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Strategic Planning to the Competitive University: A Case Study at Islamic Muhammadiyah University of East Kalimantan

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Abstract: *Strategic planning with SWOT analysis to do achievement the competitive university. Internal factors are strenghts and weaknesses and eksternal factors are opportunity and threats. Research approach is qualitative type case study, at Islamic Muhammadiyah University of East Borneo. Data collecting with in dept interview, participation observation and documentation. 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.*

Keywords: Strategic Planning ; IFE and EFE ; Analysis SWOT

1. Introduction

The National Development Master Plan (NRMP) of 2015-2035, the Long Term Development Plan (RPJPN) for 2005-2025, and the third National Medium Term Development Plan (RPJMN) for 2015-2019 is strengthening comprehensive development that emphasizes the development of economic competitive advantage based on on available natural resources (SDA), quality human resources and the ability of science and technology.

Quality Human Resources (HR) can be realized by developing innovative and globally competitive universities. Competitive achievement of universities is inseparable from the assessment of the increase in higher education education and training indices, there are two elements that must be improved by the Ministry of Research and Technology, namely direct core elements are improving innovation and skilled labor from Higher Education and indirect core elements namely research and development, supported by support elements, namely quality institutions and quality resources (Permenristekdikti No.13 of 2015, p.13-14).

The government's efforts to improve the quality of learning and the relevance of universities in order to be able to produce quality, highly competitive graduates in private universities, the Menristekdikti Regulation No. was issued. 19 of 2015 concerning the Private Higher Education Development Program, which will be carried out by the Coordination of Private Universities.become a reference for all state and private universities (Permenristekdikti No.44 of 2015). But the continuity of the development of higher education depends on the resources possessed and what strategies are chosen in empowering internal resources to respond to external threats and opportunities. If an education unit can match its internal sources with its external environmental opportunities, or use it to reduce or eliminate the effects of threats, then the education unit has achieved strategic feasibility, and this is very relevant to efforts to achieve sustainable excellence (Alma, Buchari and Hurriyati, Ratih, 2008 , p.70).

One of the references that can be used to guide the development of strategic planning in competitive universities is to use a SWOT analysis. According to Kanges et al (2016), "in SWOT Analysis, internal and external factors are very important factors for the success of an institution going forward (or decision making) which consists of components of strengths, weaknesses, opportunities and threats. Research Incorporating MCDS and voting into SWOT basic ideas and experiences focuses on competing in collaboration to anticipate environmental change, competition with others, sources of human development, capital development, collaboration with others and the development of trust.

This is also supported by Fitriyah's (2018) research in Productive Resources Management research which states that: "internal and external factors in an institution are used to control analysis and monitor decision making. In particular, the strategy of developing productive resources, which emphasizes effective strategies, human resource development, collaboration with relevant parties who play a role and develop innovation.

Innovation carried out as a need for better education services for students and improvement of learning opportunities, is a major driver of the emergence of strategic planning development for higher education governance (Ellitan, Lena & Anatan, Lina. 2009). This is the basis for an educational institution must be able to anticipate these developments continuously to strive for good governance for its institutions. Higher education is not a 'Menara Gading' that cannot be touched by the community, but universities should play a direct role in helping the community.

Expectations of the community in higher education developed along with the development of the times and science and technology. When the first College was established, the community hoped that Universities could portray themselves as Agent of Education. When the College was able to portray itself as an Agent of Education, the community hoped for more, namely Higher Education not only as an Agent of Education, but also acting as an

Agent of Research and Development. This hope continues to this day, where the community hopes that the College will play itself as an Agent of culture, knowledge and Technology Transfer and finally as an Agent of Economic Development. Universities are required to produce innovations that can provide economic benefits to the community at large. Furthermore, higher education institutions must be more encouraged and facilitated to produce innovations that benefit directly to the community (Permendikti No.13 year 2015, p.11).

UMKT as a newly established private tertiary institution has the same obligations as other tertiary institutions to play a direct role in the community. The role expected by the community in higher education is higher education as a quality education institution, a place for developing research, transferring knowledge, culture and technology and being able to develop the economy of the community. For this reason, universities are always demanded continuous improvement in improving the quality of their tertiary institutions to become universities that are capable of competitiveness.

The most valuable resource for increasing competitiveness is human resources. Strategies that can improve global competitiveness are: 1) cooperation between universities, academics and the government. 2) quality education and training, 3) employee involvement and empowerment. 4) leadership at each level, and 5) team collaboration (Tjiptono, Fandy and Diana, Anastasia, 2003). The results to be obtained are the achievement of higher education indexes and the role of higher education which culminates in customer satisfaction, namely academicians, the community, graduate users and stakeholders. If all the elements of the quality of higher education have been achieved, then that is the truth that the university has been competitive, meaning that it has advantages that can be seen concretely by the community. The research focused on strategic planning of Higher Education governance at the Muhammadiyah University of East Kalimantan and aimed at developing strategic planning in universities that are competitive.

