

# STRATEGIC MANAGEMENT GRADUATE IMPROVEMENT OF GRADUATE SCHOOLS

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## **ABSTRACTION**

*The factor of the low quality of graduate school graduates is due to poor management. The purpose of this study is to describe and provide strategic related scientific contributions in improving the quality of graduate school graduates through (1). SWOT analysis (2). Strategic planning, (2). Strategic implementation, (3). Strategic evaluation. Descriptive qualitative research methods. Collection techniques through (a). Interview, (b). Observation (c). Documentation. Data analysis was carried out by selecting and sorting answers to the data obtained later. The problems faced are the low quality of human resources, limited costs, lack of current campus facilities. The culture of tridharma quality such as scientific work, learning, coding. The results of this study are: (1). Strategic planning by analyzing internal and external factors. (2). Strategic implementation is elaborated by realizing work programs in the short, medium and long term. (3). Strategic evaluation is carried out by monitoring planned, measurable, through semester, mid-semester, year-end evaluations every 3 years and 5 years. (4). Quality control is carried out by quality assurance and campus quality control. The conclusion of this study shows that the strategic quality improvement of graduate school graduates has analyzed strategic planning, formulation, implementation, evaluation and continuous quality control.*

*Keywords: Strategic, Quality Improvement, Graduates*

## **A. INTRODUCTION**

Higher education is one of the national education subsystems that cannot be separated from other subsystems both inside and outside the education system. The existence of tertiary institutions in the entire life of the nation and state has a strategic role through the tri dharma of higher education, namely education, research and community service. This is expressly stated in Law Number 20 of 2003 article 20 paragraph 2 concerning the National Education System that tertiary institutions are obliged to carry out education, research and community service. Through the dharma of education that it carries, universities must be able to empower the educational process as optimally as possible so that all students develop into quality graduates who have competitiveness and complete competence intellectually, professionally, socially, morally and personally.

Meanwhile, through the dharma of research, universities must be able to realize their existence as an academic scientific institution that can produce innovative findings through research activities. Through this research, universities can develop themselves and make a real contribution to the development of scientific fields and applications in various renewal efforts. Meanwhile, through the dharma of service, the existence of higher education should be able to feel the benefits for the progress of society. This implies that the existence of higher education must be felt by the surrounding community by providing understanding to the community in accordance with their fields

## 1. National Education System

Higher education in Indonesia has tough responsibilities and challenges. When connected with the goals of national education, as stated in Law Number 20 of 2003 concerning the National Education System article 3 it is stated that national education aims to develop the potential of students to become human beings who believe and fear God Almighty, have noble, healthy, and knowledgeable, competent, creative, independent, and a democratic and responsible citizen. Complete and qualified Indonesian people are profiles that must be born from the realization of the national education goals. Creating educational output with such a profile is a coherent part of the tasks that are directly related to the functions and roles, responsibilities, vision and mission of higher education.

As an impact of globalization and industrialization with all the dynamics that accompany it, Riyadi and Fahrurozi (2008: 5) reveal that in this contemporary era, the world of education is shocked by the existence of an industrial-based education management model. Management of this model presupposes that there are efforts by the management of educational institutions to improve the quality of education. The application of quality management in education is more popularly known as Total Quality Education (TQE). The basis of this management is developed from the concept of Total Quality Management (TQM) or integrated quality management which was originally developed in the business world. However, over time, empirically the TQM concept becomes an effective formula in building accelerated development of higher education institutions. So that it becomes a scientific reference for the management of higher education institutions that want their existence and continuity in the midst of global competition.

## 2. Industrial needs

The industry's need for reliable resources is very basic, because they have implemented the concept of total quality management which is always ready for very fast changes. If the response to education is not as fast as information that continuously breaches any boundaries, then the output of education will forever not be able to meet the world of work. Even in America itself, there are a lot of scholars who do not get jobs because they do not have skills that are in accordance with industrial needs. (Parkay., 2006: 228), shows that more than 50% of tertiary education graduates in America currently go on to college (in certain societies, 70 or 80 percent), with the hope of getting a better job as a result of a degree earned even though in fact, 80 percent of urban jobs do not require a college degree.

The importance of quality education is increasingly being recognized, because the creation of human quality and the quality of an advanced and independent Indonesian society can only be realized if public education is successfully improved (Mutofin, 1996: 24). The essence and existence of educational management professionalism must be put forward immediately. This is an effort to prepare for facing economic globalization in which quality human resources are absolutely necessary (Sudarwan. 1996: 67). There are problems that still occur in the context of education in Indonesia, including those related to the inadequate professionalism and competitiveness of education management. This is indicated by the weak competitiveness of graduates and the competitiveness of educational institutions in the midst of global competition.

