

MODELS THE COMPETITIVE UNIVERSITY GOVERNANCE : A CASE STUDY AT ISLAMIC MUHAMMADIYAH UNIVERSITY OF EAST BORNEO

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Abstract

Good university governance is expected to increase the public image which leads to promote credibility and public participation in the role of university. Continuous improvement enables university to always increase its quality to become highly competitive. This study aims to developing strategic models the competitive university governance at Muhammadiyah Islamic University of East Borneo. The quaitative approach with Case study type were used in this research. The data were collected through depth-interview, participation observation, and document study. The findings concerning the strategic model of the competitive university governance characteristics were interrelated, as follows : 1). Internal Quality Factors: the Personal Character Building by developing caring spirituality, awereness and total action in which all came from the conscience (honesty, responsibility, visionary, discipline, cooperation, just and caring. 2) External Quality Factors : the Quality Culture and IT-based organization by developing vision, mission and organizational character, excellent leadership, stake holder, Good University Governance management, the national standard university, Quality assurance and creativity innovation. 3) Outcome : Achieving the University Index, achieving the university roles, the graduates competence and consumer satisfaction, hence achieving the competitive university.

Keyword : *Models the Competitive University Governance; Internal Quality factors; Eksternal quality Factors*

1. INTRODUCTION

Globalizing forces have both transformed the higher education sector and made it increasingly homogenous. Growing similarities among universities have been attributed to isomorphic pressures to ensure and/or enhance legitimacy by imitating higher education institutions that are perceived as successful internationally, particularly universities that are highly ranked globally. In this study, we compared the

strategic plans of 78 high-ranked, low-ranked, and unranked universities in 33 countries in 9 regions of the world. In analyzing the plans of these 78 universities, the study explored patterns of similarity and difference in universities' strategic positioning according to Suchman's (1995) 3 types of legitimacy: cognitive, pragmatic, and moral. We found evidence of stratified university strategies in a global higher education landscape that varied by institutional status. In offering a

corrective to neoinstitutional theory, we suggest that patterns of globalization are mediated by status-based differences in aspirational behavior (Riesman, 1958) and “old institutional” forces (Stinchcombe, 1997) that contribute to differently situated universities pursuing new paths in seeking to build external legitimacy (Stensaker, B.et.al, 2018)

The impact of universities on the economic wellbeing and innovative potential of regions has been the object of intense scholarly and policy interest in the last years. Despite this interest, a clear picture is missing in relation to the roles universities are seen to play, the benefits of university activities and the mechanisms through which they occur. This paper proposes a review and a critique of current views on the role of universities and their associated policy implications. To achieve this, the paper identifies five “models” for universities as they are reflected in the literature, each advocating different set of roles of universities, different spatial aspects of interactions, as well as different mechanisms for university engagement. National and regional innovation and research policies tend to explicitly or implicitly reflect one or a combination of several of these models, giving rise to

potential contradictions or conflicts of policy rationales and objectives (Paul Benneworth, Rómulo Pinheiro & James Karlsen, 2016)

In Norway, the higher education landscape is undergoing profound transformation. This process is being driven by a number of factors, including demography, competition and academic aspirations, with many so-called “university-colleges” aspiring to become fully-fledged universities. We shed light on the dynamics of one such institution, the recently established University of Agder, by posing three questions : what drove internal actors to attain full university status and what immediate effects have been felt across the university? What are the needs and expectations of regional constituencies? What types of university models have internal actors been working with? Conceptually, the article builds on the notion of the university as an organization and institution. Colleges and universities in a new policy era : How to understand the complex landscape of higher education accountability (Brendan Cantwell, Barrett J. Taylor & Nathan M. Johnson, 2018).

The findings, which have implications for both theory and practice, suggest that the case university is attempting to find a balance between its global and local aspirations, but that it faces a number of Educators today are increasingly asked to transform education to meet the economic needs of the future. Progressive education research has long sought to contest such instrumental accounts of the future in education. The paper argues that this research, however, often shows limited critical reflexivity in its own assumptions about the future and offers educators limited support in responding to proliferating contemporary discourses of radical uncertainty. The paper draws on the work of Massumi (2007), Riel Miller (2011) and Adam and Groves (2007) to argue that if, instrumental education futures are to be resisted, researchers should develop methods that make visible the creative possibilities of the present and the powerful role of mutuality and reciprocity in guaranteeing better futures (Facer, Keri, 2013).

