The Challenges and Opportunities of Research and Community Service Policies at the Institute for Research and Community Service of UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta

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Abstract

This study analyses the challenges and opportunities of research and community service policy at the Institutes for Research and Community Service (LP2M) of UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta. Specifically, it aims to identify the configuration of structural and cultural issues that affect policy implementation, and to map strategic opportunities for strengthening the governance of research and community service in these two State Islamic Higher Education Institutions (PTKIN). The study employs a qualitative approach with a comparative case study design, drawing on in-depth interviews with LP2M stakeholders (chairs, heads of centres, and academic staff), as well as an intensive analysis of national regulatory documents, university statutes, strategic plans, research and community service roadmaps, guidelines and SOPs, and institutional performance and ranking data. Data were analysed thematically to identify policy patterns, constraints, and strategies for reinforcement. The findings show that research and community service policies at both universities have been designed within a relatively comprehensive and integrated framework, with LP2M positioned as a strategic hub for the governance of the Tri Dharma Perguruan Tinggi. However, effectiveness remains constrained by limited funding, disparities in human resource capacity, high academic workloads, administrative bureaucracy, weak global networks, and an academic culture that is not yet fully adaptive. At the same time, the status of both UINs as national reference institutions, regulatory support, the ongoing transformation of PTKIN, digitalisation, and local strengths and strategic networks offer significant opportunities for policy reform and for strengthening research and community service governance in a more effective, inclusive, and socially transformative direction.

Keywords: research policy, community service policy, Institute for Research and Community Service, State Islamic Higher Education, UIN Sunan Gunung Djati Bandung, UIN Syarif Hidayatullah Jakarta

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INTRODUCTION

Strengthening the quality of research and community service has become a strategic element in the development of State Islamic Higher Education Institutions (Perguruan Tinggi Keagamaan Islam Negeri, PTKIN) in Indonesia. As part of the Tri Dharma (three pillars) of Higher Education, research and community service are not merely positioned as complementary activities, but as key instruments that serve as indicators of an institution's contribution to social development, the advancement of knowledge, and the enhancement of national competitiveness (Alyanur, 2024; Fajri & Bunnayah, 2020; Lian, 2019).

In this context, UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta are selected as the objects of study because both occupy top positions in national rankings in terms of publication productivity, research performance, and achievement in community service during the 2024–2025 period (Direktorat Perguruan Tinggi Keagamaan Islam, 2025; Humas UIN SGD, 2025; UIN Online, 2024). This study is conducted through an analysis of the policies of LP2M (Lembaga Penelitian dan Pengabdian kepada Masyarakat/Institute for Research and Community Service) as the central body for research and community service governance in both institutions.

The urgency of this research is reinforced by the changing landscape of higher education policy in Indonesia, which requires universities to be responsive to standards of accountability, scientific publication productivity, international recognition, and research downstreaming. The Merdeka Belajar-Kampus Merdeka (MBKM) policy, performance-based accreditation, and integrated data systems such as SINTA and global indexation schemes present both challenges and opportunities for PTKIN to transform into leading centers of research and community service. However, a number of studies show that the effectiveness of research and community service implementation in Islamic higher education institutions continues to be influenced by bureaucratic factors, human resource capacity, funding availability, and an academic culture that remains unstable (Hikmah & Zulfatmi, 2025; Yulindaputri & Sutrisno, 2023).

Recent studies also provide a theoretical foundation for this research. Maestro (2025) finds that although the trend of scientific publications on community service in Indonesia is increasing, methodological quality, innovation in empowerment models,

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and program sustainability remain fundamental problems. The study by Permana et al. (2025) affirms that strategies for developing lecturers' professionalism through research training, publication mentoring, and the strengthening of methodological capacity are crucial in determining institutional research performance. The study by Islami (2025) on good university governance emphasizes the importance of transparency, accountability, and effectiveness as prerequisites for improving research and community service governance in universities.