## B. METHOD

### 1. Research Approach

This study uses a qualitative approach that produces descriptive data in the form of written or spoken words from people and the behavior of observed volunteers.

## 2. Data Collection Techniques

- a. Interviews to obtain interview data with the Director, Head of Study Program, Lecturers, and students regarding the Strategic Quality Improvement of Postgraduate School Graduates at the Postgraduate School at Suryakencana Cianjur University and the Graduate School of Muhammadiyah University, Sukabumi City
- b. Documentation studies to obtain documentary data in the field such as: campus profiles, curriculum books, photos of lecturers' activities, vision and mission and other data.
- c. Observations to obtain data on the Strategic Quality Improvement of Postgraduate School Graduates at Suryakencana Cianjur University and the Graduate School of Muhammadiyah University of Sukabumi City

## C. RESULTS AND DISCUSSION

The results of observations, interviews, study documentation and verification and analysis. Strategies about improving the quality of graduates in the Postgraduate School.

### 1. SWOT analysis

In the Postgraduate School, in the process of compiling strategic planning, there are several strengths that serve as the basis, namely:

- a. Having professional educators and education staff.
- b. Availability of graduates from S3 and professors.
- c. Certified lecturers.
- d. Fighting spirit: Educator and education power
- e. Complete administration both from prijinan and accredited.
- f. High organizational solidity.
- g. Mentoring by a team of experts from the organization
- h. It's easy to find a professor
- i. Big name of the organization.
- j. Unlimited funds.
- k. Complete administration both from prijinan and accredited.
- l. Experienced administrative staff in their field
- m. Have a good work ethic
- n. Have high integrity
- o. Own campus land
- p. Have high dedication, and a strong desire to update knowledge and follow further education
- q. Having experience in teaching, guiding, researching and serving.
- r. Has a lecture building, a permanent library.
- s. Has representative laboratory facilities.
- t. The existence of LPM

Postgraduate school in the strategic planning process there are several weaknesses of the internal, namely

- a. There is no solidity in any of the institutions
- b. Lots of outside interference
- c. Central leadership that is not in line with the regions
- d. The unequal quality of the available human resources requires a lot of training

- e. There are lecturers with postgraduate education but their field of knowledge is not linear between their undergraduate and postgraduate degrees.
  - f. Foreign language skills are not entirely adequate
  - g. The laboratory equipment that is owned needs to be added and improved both in quality and quantity.
  - h. Library collections are inadequate
  - i. Facilities and infrastructure for Campus Computer Networks and Labs. not fully available yet.
  - j. The workspace and other facilities required for each lecturer are not optimal.
  - k. Lecturers have not made much use of the Internet for scientific communication
- Postgraduate School in the process of strategic planning there are several opportunities

internally, namely:

- a. The availability of postgraduate lectures on campus and supported by public interest from both the alumni and the government
- b. Strategic area location
- c. The school's collaborative relationship with alumni will help maintain and improve the quality of the school.
- d. There are adequate infrastructure
- e. There is positive support from all circles.
- f. There is trust from the government, society and the business world in the institution in an effort to develop and improve the quality of educational facilities and infrastructure to produce quality human resources.
- g. The rapid growth of electronic publications has made it possible for the academic community to obtain scientific information via the Internet network in a relatively short time.
- h. The development of an access and exchange system, enabling research products and the work of other academicians to be disseminated to the outside world electronically
- i. Possibility to open up business units to increase funding sources.

There are several threats to the Postgraduate School in the strategic planning process, namely:

- a. Public perception of high tuition fees.
- b. Higher education competition that differentiates between private and public.
- c. The economic capacity of the community is relatively low. The science and technology field is experiencing rapid development, especially with the use of various technologies.
- d. The involvement of the wider community in funding requires transparency of financial management and quality performance that shows success.
- e. Not all electronic information can be obtained free of charge, so the development of electronic publications requires expertise and large costs.
- f. Rapid technological changes make technology devices that are owned quickly obsolete

## 2. Strategy formulation

The formulation of a strategy plan (strategy formulation) is carried out by conducting close meetings and deliberations regarding the assignment and division of tasks that have been detailed in the work program, along with job descriptions to achieve the vision, mission and objectives of the institution. Implementation of the vision and mission that are arranged in the

work program strategy plan of each division, then make it happen, accompanied by regular monitoring and evaluation. So as to produce continuous improvement.