Past analyses rooted in the thick description of regions successful in constructing regional innovation systems have given way to analyses more

focused on the intentionality in these processes, and how actors in regions with their own wider networks can shape these high-level changes in regional fortunes. As part of this, place-based leadership has emerged as a promising concept to restore both agency and territory to these discussions, but it remains under-theorized in key areas. This paper contributes to these debates by arguing that there remains a reduction of agency to organizations, and that place-based leadership research needs to take into account organizational dynamics and interests in for bettering our understanding of the dynamics of place-based leadership in regional innovation systems (Gerry Boucher, Cheryl Conway & Els Van Der Meer, 2010)

The university governance at Muhammadiyah University of East Borneo is specially accompanied by Muhammadiyah University of Solo and some of the human resources of Muhammadiyah University of Solo are also the leaders of Muhammadiyah University of East Borneo. The management of the university governance currently believes the smooth system of organization which is seen from how the subordinates acted in

compliance with the superiors. It still distracts the focus of the concrete concept and detail of governance management that should be carried out by Muhammadiyah University of East Borneo. This condition also illustrates accelerative working culture due to the local, domestic and global competition demand. In addition, this condition clearly observes that the management of the applied governance has not achieved an optimal result yet even though it is reported having rapid development, and therefore solutions to cope with the problem are required to be implemented by Muhammadiyah University of East Borneo during the transition period. Strategic planning with SWOT analysis to do achievement the competitive university. Internal factors are strenghts and weaknesses and eksternal factors are opportunity and threats. Analysis data with analysis SWOT (Strenghts, Weakness, opportunities, threats), internal and eksternal evaluation factors (IFE and EFE). The research of result can do that 12 strategic planning to the competitive university are promotion brand image, internal and eksternal quality assurance, leaderships credibilities, responsif to regulation, innovation quality, quality input, proses

and outcome, human investation, accreditation legality, infrastruktur investation, character personal building and university organization, all lini empowerment and developing research (Rahayu, A. P., & Subagiyo, L., 2019).

The logical consequence that must be undertaken by Muhammadiyah University of East Borneo is reformation of good university governance with clear autonomy and more modern development. Independently autonomous university is an indicator of good university governance which means that the more autonomous an institution, the demand of good university governance is more powerful. The management of good university governance is essential to improve the public image, strengthen belief and participation of the public towards the role of the university (Permenristekdikti No.19 tahun 2015 tentang *Rencana Strategis Kemenristekdikti tahun 2015-2019*)

The implementation of good university governance cannot be seperated from accountability program and activity that has been planned and undertaken, as well as the indicators of work performance. Accountability issue of university nowadays draws serious attention because society demands more

qualified education. The resonance is as great as the demand of reformation in every area. It proves that the tendency of society at present is different from the tendency of society in the past. Three Pillars of Higher Education in accordance with National Standard of Higher Education at Muhammadiyah University of East Borneo has whether or not been optimally implemented and is an effort to increase society's level of satisfaction. A university is no longer an 'Ivory Tower' that is untouchable by society but it has a role in providing assistance to society. UMKT is a new private university having the same role with the other universities to provide real assistance to society. Some roles expected by society from universities are to give qualified education, develop research, transfer knowledge, culture and technology and promote economy within society. *Continuous improvement* enables university to always increase its quality to become highly competitive. The focus of this : How is Strategic Models the competitive university governance at Muhammadiyah Islamic University of East Borneo implemented ? This study aims to developing strategic models the competitive university governance at Muhammadiyah Islamic

University of East Borneo (Rahayu, A. P., & Subagiyo, L. Strategic Planning to the Competitive University: A Case Study at Islamic Muhammadiyah University of East Kalimantan.