2. Literature Review

Universities need to carry out strategic planning analysis, one of which is the SWOT analysis, which is a strategic planning method used to evaluate strengths (weaknesses), weaknesses (Weakness), opportunities (Opportunity) and threats (Threats). The four factors that form the SWOT acronym (strengths, weaknesses, opportunities, and threats). This process involves determining the specific goals of business or project speculation and identifying internal and external factors that support and which do not achieve those goals.

According to Freddy Rangkuti (2015), SWOT is the identity of various factors systematically to formulate a service strategy. This analysis is based on logic that can maximize opportunities but simultaneously can minimize deficiencies and threats. SWOT analysis compares between external factors and internal factors. SWOT analysis can be applied by analyzing and sorting out things that affect the four factors, then applying them in the SWOT matrix image,

where the application is how strengths are able to take advantage of the opportunities, how to overcome weaknesses (weaknesses) which prevents the existing opportunities, then how strengths are able to deal with existing threats, and finally how to overcome weaknesses that are able to make threats become real or create a new threat

3. Research Methodology

This research approach is qualitative with the type of case study (Creswell, J.W. 2003). The key informant was the Dean of FIKes and Secretary of the Dean. The research informants were the Chairperson of LJM, Chairperson of LPPM, Head of Bureau, Head of Study Program, Lecturer, Chair of Library, Chair of Laboratory, Academic Administration Section, students, alumni, community and graduate users. Data was collected through in-depth interviews, participant observation and documentation studies. The total number of informants was 36 informants. The sampling technique with snow ball sampling technique. Data analysis techniques use interactive analysis models according to Miles and Huberman. The validity of the data is done through credibility, dependability, transferability and confirmation (Moleong, Lexy J. 2014). The data analysis procedure is the interaction of collecting, presenting and condensing data: conclusions / verification. In-depth interviews are stated to be completed if the answer is saturated or there is data saturation (Redundant). The results of the interviews were checked between related informants, through participant observation and documentation (Miles, M.B. and Huberman, A.M. 2007)

4. Research Findings and Discussion

This research approach is a type of case study (Creswell, J. 2003). The key informant was the Dean of FIKes and Secretary of the Dean. The research informants were the Chairperson of LJM, Chairperson of LPPM, Head of Bureau, Head of Study Program, Lecturer, Chair of Library, Chair of Laboratory, Academic Administration Section, students, alumni, community and graduate users. Data was collected through in-depth interviews, participant observation and documentation studies. The total number of informants was 36 informants. The sampling technique with the snow ball sampling technique. Data analysis techniques use interactive analysis models according to Miles and Huberman. The validity of the data is done through credibility, dependability, transferability and confirmation (Moleong, Lexy J. 2014). The data analysis procedure is the interaction of collecting, presenting and condensing data: conclusions / verification. In-depth interviews are stated to be complete if there is saturation or redundant data. The results of the interviews were checked between related informants, observation and documentation through participants (Miles, M.B. and Huberman, A.M. 2007). The development of strategic planning with SWOT analysis based on the findings of governance identifiers at UMKT is used as a reference for achieving competitive universities. Internal factors, namely strengths and weaknesses and external factors, namely opportunities and threats, can be done to develop appropriate and efficient planning strategies. Strategic planning that can be done is Agree- tive

Strategy (Growth oriented strategy), Requires a Diversification Strategy, Supports a Turnaround Style Strategy and Defensive Style Strategy to increase customer satisfaction, improve raw input, improve the quality of higher education and ultimately improve competent universities competitiveness.

The model of university strategic planning development is competitive based on SWOT Analysis (Strength, Weakness, Opportunity and Threats) is like the picture described below:

EF / IF	*Opportunity*	*Threats*
Strenght	**Kuadan I** 1. S-O1 (Less University IT Based Paper - Brand Image is known and becomes a community attraction): Raw Input Increases & competitiveness increases. 2. S-O2 (Culture of personal quality & conducive organization - Attraction of stake holders): Customer-Raw Input satisfaction increases 3. S-O3 (Reliable leader - Community trust): Customer satisfaction, accelerated competitiveness of PT *Aggressive strategy for growth oriented strategy* 1. Brand Image Promotion Strategy of PT 2. 2.Internal and external Quality Assurance Strategy of PT 3. Strategy of Credibility of Leaders of PT	**Kuadran II** 1. S-T1 (Service continuous improvement quality assurance - Government regulation): Competitiveness increases, raw input increases 2. S-T2 (Innovation in creativity - PT health is increasing): PT competitiveness increases 3. S-T3 (Optimal Tridarma PT Implementation - Demand Stake holder): Customer satisfaction increases, PT competitiveness increases *Requires a Diversification Strategy* 1. Responsive Strategy for the Regulation of PT 2. PT. Quality Innovation Strategy 3. Quality input, process and outcome strategies of PT
EF / IF	**Oppurtunity**	**Threats**
Weakness	**Kuadran III** 1. W-O1 (Many lecturers have not been S3- expectations of qualified PT society): Raw Input decreases and customer satisfaction decreases 2. W-O2 (Not yet accreditation of new Institutions and Study Programs - Public interest in PT legality): Decreased Raw Input, decreased customer satisfaction. 3. W-O3 (Infrastructure facilities are not optimal - Community interest increases): customer satisfaction decreases, raw input decreases, PT competitiveness decreases *Supports a turnaround Style Strategy* 1. Quality HR Investment Strategy 2. Legality Accreditation Strategy of PT 3. The infrastructure quality investment strategy of PT	**Kuadran IV** 1. W-T1 (GUG Not all optimal - community demands increase): Customer satisfaction decreases, and PT competitiveness decreases, Raw input decreases 2. W-T2 (Top Down Management Quality, not yet up to bottom up level - Globalization flow): PT competitiveness decreases, Raw input decreases 3. W-T3 (Not many qualified researchers - the demands of the role of PT): Declining customer satisfaction, Raw input and PT competitiveness decreased *Will need a Defensive Style Strategy* 1. Strategies to build personal & organizational character of PT 2. Empowerment strategies for all lines at PT 3. Research-based PT development strategy