### 3. Strategic implementation

Implementation in implementing strategic management in graduate schools is carried out in accordance with the designed plan. This is also interpreted by the principles of TQM, namely:

#### a. Focus on quality and customer satisfaction

Strategic management in graduate schools has carried out all activities in order to improve the quality of customers or the quality of graduates. various programs are implemented. Apart from that, human resources, budget, tools or materials and timing listed in the strategic plan, educational calendar and activity manuals and cooperation with various parties. Quality graduates have worked in various fields along with their bid. When viewed from the existing TQM principles of focus on customers, graduate schools have focused on customers even though not optimally.

To realize education that can satisfy external customers as mentioned above, the leadership must first satisfy its internal customers, namely lecturers, librarians, laboratory assistants, administrative staff, security personnel and cleaning personnel. The personnel who are internal customers are the determining parties in creating a quality school. Lecturers are the executors of the school's core business activities, namely the learning process which will determine the quality of graduates. Librarians are human resources or personnel who provide textual learning resource services to support academic or learning activities.

Reports are personnel or human resources who support academic activities or student learning on a laboratory scale as a continuation or prove various theories that have been studied through literature learning. Administrative personnel are supporting activities, so that academic or learning activities at school, both academic administration and non-academic administration can run well.

Graduate schools are already trying to optimize. Postgraduate school internal customer satisfaction is basically if they can work or carry out tasks with the support of adequate facilities, facilities and infrastructure, get proper compensation for the performance that has been given, both in the form of financial, material and non-material as well as broad welfare to students.

Postgraduate schools as a form or evidence of internal school customer satisfaction are lecturers, administrative staff, librarians, laboratory assistants, cleaning and security personnel carrying out their duties and functions properly, according to the predetermined systems, procedures and work procedures and also the services provided to students . With this internal customer satisfaction, it is hoped that they can achieve satisfaction with external customers.

All management efforts in TQM are directed at one main goal, namely customer satisfaction. Customers must be the top priority of the organization, because the continuity of the organization depends on the customer

#### b. Respect for everyone

Regarding respect for people. The institution always discusses progress and existing obstacles. This is because employees are the most valuable organizational resource.

Therefore, everyone in the organization must be treated well and given the opportunity to be involved and participate in decision making.

Respect for lecturers and students is very decisive for leaders to determine policies in strategic management. The strategic management budget has been drafted in advance and agreed upon by all parties.

#### **a. Fact-based management**

Graduate school in every decision that is taken is based on data, not on feelings (feelings). By using data, management and the team in the organization can focus on situations that are vital. Thus, management can predict the results of each decision and action taken.

From the facts and facts described above, first the leadership in determining policies is based on data provided by the Quality Assurance Agency.

#### **b. Continuous improvement**

Postgraduate school leaders in carrying out strategic management have used cycles, namely from planning, organizing, implementing, and evaluating which then the results of the evaluation are improved and developed. Because in order to be successful, every organization needs to carry out a systematic process in carrying out continuous improvements.

Leaders always establish relationships and build communication on an ongoing basis. Communication is carried out with various parties, both internal and external.

### **4. Evaluation of strategic management**

Internal quality control and quality assurance and evaluation are carried out periodically and continuously resulting in continuous improvement. In addition, quality control takes place in two organizational hierarchies, holding monitoring results meetings, and evaluations are carried out to check the quality of the process, at the end of the semester, the end of the year, and every 5 years. The roles and functions of leaders in the Quality Assurance System include planning, operational organization, evaluation of implementation and control, and improvement. So that the SPM policies and standards as the SPM planning stipulated by the leadership must strive to anticipate the trends in the wants, needs and expectations of all parties related to the future, and are deemed appropriate to achieve goals.

Monitoring, inspection, measurement, processing, evaluation, and analysis activities are a series of activities whose results are used as facts in improving the Quality Assurance System. A series of control activities and continuous improvement actions are part of the Quality Assurance System implementation cycle.

### **5. Quality control of graduates**

Quality control of graduates at the Postgraduate School is carried out regularly on all quality instruments expected by the institution, quality studies include the quality of the Tridharma of Higher Education, the quality of graduates, the quality of services and facilities, as well as the quality of human resources. inspection and inspection of documents is carried out by the quality assurance agency and internal quality control at the end of the semester. The quality testing is carried out by looking at the quality results, both internal and external

The existence of quality control in the Postgraduate School has functions, namely: 1) Designing the MSS model that is applied, 2) Preparing and compiling the quality system document tools, 3) Guarding and guaranteeing the implementation of the SPM in all units, 4) Carrying out monitoring on the unit in implementing the SPM, 5) Carry out training, workshops, consultations, tutorials and mentoring in the internal and external MSS field, 6) Carry out

measurements of stakeholder satisfaction; 7) Carry out an Internal Quality Audit; 8) Conducting Management Review Meetings; 9) Report periodically to the Chancellor on activities related to the implementation of SPM; 10) Establish cooperative relationships with other institutions in the SPM sector

In addition, quality control can involve a team of experts from outside, the community, practitioners from the business world and the industrial world, inspections are carried out routinely by the assurance agency and internal quality control of HR. Testing the quality of graduates is carried out by conducting comparative studies between students, involving students in National and International seminars to publish research journals and their papers.