The logical consequence that must be undertaken by Muhammadiyah University of East Borneo is reformation of good university governance with clear autonomy and more modern development. Independently autonomous university is an indicator of good university governance which means that the more autonomous an institution, the demand of good university governance is more powerful. The management of good university governance is essential to improve the public image, strengthen belief and participation of the public towards the role of the university. The implementation of good university governance cannot be separated from accountability program and activity that has been planned and undertaken, as well as the indicators of work performance. Accountability issue of university nowadays draws serious attention because society demands more qualified education. The resonance is as great as the demand of reformation in every area. It proves that the tendency of society at present is different from the

tendency of society in the past. University governance at Muhammadiyah University of East Borneo refers to National Standard of Higher Education Permenristekdikti No.44 year 2015.

Good university governance is expected to increase the public image which leads to promote credibility and public participation in the role of university. The objectives of this research were to find 16 principles of Good University Governance at Islamic Muhammadiyah University of East Borneo. The qualitative approach with Case study type were used in this research. Key informan is Dean Faculty of health science, Dean secretary and head of study program. The others research Informan are Vice Quality assurance, Vice research and community service insitutes, and Lectures. The data were collected through depth-interview, participation observation, and document study. The data analysis were analyzed with interactive model by Miles and Huberman model. The research finding were : 16 principles of Good University Governance at Islamic Muhammadiyah University of East Borneo. There were nine principles be done optimal have been implemented, namely transparency,

fairness, efficiency, effectiveness, win-win situation, responsiveness, performance, productivity and quality culture, however there were seven principles less optimal. The seventh principles which had been implemented less optimally were independence, relevance, accountability, responsibility, performance and academic capacity (Puji Rahayu, A., Subagiyo, L., Margi Rahayu, S., & Sjamsir, H. (2018).

Muhammadiyah University of East Borneo is a new university chosen by society aimed to educate qualified generations. Therefore, it is important to increase the index of higher education to be considered as a qualified university comprising of five elements with reference to Medium Term Strategic Framework of Ministry of Research, Technology, and Higher Education 2015-2019 and one element based on *Total Quality Management* concept ; they are : 1). Innovation Strengthening Program, 2). Skilful personnel of learning and academic program , 3). Strengthening research and development program 4). Institutional strengthening program 5). Qualified resource strengthening program dan 6) Quality culture strengthening program. Three Pillars of Higher Education in

accordance with National Standard of Higher Education at Muhammadiyah University of East Kalimantan has whether or not been optimally implemented and is an effort to increase society's level of satisfaction.

A university is no longer an 'Ivory Tower' that is untouchable by society but it has a role in providing assistance to society. UMKT is a new private university having the same role with the other universities to provide real assistance to society. Some roles expected by society from universities are to give qualified education, develop research, transfer knowledge, culture and technology and promote economy within society. *Continuous improvement* enables university to always increase its quality to become highly competitive. Considering the scope of Education Management focusing on the University Governance and the research background, therefore the writer determined university governance at Muhammadiyah University of East Kalimantan as the focus of this research with several sub focus are How is the university governance at Muhammadiyah University of East Borneo implemented, Higher Education Index for the Faculty of Health

Sciences at Muhammadiyah University of East Borneo achieved and How is the role of the university at Muhammadiyah University of East Borneo achieved. The last aim is how to developing strategic models the competitive university Governance.

This study aims to reveal : the university governance based on Good University Governance at, the university governance based on the university national standard including instruction, research and community service standard, special characteristics of the university governance at Muhammadiyah Islamic University of East Borneo, Achievement of Higher Education Index and, the role of the university and the last study aims to developing strategic model of competitive university governance at Muhammadiyah Islamic University of East Borneo.

2. RESEARCH METHODOLOGY

The research approach employed was qualitative with a case study design. The instrument of the research was the researcher herself. The key informants were the Dean of the Faculty of Health Sciences and the Secretary of the Dean. Meanwhile, the informants in this

research included the Head of Quality Assurance, the Head of the Institute for Research and Community Services, Heads of Bureaus, Heads of Study Programs, Lecturers, the Head of Library, the Heads of Laboratories, the Academic Administration Division, students, graduates, community members and stakeholders. The data were collected by conducting in-depth interviews, participatory observation and documentation study. The total number of the informants was 36. The sampling technique employed was snowball sampling. The data analysis technique was the interactive analysis model according to Miles dan Huberman. Data validation was done by using credibility, dependability, transferability, and confirmability.