The national policy framework on the Tri Dharma also offers an important conceptual foundation. Amalia (2024) reasserts the position of the Tri Dharma as a normative as well as practical framework that demands the integration of Islamic values, scientific inquiry, and community empowerment. Vikaliana (2017) highlights the need for policy implementation models that are integrative and adaptive to social dynamics, while Noor (2010) demonstrates that the success of research and community service is influenced by the synergy between institutional structures, strategic planning, and the capacity of lecturers as the main implementers. Meanwhile, the study by Aziz and Mumtahanah (2021) on research policy shows that policy effectiveness is highly dependent on the coherence between institutional vision, managerial support, and measurable monitoring systems. Although the institutional context differs, these findings provide an important point of comparison for assessing the dynamics of research policy in large PTKIN such as UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta.

Beyond the national policy framework, the global literature also reinforces the argument for the need for strategic governance of research and community service. Several international studies highlight the importance of integrating research, teaching, and community service (Brew & Mantai, 2017), the role of knowledge sharing and transformative leadership as key drivers of research productivity within universities (Tuan, 2016), and the urgency of cross-institutional collaboration in strengthening the research capacity of higher education institutions (Altbach & De Wit, 2018). These perspectives enrich the analysis, particularly in assessing the readiness of PTKIN to enter global competition.

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Within the framework of this study, its distinctiveness lies in its comparative focus on two of the leading PTKIN in Indonesia, thereby enabling the identification of specific factors that contribute to both the success and the constraints in implementing research and community service policies. The study is also distinctive in that it is conducted during a period in which national policies are moving toward international standards that emphasize output-based performance, global collaboration, and innovation in community empowerment. Accordingly, the findings are expected to offer an up-to-date picture of the dynamics of research and community service governance in PTKIN.

This research aims to identify the policy challenges surrounding research and community service at UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta, to analyze the strategic opportunities that can be leveraged by both institutions, and to compare the policy dynamics between them in order to formulate a model for strengthening research and community service governance that is more effective for PTKIN in the future.

Through this analysis, the study is expected to provide a theoretical contribution to the scholarship on Islamic higher education policy and a practical contribution for policymakers in improving the quality of research and community service within PTKIN.

RESEARCH METHOD

This study employs a qualitative approach with a comparative case study design to analyse the challenges and opportunities of research and community service policies at the Research and Community Service Institutes (LP2M) of UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta. These two State Islamic Higher Education Institutions (PTKIN) were purposively selected because of their outstanding performance in research and community service and their status as national reference institutions. Paradigmatically, the study follows Creswell's view that qualitative research aims to understand the meanings that individuals or groups ascribe to a social problem, with the researcher as the key instrument, the use of multiple data sources, and inductive analysis leading to the emergence of key themes (Creswell & Creswell, 2017). The LP2M at both universities are positioned as institutional cases within the broader context of Tri Dharma policy.

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Data were obtained through in-depth interviews with LP2M stakeholders, namely the head of LP2M, the head of the research centre, the head of the community service centre, and academic staff members. Semi-structured interviews were used to explore their experiences and perspectives regarding policy formulation, implementation and funding mechanisms, problems encountered in practice, as well as opportunities for strengthening policy and governance. In addition, data were collected from national regulatory documents, university statutes and strategic plans, institutional research master plans, research and community service guidelines and standard operating procedures (SOPs), LP2M roadmaps, performance reports, and ranking data (e.g., SINTA and Webometrics). These documents provide the normative framework and institutional performance profile that constitute the context for interpreting the primary data.

Data analysis followed Creswell's stages, beginning with organising and reading the data, conducting coding, developing themes, presenting descriptions and themes, and interpreting the meaning of the findings. The themes focused on regulatory and bureaucratic aspects, human resources and academic staff professionalism, infrastructure and financing, as well as external networks and partnerships. The validity of the data was ensured through source triangulation and member checking with key informants.

RESULT AND DISCUSSION

General Overview of the Institute for Research and Community Service UIN Sunan Gunung Djati Bandung

The Institute for Research and Community Service (LP2M) of UIN Sunan Gunung Djati Bandung is a central unit responsible for implementing two pillars of the Tri Dharma Perguruan Tinggi: research and community service. It plays a strategic role as both a driver of scientific development through research and a medium for strengthening the university's social contribution via community empowerment programmes. LP2M was formally established through the merger of the former Research Institute (Lemlit) and Community Service Institute (LPM), based on Regulation of the Minister of Religious Affairs No. 7 of 2013, to integrate academic and community-oriented activities. Structurally, LP2M oversees three centres: the Research and Publication Centre