Agreesive strategy is carried out to immediately get the opportunities that are beneficial for universities by maximizing their strengths. The strategy carried out is to carry out all activities that encourage higher education institutions to be better known in the community through the implementation of higher education tridarma namely learning, research and community service. Conducive personal character and organizational culture are the main attraction for stake holders, so that public trust increases and will ultimately affect the increase in raw input.

Similarly, reliable leadership can guarantee public trust in the existence of institutions, both in terms of quality and sustainability of the development of universities. Conclusions on the development of planning strategies that can be carried out by universities are 1) Strategies for Promoting Higher Education Image Brands, 2) Higher Education Internal and External Quality Assurance Strategies and 3) Higher Education Leader Credibility Strategies.

Quadrant II, despite facing various threats, this college still has internal strength. The strategy that must be implemented

is Requires a Diversification Strategy, using the power to take advantage of long-term opportunities by means of diversification strategies (products / services). Higher education must continue to strive for continuous improvement of both internal and external quality assurance systems. The results will be seen in the long term, and in the end universities will be able to become the chosen universities with excellent accreditation guarantees. Higher education institutions must remain creative and create innovations that are not owned by PT competitors and become special distinguishing features of higher education, for example creating a brand image as a university that prioritizes Modern Islamic concepts but remains universal while maintaining the optimal tridarma of the demands of stake holders can be answered, customer satisfaction increases, raw input increases from various different groups, and the competitiveness of higher education institutions will also increase. The development of planning strategies that can be carried out by universities is 1) Responsive Strategy for Regulations on Higher Education, 2) Higher Education Quality Innovation Strategies, 3) Strategic quality input, process and outcome strategies.

Quadrant III, universities face huge market opportunities, but on the other hand, they face several internal obstacles / weaknesses. The focus of this college is to minimize internal university problems so that they can win better market opportunities. The planning strategy that must be done is Supports a turnaround Style Strategy. The first strategy was to improve the education of S3 lecturers as the main force to improve the quality of higher education, accelerate accreditation of institutions and study programs to improve accountability of universities, and campus infrastructure must be more optimal in all aspects, so that customer satisfaction will increase, raw input increases and the competitiveness of universities increases. The development of planning strategies that can be carried out by universities is 1) Investment strategy for quality human resources, 2) Strategy for legality of university accreditation and 3) Investment strategy for the quality of university infrastructure.

Maintaining a good university governance management system, not only at the top level but also ensuring the quality of its management to the lower level. The quality of skilled labor researchers must also be well prepared for the development of research and development of institutions and developing their potential so that customer satisfaction increases, raw input increases and reaches universities that are competitive. Conclusion: Development of planning strategies that can be carried out by universities is 1) Strategies to build personal character & organization of PT, 2) Empowerment strategies for all lines in universities and 3) Research-based higher education development strategies.

5. Conclusions and Implications

Development of competitiveness models of higher education planning strategies are:
1) If a university has internal strength and has external opportunities, then the strategy that can be done is the Aggressive oriented strategy, namely: a) Higher Education Brand Image Promotion Strategy, b) Higher Education and Internal Quality Assurance Strategies, and c) Strategy for Credibility of College Leaders.
2) If the university has internal strength and has external threats, the strategies that can be carried out are: Requires a Diversification Strategy, namely: 1) Responsive Strategy for Regulations on Higher Education, 2) Higher Education Quality Innovation Strategy, 3) Input Strategy, Process and quality college outcomes.
3) If universities have internal weaknesses and have opportunities from externally, the strategy that can be done is Supports a Turnaround Style Strategy, namely: a) Investment strategy for quality human resources, b) Legal accreditation strategy for tertiary institutions and c) Investment infrastructure quality strategies for universities high.
4) If universities have internal weaknesses and have external threats, the strategies that can be done are Defensive Style Strategy, namely: 1) Strategies to build personal character & organization of PT, 2) Empowerment strategies for all lines in universities and 3) Strategies for developing universities research-based.

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