The data analysis procedures were data collection, presentation and condensation, as well as conclusion/verification. Furthermore, the in-depth interview was considered as done when the answers had been saturated or the data saturation occurred (redundant). The results of the interview were cross-checked among the informants through the participatory observation and documentation (data collection technique triangulation).

3. RESULTS AND DISCUSSION

The research findings concerning the university governance at Muhammadiyah Islamic University of East Borneo revealed the following:

1. The University Governance at Muhammadiyah University of East Borneo implemented the principle of *Good University Governance* and the National Standard for University even though it was not optimal yet, which can be seen in details as follows: The implementation of the governance at the Faculty of Health Sciences of UMKT had covered 16 principles of *Good University Governance*. 9 principles had been implemented optimally, namely transparency, fairness, efficiency, effectiveness, win-win situation, responsiveness, performance, productivity and quality culture. Meanwhile, the other 7 principles which had been implemented yet not optimally were independence, relevance, accountability, responsibility, performance and academic capacity. One of the efforts in improving the quality of education could be done by implementing *Good University*

Governance. The concept of *Good University Governance* (GUG) is a system of university and the university determines the purpose, implements, govern their institution physically, financially, as well as in human resources and achievement.

2. The implementation of the governance at the Muhammadiyah University of East Borneo had covered 8 learning standards in accordance with *Permenristekdikti* No.44 Year 2015, in which 6 standards had been implemented yet not optimally, namely the standard for learning content, the standard for learning process, the standard for learning assessment, the standard for academic staff, the standard for facilities and infrastructure, as well as the standard for learning management. 2 standards had been implemented optimally, namely the standard for graduate competence and the standard for learning funding. The governance controlling was under the supervision of the Quality Assurance Service in implementing the national standard for university. The first internal

audit was done by UMKT in the first four months of the learning process, to do the evaluation and controlling at the study program level twice in a year. The preparation for conducting the institution accreditation as soon as possible was aimed at improving the legal aspect of the university and study programs, since the results of this auditing revealed immediate data concerning the weaknesses of the Faculty of Health Sciences of UMKT in implementing the learning standard and thus leading to the finding of the solutions and accelerating the improvement to reach the optimal learning standard.

3. The implementation of the governance at Muhammadiyah University of East Borneo had covered 8 research standards in accordance with *Permenristekdikti* No.44 Year 2015, in which 3 standards have been done optimally namely the standard for research findings, the standard for research assessment and the standard for research funding. On the other hand, 5 other standards

which had not been implemented optimally yet were the standard for research content, the standard for research process, the standard for researcher, the standard for facilities and infrastructure and the standard for research management. Based on the research findings, the implementation of the research standard was under the Institute for Research and Community Services of UMKT both for the lectures and students that became the collaborative research. The problem concerning research which still became the obstruction at UMKT in general and the in particular was to continuously motivate lecturers to conduct research and publish the research findings in journals. Therefore, Muhammadiyah University of East Borneo had assigned a special position equal to the Vice Rector which was called University Secretary for Division II namely Research and Publication of Research Journals, in order to achieve the goals concerning research findings and journal publication, patents and so on

which can eventually improve the rank of the university.

4. The implementation of the governance at the Muhammadiyah University of East Borneo had covered 8 standards of community service in accordance with *Permenristekdikti* No.44 Year 2015, in which 3 standards had been implemented optimally namely the standard for the results of community service, the standard for evaluation of community service and the standard for community service funding. Meanwhile, the other 5 standards which had not been implemented optimally included the standard for community service content, the standard for the community service process, the standard for community service executors, the standard for community service facilities and infrastructures and the standard for community service management. Based on the research findings, the implementation of community service standard was under the Institute for Research and Community Service of UMKT. Community service activities had

been conducted by Muhammadiyah University of East Borneo, for instance: the mental health clinic by the Nursing Education Study Program, Counseling Service for HIV-Aids and Health Extension for Public.