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(Puslitpen), the Community Service Centre (PPkM), and the Gender and Child Studies Centre (PSGA). Organisationally, LP2M is led by a chair and secretary, supported by the three centres and an administrative subdivision. The institute is chaired by Dr H. Setia Gumilar, S.Ag., M.Si., with Dr H. Sarbini, M.Ag. as secretary, while Puslitpen, PPkM, and PSGA are headed respectively by Prof. Dr H. Deni Miharja, M.Ag., Dr H. Aep Kusnawan, M.Ag., and Irma Riyani, M.Ag., MA., Ph.D. LP2M's vision of "Strengthening Research and Community Service" is pursued through professional governance, socially relevant research, interdisciplinary community service, and expanded institutional partnerships (Lembaga Penelitian dan Pengabdian Kepada Masyarakat UIN SGD Bandung, 2023).

General Overview of the Institute for Research and Community Service UIN Syarif Hidayatullah Jakarta

The Institute for Research and Community Service (LP2M) at UIN Syarif Hidayatullah Jakarta is a strategic unit responsible for coordinating and developing research and community service policies and programmes across the university. Geographically, LP2M is located at Jalan Ir. H. Djuanda No. 95, Ciputat, South Tangerang City, Banten, placing it in close proximity to government centres and various national institutions, which strengthens its access to external networks and resources . The Institute for Research and Community Service (LP2M) at UIN Syarif Hidayatullah Jakarta is a strategic unit tasked with coordinating and developing university-wide research and community service policies and programmes. Located at Jalan Ir. H. Djuanda No. 95, Ciputat, South Tangerang City, Banten, its geographical proximity to government centres and national institutions enhances access to external networks and resources. Institutionally, LP2M is positioned as a "global-level university think tank" with a vision of becoming an innovation- and collaboration-based institute serving both society and knowledge advancement. This vision is pursued through missions that include strengthening the academic environment via research centres and scholarly communities, integrating Islam, science, and technology with an Indonesian character, developing comprehensive academic databases, and promoting nationally and internationally competitive research through collaboration with universities, government, industry, and civil society. Operationally, LP2M aims to cultivate a professional work culture, enhance research

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human resources, improve research quality and outputs, increase funding, expand research themes, mainstream gender and child issues, diversify community service programmes, broaden beneficiaries, strengthen collaborations, and facilitate intellectual property acquisition. Organisationally, LP2M is led by Prof. Amelia Fauzia, Ph.D., as Chair, with Fathudin, S.HI., S.H., M.A. Hum., M.H., as Secretary, supported by centres for research and publication, community service, gender and child studies, and international cooperation. Within the Tri Dharma framework, LP2M functions as a core hub for knowledge production, dissemination, and community empowerment grounded in Islamic and Indonesian values (Lembaga Penelitian dan Pengabdian Masyarakat UIN Syarif Hidayatullah Jakarta, 2023; UIN Syarif Hidayatullah Jakarta, 2023)

Research and Community Service Policy at UIN Sunan Gunung Djati Bandung

Research and community service policy at UIN Sunan Gunung Djati Bandung is formulated in an integrated manner through the Institute for Research and Community Service (LP2M), which functions as the main engine for the two key pillars of the Tri Dharma Perguruan Tinggi within the university. LP2M serves not merely as an administrative unit, but as a strategic actor in planning, implementing, coordinating, and evaluating research and community service programmes that align with the mandate of State Islamic Higher Education Institutions (PTKIN) to develop knowledge while empowering society on the basis of Islamic values.

In the field of research, the primary policy foundation is the *Rencana Induk Pengembangan Penelitian dan Penerbitan UIN Sunan Gunung Djati Bandung 2019-2045* (Master Plan for the Development of Research and Publication), which is formulated as a long-term strategic framework. This document outlines a research orientation that is relevant to national and regional development, with a strong emphasis on integrating Islamic sciences and modern sciences so that research outputs contribute to strengthening Islamic understanding and practice in the contemporary era. With this orientation, research is directed to support development agendas, consolidate UIN's position as a centre of Islamic and scientific studies, and enhance the university's academic reputation at national and global levels (D. Miharja, personal communication, 22 September 2025; Miharja, 2021).

