars opt to send their work output to online journals. Yet, there are numbers of problems concerning both printed/traditional and online journal. No easy way to publish and sustaining publication. Both traditional and cyber journal have potentials and pitfalls.

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## MAKING RESEARCH ON THE INDUSTRY NEEDS BASIS<sup>1)</sup>

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### ABSTRACT

University is one of the institutions which have great roles in supporting the development in terms of social, economic and other sectors through the research activities. Nowadays, the universities have strongly expected to emphasize their researches for fulfill the complex needs of society including internal universities. It has still found that a few research conducted does not fit to the needs, particularly industry needs. For instance, some researchers are only documented in the library because they are not practical or implementative ones. Therefore, it should be more intensively invited the researchers to consider the topics relating to industry needs in order to make sense of the researches results. This paper has objectives to describe the alternative strategies that might be advised to improve the quality of research in the relation to industry needs; and to recommend the efforts which should be done for supporting the appropriate research.

Results of research should be beneficial for the industry development in order to improve the efficiency and effectiveness of technologies such as social engineering, management as well as techniques of production, etc. Alternative strategies which might be advised to achieve these as follows: (i) identifying the needs of industries; (ii) preparing the action plans for making research based on the priority, including defining the types of research; (iii) implementing the selected research; (iv) evaluating the research benefits. These could be done by some efforts by strengthening capacity of research institution in the university, including the aspects of human resources, finance and facilities. These are needed the training, collaborative research with industries or other institutions, having sponsorship aside from the incentive.

***Key words: Research institution, industry, type of research, and development***

### I INTRODUCTION

University is one of the institutions which have great roles in supporting the development in terms of social, economic and other sectors through the research activities. An important unit established for this is Research Institution. Research itself constitutes a structured enquiry that utilizes acceptable scientific methodology to solve problems and create new knowledge that is generally applicable [1]. As one of the knowledge sources, research institution should intensively and frequently develop existing and find new knowledge and innovation by doing researches. In

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terms of development, knowledge is very useful for all sorts of things, such as designing new technologies, modifying existing technologies, improving innovation and others.

Industry sector is one of the users of the research results. There is strong link between the research institution and the industry in order to provide the products needed by the consumers. The industries need more innovation for improving the quality and quantity of products produces. Results of research will play important roles in enhancing the capability of companies as they stimulate innovative methods of production, reduce costs and improve product quality [2]. Therefore, there is a big chance for the research institution to supply knowledge, innovation and technologies needed by industries. The universities should strongly conduct their researches for fulfilling the complex needs of society (industry) aside from internal universities' needs. Research conducted must always be high quality in order to produce knowledge that is applicable outside of the research and have implications for policy and project implementation. The results of research must be published and disseminated to the direct users and others.

However, it has still found that a few research conducted could not fit to the needs, particularly industry needs. For instance, some researchers are only documented in the library because they are not practical or applicative ones. Another problem is collaborative research between university and industry still in a small number. Generally, the industries have a unit functioning to do research, called Research and Development. In a business sector, this is connected to marketing, cost management, human resources management and other parts of business strategy. Therefore, it should be more intensively invited the researchers to consider the topics relating to industry's needs in order to make sense of the research results. Research could be done in the laboratory, field site, and other places dependent on the objective or goals of the research.

This paper has objectives to describe the alternative strategies that might be advised to improve the quality of research in the relation to industry needs; and to recommend the efforts which should be done for supporting the appropriate research.

## **II ALTERNATIVE STRATEGIES FOR MAKING RESEARCH ON THE BASIS OF INDUSTRY NEED**

A growing number of people and industries are discovering the need for research as a resource for development in order to produce high quality of goods and services. As cited above, research is an important component in the development of what we call the 'knowledge-based society' [3]. Owing to respond the needs of industry, it is needed the effort to develop competitive and innovative research the industries, strengthen scientific research, and foster collaboration between industry, business and research sectors [4]. Results of research should be beneficial for the industry development in order to improve the efficiency and effectiveness of technologies such as social engineering, management as well as techniques of production, etc.

## 2.1 Process of making research

Research is generally regarded as a systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalizable knowledge. There are some steps in doing research for having appropriate findings based on the problems found. In the relation to have good research that base on the industry needs, the process that should be considered as follows: (i) identifying the needs of industries; (ii) preparing the action plan for making research based on the priority, including defining the types of research; (iii) implementing the selected research; (iv) evaluating the research benefits.

**Identifying and making priority the needs of industries.** In line with a fast development in multiple sectors make more complex problems encountered by the community including the industries. The industries always endeavor to increase the goods and services produced. Some of their problems could be solved by themselves. The other problems might be sent to the universities (through research institution) for the solutions. Many problems or needs of the industries could not be solved in the short period of time or in the same time. Therefore, it is needed the process of needs identification.