The literature on universities' contributions to regional development is broad and diverse. A precise understanding of how regions may draw advantages from various university activities and the role of public policy institutions in promoting such activities is still missing. The aim of this paper is to provide a framework for analysing universities' contributions to regional economic and societal development in differing national contexts and the policy institutions that underpin them. To do this, we review four conceptual models: the entrepreneurial university model, the regional innovation system (RIS) model, the mode 2 university model and the engaged university model. The paper demonstrates that these four models emphasize very different activities and outputs by which universities are

seen to benefit regional economy and society. It is also shown that these models differ markedly with respect to the policy implications and practice. Analysing some of the public policy imperatives and incentives in the UK, Austria and Sweden, the paper highlights that in the UK, policies encourage all four university models. In contrast, in Sweden and Austria, policy institutions tend to privilege the RIS university model, whilst at the same time, there is some evidence for increasing support of the entrepreneurial university model (Uyarra, Elvira, 2010).

5. The characteristics of the university governance at Muhammadiyah University of East Borneo were as follows: 1) the University is under *Persyarikatan Muhammadiyah* which is based on Al-Islam dan *Muhammadiyah* principles. 2) the motto of UMKT is "Having Characters, Insightful and Being Advanced". 3) the slogan of UMKT is *IT Based Paper-Less University*. 4) Vision : In the year 2037, Muhammadiyah University of East Kalimantan (UMKT) aims at becoming the

information-technology based Islamic university which excels in various fields and contributes in terms of solving social and environmental problems 5) Efficient and effective structure of organization. 6) Character personal building. 7) Caring Spirituality. 8) The governance control under the Quality Assurance Service in implementing the National University Standard and the principles of *Good University Governance*. 9) Creative and innovative leadership. In addition to the national governance, there were 9 specific characteristics at Muhammdiyah University of East Borneo (UMKT) which had become the excellent points of UMKT as mentioned previously and they had also become the components which would eventually improve the competitiveness in order for UMKT to be a qualified university.

6. Achieving the University Index at Muhammadiyah University of East Borneo It was improved from the factors concerning innovation, skilled resources, institution, research and development as well

as good quality leaders. Another significantly influencing element on achieving the university index would be the quality culture existing at Muhammdiyah University of East Borneo. Even though the innovative strategy of the university influenced the privatized education, it is expected that the university be able to apply the university ethics thus the university performance would be professional before the stakeholders and investors. Therefore, the university could be more professional in both academic and non-academic fields in the liberalized educational system. The increase of competitive intensity and number of competitors would require all universities to always pay attention to the needs and demands of consumers as well as fulfill their expectation in a more satisfactory way than those of the competitors. The concern of a university is not only limited to the product or service produced, but also to the aspects regarding the process, human resources and environment. Only the universities with real

good quality can be competed in the global market. The complexity of competition has caused each university to always put an effort in improving its quality so that the consumer satisfaction can be reached. The quality to be fulfilled should be seen from the point of view of the consumers by designing new system and management.

7. The Role of University for the Muhammadiyah University of East Borneo could be implemented well even though it was not optimal yet, i.e. as a place for education, research development, cultural and technology transfer, as well as giving a direct benefit in developing the economy of the people. In order to fulfill the public expectation for the university to serve as an agent of economic development, universities were expected to produce innovations which could provide economic benefits for the public in general. Although the capacity of Indonesian universities in producing innovations which could bring about the real benefits for the public has not been monitored yet

as of now, there have been a lot of studies done by the universities which are readily implemented in order to give practical benefits for the public. In the future, universities should be encouraged and facilitated more so that they can produce innovations which bring practical benefits for the public. Universities have a heavy burden in fulfilling the people's expectations towards the process and the results of the higher education they are conducting. The process of higher education should combine equally the normative value aspect and the pragmatic realistic aspect, so that it can produce competitive graduates who still possess the characters relevant to the national culture. Moreover, higher education as a part of the national education system serves a strategic role in educating the people and in advancing knowledge as well as technology by implementing sustainable humanities, cultivation and empowerment of Indonesian people.