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The Master Plan for Research and Publication also sets out strategies for developing academic journals as key instruments for disseminating research results. The university is encouraged to improve journal accreditation status, pursue national and international indexation, strengthen editorial governance, and ensure compliance with ethical standards in scholarly publishing. In this framework, LP2M's journal policy is aligned with national regulations such as the Regulation of the Minister of Research, Technology, and Higher Education of the Republic of Indonesia No. 9 of 2018 on the Accreditation of Scientific Journals, as well as international ethical guidelines such as the COPE Core Practices issued by the Committee on Publication Ethics, which emphasise scientific integrity, transparency in the peer-review process, and the prevention of publication misconduct (Miharja, 2021).

Normatively, research policy at UIN Sunan Gunung Djati Bandung is also grounded in the national legal framework for higher education, particularly Law of the Republic of Indonesia No. 12 of 2012 on Higher Education, which stipulates research and community service as obligatory mandates of universities, and the Statute of UIN Sunan Gunung Djati Bandung as set out in the Regulation of the Minister of Religious Affairs No. 14 of 2015. The Statute positions research as a core pillar of scientific development, quality assurance, and institutional reputation (Keputusan Direktur Jenderal Pendidikan Islam Nomor 1502 Tahun 2024 Tentang Petunjuk Teknis Program Bantuan Publikasi Ilmiah Pada Perguruan Tinggi Keagamaan Islam Tahun Anggaran 2024, 2024; Undang-Undang Republik Indonesia Nomor 12 Tahun 2012 Tentang Pendidikan Tinggi, 2012).

At the operational level, research policy is translated into four-year strategic targets through the programmes of the Research and Publication Centre. These programmes include strengthening research governance and planning-monitoring-evaluation systems, enhancing the capacity of lecturers and researchers, developing research infrastructure, and expanding collaborative networks with government agencies, industry, and international partners. External policy support, such as competitive schemes for scientific publication funded by the Directorate General of Islamic Education of the Ministry of Religious Affairs, further encourages LP2M to facilitate an increase in the quantity and quality of publications, including the drive towards SINTA-indexed and

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internationally indexed journals (Direktorat Perguruan Tinggi Keagamaan Islam, 2025; Miharja, 2021).

Meanwhile, community service policy is consolidated through the Community Service Centre under LP2M, which designs empowerment programmes based on research and the principle of *rahmatan lil 'alamin*. The main guideline for community service is set out in the Technical Guidelines for the *SISDAMAS-Rahmatan lil 'Alamin* Community Service Programme (KKN) of UIN Sunan Gunung Djati Bandung. The SISDAMAS model directs students and lecturers to conduct social mapping, needs analysis, and programmatic interventions that combine Islamic perspectives, scientific approaches, and local Sundanese wisdom (Lembaga Penelitian dan Pengabdian Kepada Masyarakat UIN SGD Bandung, 2025)

Within this policy framework, KKN is not understood merely as an academic requirement, but as an instrument of measurable social engineering. Programmes are designed to enhance community capacity, strengthen local institutions, and provide feedback for curriculum development and staff research. In this way, community service is placed in a positive cycle with research: research findings become the basis for community interventions, while empirical insights from community service feed back into research agendas and teaching practices (Lembaga Penelitian dan Pengabdian Kepada Masyarakat UIN SGD Bandung, 2025).

Research and community service policies are also oriented towards responding to demands for accountability and competitiveness among PTKIN. The position of UIN Sunan Gunung Djati Bandung as one of the best-performing PTKIN in research and community service, as reflected in SINTA rankings, Webometrics, and the productivity of Scopus-indexed publications, places LP2M at the centre of efforts to strengthen the knowledge ecosystem within the university (Direktorat Perguruan Tinggi Keagamaan Islam, 2025; Humas UIN SGD, 2025; UIN Online, 2024).

Overall, research and community service policy at UIN Sunan Gunung Djati Bandung demonstrates an integrated design that brings together the national regulatory framework, the internal strategic plan articulated in the Master Plan for Research and Publication, and technical guidelines for community service based on the SISDAMAS KKN model. This combination reflects a dual orientation: enhancing academic and

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publication competitiveness, while maintaining a firm commitment to community empowerment grounded in Islamic values and local wisdom. With LP2M as the key institutional actor, the university is directed not only to become a centre of knowledge production, but also an agent of social transformation that is responsive to regulatory dynamics, scientific developments, and the needs of contemporary society.