Before implementing the research, it should be done the priority of the research to be selected. Based on the identification of industries' need, the research institution then make priority of what research must be done. The statement of research problem must be clear. The researcher team should pay attention on what caused the need to do the research as problem identification. At least, the research selected must be applicable and beneficial for the industry. Some considerations of research selection are researchable, availability of data or information, capacities of researchers, time and budget allocation.

**Preparing the action plan.** Having various industries' needs which have been identified, the research institution should prepare the plans in the relation to answer and fulfill such needs. Regarding the constraints in the institution side, making priority is very important to carry out in order to pay more attention on the real needs. In agribusiness development program, for instance, the research institution could prepare the action plan as guidance for achieving the goals of study. The institution should establish team work comprising multiple disciplines, such as agriculture, agribusiness, sociologist, and economist. One of them is a coordinator for the research team. For this matter, research team should know well the users of research results, such as agro industry including agro-tourism industry.

Action plan prepared, of course, is fully dependent on the objectives or goals, budget, time or duration of the research and type of research as well. Type of research has significantly influenced the uses of budget and time. Participatory Rural Appraisal (PRA) research [5] [6], for example, will take more time rather than survey, thus will bring about much more budget needed. This has some principles, namely: direct learning from local people, offsetting biases, optimizing tradeoffs, triangulating, and seeking diversity. The action plans contains goals or objectives, detail activities, venues or locations of activities, schedule of works, person in charge, budget for each activities, the techniques or ways or methods and others. The other type of

researches could be done by employing quantitative method. Quantitative research methods entail the use of systematic and sophisticated procedures to test, prove and verify hypotheses [7] [8]. The action plan will be different for the certain research's goals or objectives. Concerning this, the suitable action plan will significantly influence the results of research which might be applicable for the industry.

The goals of research must match to the needs of industry in terms of technologies, knowledge, management and other aspects. Concerning agribusiness development, the results of research at least give information to the agro-industry to produce products or goods needed by farmers, to prepare the processing unit and marketing of farmers' produces. Theoretically, agribusiness refers to the whole production system including the supply of agricultural inputs and equipment, agricultural production, agricultural products storage, agricultural products processing and distribution, marketing and other agriculture related derivative products [9] [10].

**Implementing the selected research.** Having the action plan as cited above, the coordinator of research team takes an initiative to have preparation for implementing the selected research. Who should do for what must be clearly stated in order that the plan defined could be properly done. During the implementation of research (dependent on the type of research), consultative process should be intensively done among the researchers, and the field staff (if available). Another important thing which must be considered is how to employ the research method in order that the research findings have good validity and reliability for fulfilling the needs of industry. This consists of instrument for data collection, research design, techniques of data collection, data analysis, interpretation and writing the conclusion including the recommendations and its implication.

**Evaluating the research benefits.** After the research completed, it is very important to have evaluation towards the findings and usefulness of the research for the users (industry). This could be done by having a questioner that might be filled in by the users and doing observation to the users. Another way that could be done is by interview the users in the relation to results of research whether these are appropriate or not.

## 2.2 Supporting efforts

In order to support the process of making research as mentioned above, there are some efforts should be done by the research institution in the university. Internal factors of research institution, particularly the weaknesses such as limited capacities of researcher, lack of finance and facilities must be firstly overcome. The activities needed are strengthening capacity of research institution in the university (human resources). This might be in the forms of training, workshop and giving chance to conduct a research and incentive. The course of research training is aimed at enhancing and developing skills and competencies across the spectrum of research methods, balancing the acquisition of specialist knowledge with the ability to apply a range of research techniques in a practical environment, and writing research proposal.

Finance constraint in the research institution could be solved by providing much more budget from the university and having grant from the donor agency. For having grant, the research staff must have good skill in writing proposal in which the results of research must be able to respond the problems or needs of users (industry). Aside from this, the collaborative research with industries will be more beneficial for them. The research institution should make or offer the proposal pertaining to the needs of industry and bring the tentative solutions. Negotiation skills of researchers are very important for the collaborative research aside from the profile of research institution. Trust building is a part of this collaboration research, too.

### 3 Conclusion

Challenging the global development, industry sector is one of the users of the research results coming from the research institution. The needs of industry should be responded by the research institution for producing proper and high quality of goods and services for their consumers. Alternative strategies which might be advised to achieve these as follows: (i) identifying the needs of industries; (ii) preparing the action plans for making research based on the priority, including defining the types of research; (iii) implementing the selected research; (iv) evaluating the research benefits. These could be done by some efforts by strengthening capacity of research institution in the university, including the aspects of human resources, finance and facilities. These are needed the training, collaborative research with industries or other institutions, having sponsorship aside from the incentive.

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