8. The findings concerning the strategic model of the competitive

university governance characteristics were interrelated, as follows: 1). Internal Quality factors : the Personal Character Building by developing caring spirituality, awereness and total action in which all came from the conscience (honesty, responsibility, visionary, discipline, cooperation, just and caring. 2) External Quality factors : the Quality Culture and IT-based organization by developing vision, mission and organizational character, excellent leadership, stake holders, Good University Governance management, the National Standard University (*Tridharma University*), Quality assurance and creativity innovation. 3) Outcome : Achieving the University Index, achieving the university roles, the graduates competence and consumer satisfaction, hence achieving the competitive

university. It is inevitable that the most precious resource for competitiveness would be human resources. Therefore, the strategies to improve global competitiveness are: 1) collaboration among universities, academics and the government. 2) good quality education and training. 3) employees' involvement and empowerment. 4) Leaderships in each level, and 5) Teamwork. The obtained result would be the achievement of university index and university roles which lead to the satisfaction of the consumers which include academics, community members, employers and stakeholders. Whenever all the university quality aspects have been achieved, the said university is considered as competitive enough, which means that it possesses the excellence that can be concretely seen by the public.

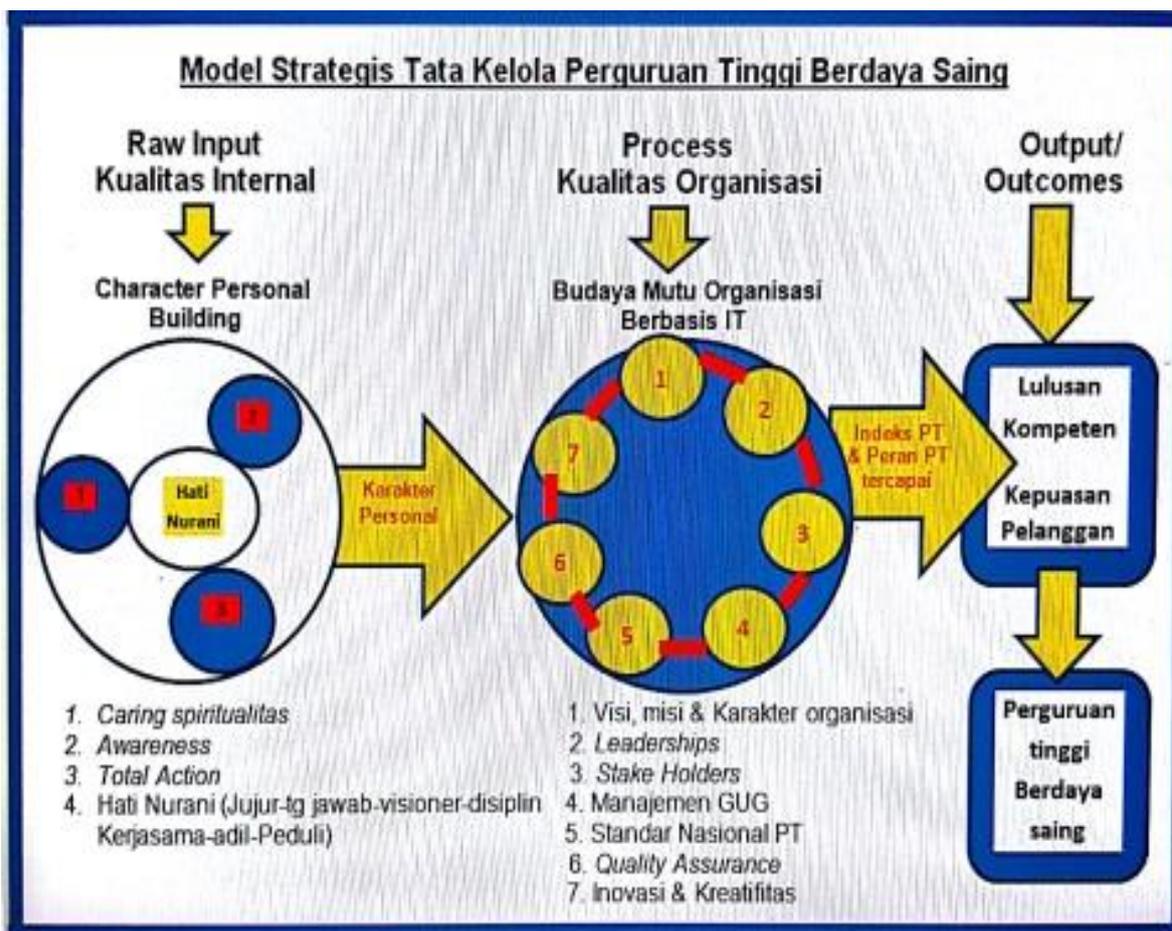


Figure 1. Model Strategis Tata Kelola Perguruan Tinggi Berdaya Saing

Universities, knowledge and regional development. *Regional Studies*. The rapid expansion of universities and other higher education institutions (HEIs) around the world in recent decades has been followed by growing scrutiny of their role in knowledge production and regional development. This editorial and the papers in the accompanying theme issue reflect on the importance of placing universities at the centre of regional analysis. They examine why analysis of the stresses and

strains permeating universities, knowledge production and regional development continues to provide fertile terrain for researchers in which to participate in important intellectual endeavours. Finally, they highlight the value of regional researchers asking the same demanding questions of the institutions in which they work as they do of other sectors of the economy and society (John Harrison & Ivan Turok, 2017).

The community's expectation of university is relevant to its main role and function as decision or policy making that will be carried out or delegated to the subordinates, lecturers, and other academic staffs. The community's expectation of university is increasing along with the development of science and technology. The data were collected through depth-interview, participation observation, and document study. The research finding are: The four role of university are a agent of education, agent of research, agent of culture, knowledge and technology transferred and agent of economic development are less optimally implementation in UMKT, so that the next UMKT can be implementation university of role with comprehensive to be a competitive university (Rahayu, A.P., Subagiyo, L, & Rahayu, S.M., 2019).