Research and Community Service Policy at UIN Syarif Hidayatullah Jakarta

Research and community service policy at UIN Syarif Hidayatullah Jakarta is designed as a strategic instrument to realise a research-based university with a global reputation, grounded in the integration of Islamic scholarship, Indonesian realities, and modern science. Normatively, the policy direction is anchored in the Statute of UIN Jakarta, the 2025–2029 Strategic Plan, and institutional master plans that regulate the goals, principles, and developmental trajectory of the university. At the national level, research policy is aligned with the National Research Master Plan (RIRN 2017-2045), the National Research Agenda (ARN), and the National Religious Research Agenda (ARKAN), which set out priority themes in religious studies and broader scientific development in Indonesia.

In the area of research, UIN Syarif Hidayatullah Jakarta's policy explicitly responds to global dynamics such as the Fourth Industrial Revolution, the development of artificial intelligence (AI), climate change, and social transformations that demand research which is not merely descriptive but also solution-oriented and impactful. The institutional research roadmap emphasises the need to develop studies that are sensitive to global issues, including renewable energy, digital technology, religious moderation, social change, and public welfare in the context of globalisation. At present, "we also emphasise impact-oriented research, such as downstreaming, to support government programmes" (A. Fauzia, A. R. Farida, personal communication, 24 September 2025). This orientation indicates that research policy is not solely focused on the integration of Islamic knowledge, but also on social relevance and global contribution, so that UIN Syarif Hidayatullah Jakarta can position itself competitively within the international academic landscape (Albantani, 2024; A. Fauzia, A. R. Farida, personal communication, 24 September 2025).

The policy is grounded in a careful analysis of the university's internal conditions. UIN Syarif Hidayatullah Jakarta is identified as having strong academic capital in the form of its reputation as a centre of moderate Islamic thought, competent human resources, research infrastructure, and financial support through public service agency (BLU) schemes and state research funding. At the same time, the roadmap acknowledges a number of challenges, such as the need to improve research governance, strengthen monitoring and evaluation systems, diversify research funding sources, and increase the number of high-quality international publications. Consequently, research policy is directed at addressing these structural issues through the formulation of strategic research clusters, the development of multi-year research programmes, and the setting of clear targets and performance indicators for the 2025–2029 period. The resulting research foci serve as internal guidelines as well as tools to strengthen UIN Syarif Hidayatullah Jakarta's position at the global level, highlighting themes such as religious moderation, technological innovation, gender, environment, and contemporary socio-religious issues (Albantani, 2024).

In the field of community service, policy at UIN Syarif Hidayatullah Jakarta is based on the understanding that community service is one of the core pillars of the Tri Dharma Perguruan Tinggi. From its origins as IAIN to its transformation into a modern, multidisciplinary university, community service has evolved from individual, charitable activities into a system of planned, research-based, and institutionally integrated programmes. Under the coordination of the Institute for Research and Community Service (LP2M), community service is oriented towards "returning" knowledge to society in the form of tangible and sustainable contributions.

The regulatory foundation of community service includes Presidential Decree No. 31 of 2002, which formalised the transformation of IAIN into UIN and expanded the academic mandate towards the integration of Islamic and general sciences. This transformation broadened the scope of community service from primarily da'wa and socio-religious activities to also encompass science, technology, health, economics, and other fields. In addition, community service policy is strengthened by various regulations of the Ministry of Religious Affairs, including ministerial decrees on the organisation and governance of UIN and statutory regulations that affirm the obligation of all academic

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staff to implement the Tri Dharma. The Statute places LP2M as the key unit responsible for coordinating community service, from planning and implementation to monitoring and evaluation (A. Fauzia, A. R. Farida, personal communication, 24 September 2025; Nugraha, 2018; Tim PPM UIN Jakarta, 2020).

At the operational level, community service is governed by the Guidelines for Community Service in Islamic Higher Education issued by the Directorate of Islamic Higher Education, as well as Rector's Regulations on Community Service for the academic community of UIN Syarif Hidayatullah Jakarta. These documents provide the conceptual and methodological framework for engagement, including principles of community empowerment, research-based approaches, and the integration of teaching and service. The policy is further elaborated in the university's Community Service Roadmap and General Guidelines for Community Service by Students and Lecturers, which emphasise a vision of community service as a force for peaceful, moderate, ethical, and just social transformation (Nugraha, 2018; Tim PPM UIN Jakarta, 2020). Also, to support students, "each group is provided with funding of three million Indonesian rupiah as well as insurance coverage" (A. Fauzia, A. R. Farida, personal communication, 24 September 2025).