The results of the internal quality audit are that there are still lecturers who are not linear and there are still lecturers who do not have academic positions. Meanwhile, the quality service provided is good. The results of graduate quality audits can be seen in: 1) The acceptance of graduates in various companies according to the field of graduates; 2) Student and alumni satisfaction with high service; and 3) Excellent cooperation with various parties.

## 6. Problems and solutions

Based on the results of interviews, observations and documentation, the problems faced by the quality problems of graduates are pandemic conditions, facilities, and lack of technology, lack of ability from human resources, limited equipment is not proportional to the number of students, and do not have permanent professors on campus.

The problems with the quality of graduates at the Postgraduate School include 1) changes in government policies which will automatically impact campus policies, the occurrence of the Covid 19 pandemic which has changed the previous quality process standards to be completely digital, 2) lack of human resource capabilities, limitations the equipment is not yet comparable to the large number of students, many students are not studying full time, because they are working while working; 3) the low quality of input from the students themselves; 4) lack of hours of flight from lecturers; 5) do not have permanent lecturers on campus; 6) the constraints of the new government policy that did not suddenly enforce the learning system in the Covid 19 era, because the virus and spread suddenly were resolved in an uncertain time; constraints of weak human resources, lack of self-awareness to learn new things and adapt to technological advances; 7) the low quality of student input, because most students who intend to study at Sukabumi choose to relax in the remaining working time.

The solutions given are developing strategies and new work programs, conducting education and training, and controlling and evaluating student attendance. In addition, research analysis and studies are also carried out, conducting education and training, socializing the improvement of quality culture, and preparing human resources and mortality.

### a. Culture

Based on the results of interviews, observations and cultural documentation in the Postgraduate School of cultural education, research and community service that have been carried out in an integrated manner. He cultivates good writing in making mini research and journals, and improving the service system, religious, superior, open-minded with the times, disciplined, religious and responsive in serving and does not contradict the ideology of Muhammadiyah organization.

### b. Discernment

The distinguishing feature of the Postgraduate School can be a moderate campus, a culture of journals for lecturers and students as well as attending journal symposiums at

the national and international levels as well as literacy. Or it could be religious, intellectual and Muhammadiyah adaptive and have a blue campus branding.

## **D. CONCLUSIONS AND IMPLICATIONS**

### **1. Conclusion**

Strategies implemented at graduate schools in improving the quality of Postgraduate School graduates. In principle, the strategy program has improved the quality of graduates who are absorbed in the world of work. Based on the results of research on improving the quality of school graduates as follows:

- a. SWOT analysis in strategic planning can be carried out by external and internal analysis, short-term, medium-term and long-term planning. There is periodic analysis both in the middle of the semester and the end of the semester. Stages, both academic experts, practitioners, and documentation, in the middle of the semester, at the end of the semester.
- b. Strategy formulation is carried out at the Postgraduate School by conducting deliberations in the determination and division of tasks that have been detailed in the work program, job descriptions in achieving the vision, mission and objectives of the institution.
- c. Strategic implementation at the Postgraduate School through the translation into work programs, budget costs, standard operating procedures are compiled, which must involve all the academic community.
- d. Strategic management evaluation at Postgraduate Schools is carried out by internal quality control and quality assurance agencies in accordance with the hierarchy, and continuous evaluation resulting in continuous improvement.

### **2. Implications**

Based on the above conclusions, it can have implications for improving the quality of Postgraduate School graduates. Strategies for improving the quality of graduates who are absorbed in the world of work and helping graduates are as follows:

- a. Conducting SWOT analysis in strategic planning which is carried out with external and internal analysis, short, medium and long term planning, has been carried out periodically both in the middle of the semester and the end of the semester, which has an impact on improving the quality of graduate school graduates.
- b. The formulation of a strategic plan carried out at the Postgraduate School by conducting deliberations regarding the assignment and division of tasks that have been detailed in the work program, along with job descriptions to achieve the vision, mission and goals of the institution, will have an impact on improving the quality of postgraduate graduates.
- c. Strategic implementation at the Postgraduate School through translation into work programs, costs, and determining standard operating procedures and involving all the academic community, through education, workforce training according to the vision, mission and goals that will have an impact on improving the quality of graduates
- d. Strategic evaluation at the Postgraduate School has been carried out by an internal quality control and quality assurance institution in accordance with the hierarchy, which



is continuous which has an impact on improving the quality of graduates according to demands.

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