4. CLOSING

1. The governance implementation at Muhammadiyah University of East Borneo had covered 16 principles of Good University Governance. 9 principles had been implemented optimally whereas the other 7 not yet.

2. The governance implementation at Muhammadiyah University of East Borneo had covered 8 standards for learning in accordance with *Permenristekdikti* No.44 Year 2015, in which 2 standards had been implemented optimally whereas 6 other standards not yet.
3. The governance implementation at Muhammadiyah University of East Borneo had covered 8 standards for research in accordance with *Permenristekdikti* No.44 Year 2015, in which 3 standards had been implemented optimally while the other 3 not yet.
4. The governance implementation at Muhammadiyah University of East Borneo had covered 8 standards for community service in accordance with *Permenristekdikti* No.44 Year 2015, in which 3 standards had been implemented optimally while the rest 5 standards not yet.
5. There were characteristics of university governance at Muhammadiyah University of East Borneo as follows: UMKT is based on the *Al-Islam* and *Muhammadiyah* principles, UMKT

has characters, is insightful and advanced, IT Based PaperLess University, an Islamic university based on information and technology which excels in various fields and contributes towards solving the social and environmental problems, efficient and effective structure of organization, character personal building, caring spirituality, governance control under the Quality Assurance Service in implementing the National University Standard and GUG as well as innovative and creative leaderships.

6. The achievement of University Index at the Muhammadiyah University of East Borneo had improved in terms of the following factors: innovation, skilled resources, organization, research and development as well as qualified leaders. Another very influentially significant element for achieving the University Index would be the quality culture existing at the Faculty of Health Sciences of UMKT.
7. The university role for Muhammadiyah University of

East Borneo had already served well even though it was not optimal yet. The roles were as a place for education, research development, cultural knowledge and technology transfer as well as practical benefits for developing the economy of the people.

8. Findings concerning the strategic model of the competitive university governance showed the existence of interrelated components namely internal and external quality aspects with the following outcome: University Index Achievement, University Role Achievement, Competent Graduates and Consumer Satisfaction.

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