Taken together, research and community service policies at UIN Syarif Hidayatullah Jakarta form a coherent policy ecosystem. Research is directed to produce knowledge that is relevant and globally competitive, while community service ensures the downstream application of research findings through empowerment programmes and long-term partnerships with communities, government, and other stakeholders. With a robust normative framework, a clear global orientation, and a strong commitment to the integration of knowledge and Islamic values, these policies position UIN Syarif Hidayatullah Jakarta as a religious-based university that actively contributes to addressing contemporary social challenges.

The Challenges and Opportunities

In general, UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta face a broadly similar configuration of challenges, although situated within different institutional and geographical contexts. These challenges relate to funding, human

resource capacity, academic workload, administrative bureaucracy, academic culture, and institutional networking and infrastructure.

First, limited funding for research and community service remains a fundamental issue. Although research and community service policy frameworks have been formulated quite comprehensively at national and institutional levels, their implementation is often constrained by insufficient budget allocation. Funding limitations result in highly competitive internal grant schemes, restricted support for large-scale collaborative research, and suboptimal financing for community service programmes oriented toward long-term empowerment.

Second, the capacity of human resources both academic staff and LP2M managers in advanced research methodologies, interdisciplinary approaches, and community-development–oriented programme design is uneven. This affects the quality of proposals, research outputs, and innovation in community service models, making it difficult to keep pace with the demands of the Fourth Industrial Revolution and the Merdeka Belajar–Kampus Merdeka policy, which require more collaborative, adaptive, and evidence-based research and engagement.

Third, the heavy workload of academic staff and the fragmentation of the Tri Dharma roles constitute a significant barrier. Lecturers face the cumulative demands of teaching, student supervision, administrative tasks, and obligations in research and community service. This accumulation often reduces the space for initiating and managing research and community service in a deep and sustained manner, thereby resulting in low publication intensity and suboptimal development of innovative and sustainable engagement models.

Fourth, complex administrative bureaucracy in the management of research and community service also presents a major challenge. Application, assessment, and reporting mechanisms are often perceived as layered and insufficiently agile, slowing LP2M's responsiveness to external funding opportunities and adding to the non-academic administrative burden on lecturers. In the context of increasingly competitive research and community service grants, administrative delays can weaken institutional competitiveness.

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Fifth, global networking and cross-disciplinary collaboration have not yet been fully optimised. Limited international academic networks and institutional capacity to build cross-border research consortia mean that opportunities for joint publications, collaborative research, and cross-institutional community service programmes are not fully leveraged. This challenge is amplified by rising institutional performance standards as measured by global rankings and publication indexation.

Sixth, the academic culture in PTKIN, including at UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta, still faces challenges in adopting science and technology more progressively. The use of digital technology in research data management, analysis, and dissemination of research and community service outcomes is uneven and not yet fully institutionalised.

Seventh, there is an evident gap in institutional capacity and geographical advantage between campuses. UIN Syarif Hidayatullah Jakarta benefits from its position in the national capital, with broader access to ministries, donor agencies, national research institutions, and industry, whereas UIN Sunan Gunung Djati Bandung's strength lies in the integration of Islamic values with Sundanese local wisdom, yet it faces greater challenges in penetrating global networks and accessing external resources at a comparable scale.

Taken together, this configuration of challenges indicates a gap between relatively well-designed policy on paper and the institutional capacity required to translate it into effective practice. This underscores the importance of strengthening institutional capacity, reforming governance, and cultivating a more robust academic culture in both universities.

Despite these constraints, UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta possess a wide spectrum of opportunities to strengthen research and community service policy. These opportunities are linked to the strategic position of both institutions, the national regulatory framework, and the broader momentum of transformation in Islamic higher education.

First, the existence of LP2M as an integrated institutional entity constitutes a significant structural opportunity. LP2M can be positioned as a strategic hub for integrating research, community service, and scholarly publication policies, while at the

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same time serving as an internal think tank for university leadership in formulating more synergistic and long-term research and engagement agendas.

Second, the status of UIN Syarif Hidayatullah Jakarta and UIN Sunan Gunung Djati Bandung as PTKIN with leading performance in research and community service at the national level creates an opportunity to develop best practices that may serve as reference models for other PTKIN. Both campuses can function as policy laboratories in which new models for managing research and community service are tested, refined, and subsequently replicated or adapted by other institutions.

Third, geographically, UIN Syarif Hidayatullah Jakarta enjoys strategic access to national and international networks, including ministries, donor agencies, research institutions, and industry. This offers opportunities to expand funding schemes, develop multi-stakeholder collaborative research, and design community service programmes based on strategic partnerships.

Fourth, UIN Sunan Gunung Djati Bandung possesses strong local potential in integrating Islamic values with Sundanese culture and the social dynamics of West Java. This opens space to develop community-based research and participatory action research models rooted in local wisdom, but which can be framed as empowerment and social engineering models relevant at the national level.

Fifth, national policies such as Merdeka Belajar-Kampus Merdeka and the ongoing transformation agenda within PTKIN provide room for recontextualising research and community service policy. The integration of students into LP2M projects, research- and engagement-based curricula, and cross-programme collaboration create opportunities to make these two domains core components of the learning process and the formation of an academic habitus.

Sixth, the push for digitalisation, performance measurement (e.g., SINTA and Webometrics), and international recognition generates incentives to improve research data management, publication repositories, and dissemination of community service outcomes through various digital platforms. If used strategically, this can strengthen the global visibility of both universities and enhance their competitiveness in the international higher education landscape.

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In sum, the challenges and opportunities in research and community service policy at these two UINs should not be understood dichotomously, but as two sides of a single dynamic. The identified challenges, funding constraints, human resource capacity gaps, bureaucratic complexity, and academic cultural limitations, can, in fact, be transformed into policy agendas for reform: streamlining bureaucracy, strengthening human resource capacity through training and incentives, diversifying funding sources, developing global research networks, and consolidating local wisdom-based engagement models.

At the same time, the available opportunities, strategic institutional positioning, local strengths, national-international networks, and supportive national policy momentum, can be mobilised to drive transformation in research and community service towards more effective, inclusive, and socially transformative governance. From this perspective, UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta occupy an important position as representative cases of how research and community service policy within the PTKIN environment is tested, reshaped, and oriented to respond to contemporary challenges.

Comparing Research and Community Service Policies

The findings of this study can be interpreted through several interrelated policy themes. From the perspective of governance, both LP2M institutions have established relatively comprehensive regulatory frameworks, including research and community service master plans, technical guidelines, standard operating procedures for grant selection, and monitoring and evaluation mechanisms. However, the effectiveness of these governance arrangements remains highly dependent on implementation capacity and bureaucratic flexibility. At UIN Sunan Gunung Djati Bandung, community service governance, particularly through the SISDAMAS model, demonstrates a strong orientation toward social mapping and community-based empowerment. In contrast, UIN Syarif Hidayatullah Jakarta tends to manage research and community service through greater alignment with national and international standards, including performance monitoring systems that emphasize outputs and measurable impacts. Interview findings with LP2M leaders suggest that while policy frameworks are largely in place, the primary challenge lies in translating standard operating procedures and

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evaluation systems into adaptive practices amid funding constraints and administrative complexity (A. Fauzia, A. R. Farida, personal communication, 24 September 2025; D. Miharja, personal communication, 22 September 2025).

Another prominent issue concerns funding and incentives, human resource capacity, and the research and community service ecosystem. In both universities, limited internal funding has intensified competition for research grants and constrained opportunities for long-term collaborative research. This situation is further exacerbated by high lecturer workloads, which reduce the time and capacity available for advanced methodological development and innovation in community service models. In terms of infrastructure, UIN Syarif Hidayatullah Jakarta is relatively advantaged by the availability of research databases, reputable journals, and extensive national and international collaboration networks, whereas UIN Sunan Gunung Djati Bandung demonstrates particular strength in integrating Islamic values and local wisdom into the design of community service programs. These differences reflect comparative policy dynamics, in which community-based service models (such as SISDAMAS) and network-oriented, research-hilibration approaches should not be viewed as mutually exclusive. Instead, they represent complementary policy orientations that can jointly contribute to the development of a more inclusive, contextual, and socially impactful research and community service ecosystem.

The findings of this study indicate that differences between UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta are not merely institutional variations, but are structurally shaped by their distinct policy environments. UIN Syarif Hidayatullah Jakarta benefits significantly from its proximity to national government institutions, ministries, and international partners, which translates into stronger access to competitive funding schemes, policy-oriented research projects, and global academic collaboration. Informants from LP2M Jakarta emphasized that research governance is strongly influenced by external performance indicators, national grant calendars, and international publication targets, resulting in relatively higher bureaucratic agility in grant management but also stronger pressure toward output standardization. By contrast, UIN Sunan Gunung Djati Bandung operates within a governance environment that places greater emphasis on local relevance, community engagement, and the integration of

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Islamic values with local wisdom. This orientation is reflected in the dominance of community-based service models such as SISDAMAS, which prioritize social mapping and long-term engagement with local communities. Document analysis and interviews suggest that while Bandung faces more pronounced limitations in funding scale and international exposure, it demonstrates greater consistency in aligning research and community service agendas with regional socio-cultural needs, making local impact more visible and sustained.

These patterns provide an empirical basis for outlining an initial findings-based governance strengthening model for research and community service. Across both campuses, the data indicate that effective governance depends on the integration of three core elements: strategic planning, funding mechanisms, and monitoring and evaluation systems. At UIN Syarif Hidayatullah Jakarta, the primary governance challenge lies in ensuring that performance-driven research planning remains connected to community relevance, while in Bandung the challenge is to scale locally grounded initiatives through more diversified funding and broader collaboration networks. Informants consistently highlighted the need for stronger methodological and publication mentoring, particularly for early-career lecturers, as well as more systematic funding diversification beyond internal grants. Taken together, these findings suggest that governance strengthening should not be approached through uniform policy prescriptions, but rather through adaptive strategies that combine integrated planning–funding–Monev frameworks, targeted capacity-building in research methodology and publication ethics, diversified funding portfolios, and differentiated collaboration strategies that reflect each university's institutional ecology. This analytical reduction clarifies how empirical findings logically inform policy recommendations, thereby reinforcing the coherence between data, discussion, and proposed governance reform.

CONCLUSION

This study demonstrates that research and community service policies at the Institutes for Research and Community Service (LP2M) of UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta have, in principle, been designed within a relatively comprehensive and integrated framework, aligned with national regulatory

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demands and the broader agenda of PTKIN transformation. Both institutions position LP2M as a strategic node for the governance of research and community service, as well as a driving force for the management of the Tri Dharma Perguruan Tinggi oriented toward strengthening academic reputation, institutional capacity, and community empowerment grounded in Islamic and Indonesian values. The integration of strategic planning documents, research and community service roadmaps, and technical implementation guidelines indicates an institutional awareness of the need to build a sustainable research and engagement ecosystem.

At the same time, the study underscores that the effectiveness of these policies continues to be constrained by structural and cultural challenges. Limited funding, disparities in human resource capacity, high academic workloads, rigid and less agile administrative bureaucracy, weak global networking, and an academic culture that has not yet fully adapted to developments in science and technology constitute real impediments. This configuration of challenges generates a gap between well-formulated policy at the document level and the institutional capacity required to translate it into consistent and impactful practice.

Nevertheless, the findings also reveal a significant spectrum of opportunities. The status of both UINs as national reference institutions in research and community service performance, the existence of LP2M as an integrated institutional entity, support from the national regulatory framework, the momentum of higher education transformation policies, the push for digitalisation and institutional rankings, as well as local strengths and strategic networks, collectively open space for strengthening the governance of research and community service. These opportunities may be mobilised to drive policy reform, streamline procedures, enhance human resource capacity, diversify funding sources, develop research-based community service models, and expand national and international collaboration.

In sum, the study concludes that the LP2M of UIN Sunan Gunung Djati Bandung and UIN Syarif Hidayatullah Jakarta function as important laboratories for policy learning in the field of research and community service within the PTKIN environment. Strengthening institutional capacity, ensuring implementation consistency, and committing to governance innovation are key to transforming challenges into

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opportunities and to ensuring that research and community service policies genuinely

contribute to improving academic quality and fostering socially just transformation.

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