

Higher Education Management Revitalization in Indonesia in Efforts to Increase Global Competitiveness

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Abstract—This study aims to obtain a model in managing PT that is globally competitive. This paper is based on a view that Globalization as a general phenomenon has implications for the dynamics of college life. An indication that can be observed is the existence of Global Student Mobility. For example at UPI from year to year since 2013 foreign students from 22 countries include Uganda, Uzbekistan, Poland and Finland. This means that internationalization is something that is inevitable. But on the other hand there are indications of a close connection between the low quality of humans and the low quality of PT conditions, also experienced in Indonesia. Based on a World Bank study report on "Education in Indonesia" illustrates that the level of drop out is high, the number continues low, the rate of participation is low, learning achievement is low which illustrates the performance of education management has not met expectations. In that context, the role of PT in improving human quality is still relevant. Responding to such a phenomenon, the author is interested in finding out what factors are the cause, what should be done, what are the criteria related to the predicate of world-class PT and global competitiveness. This study is expected to give birth to the relevant ideas, strategies and PT development models for improving the management performance of PT. This study is a comparative study by comparing Management at UPI (Bandung) and Management at UGM (Yogyakarta) as a statutory PT and Tokyo Metropolitan University (Japan) as a world class PT with global competitiveness. Study and Study on relevant issues and concepts based on various multidisciplinary approaches and Meta-Analysis to recommend a model with its implications. This study approach is Qualitative based on primary data and secondary data and views that develop in a Focus Group Discussion (FGD) relating to various factors related to PT Revitalization in an effort to increase the global competitiveness (Competitive Advantages).

Keywords—revitalization; higher education; competitive advantages; globalization

I. INTRODUCTION

A. Overview of Study Objects

The University of Education of Indonesia (UPI) located in Bandung in line with the direction of development, identity,

opportunities and challenges in the future has a VISION "Pioneer and Superior (Leading and Outstanding). In the 2016-2020 period, this vision will gradually focus on achieving pioneering and excellence in education in the ASEAN region. Furthermore, in order to realize this vision, UPI carries the following MISSION: 1) Organizing education by fostering and developing disciplines of education and education in disciplines, religious disciplines, social sciences, natural sciences, formal sciences and applied sciences proportionally to strengthen the discipline of education and education in disciplines. 2) Conduct research to create and develop educational theories and practices as well as other scientific innovations that are rooted in local wisdom. 3) Developing Professional Teacher Education that is integrated in academic and professional education for all education pathways and levels, and 4) Disseminating innovative experiences and findings in the discipline of education, education in disciplines, religious sciences, humanities, social sciences, natural sciences, formal sciences, and applied sciences for the advancement of society.

B. Problems Faced by PT

In order to achieve Vision, Mission, Goals, and Targets to become a World Class University and globally competitive, UPI still faces problems, including:

- The linearity of expertise of academic personnel in teaching subjects, guiding research, especially thesis, and dissertation in accordance with the field of expertise are not sufficient both quantitatively and quality.
- The addition of the number of qualified doctors and professors is still below the standards set by the Ministry of Research and Technology. The number of professors who can be appointed and those who retire is not comparable, namely more who retire than those who are appointed. This situation the author calls a professor.
- Institutional arrangements and quality of institutions or healthy organizations (Health Organization) still need to be improved, especially the number of study programs that are accredited A. Of all 63 new study programs

accredited A, 51 accredited B, 13 accredited C, 7 have not been accredited. Similarly, the level of student satisfaction in obtaining academic services has not reached 100%.

- Research-based learning or integration of research into learning at the undergraduate, master and doctoral levels including action research to solve problems in society is still not optimal.
- Do not have a management system related to foreign faculties and international students with a clear recruitment system, innovative programs, including international funding and management networking partnerships.
- Not having a good program or planning related to the acquisition of foreign students and lecturers, so that the lecture exchange and student exchange are well programmed.
- International research cooperation networks and scientific publications or Knowledge Exchange still need serious efforts in supporting the achievement of internationally accredited study programs, even though there are 20 study programs that carry out international research collaborations. Total 170 international cooperation activities are spread across 10 academic units, the most SPSS has 55 activities and FPBS 45, FPMIPA 28 and FIP 14.
- International class is very short of lecturers with sufficient English capability, while international classes that are still not many foreign students are also limited by international lecturers.

C. Research Question

This study expects answers to several important questions related to the efforts why PT requires Management Revitalization in an effort to improve the quality and global competitiveness, especially for PTN, which are categorized as PT Entrepreneur or PT Otonom who are heading for World Class (WCU).

- What is used as Criteria or measuring instrument for world class universities or WCU
- How big is the gap between the expected conditions in accordance with the criteria of world class PT that is globally competitive with the current real conditions.
- What efforts should be made in the form of Strategic Policy or Strategic Planning to get in that direction.
- Conceptually how appropriate development models that are useful for improving PTN performance can lead to world class.

D. Benefits of Research and Study

This study is conducted is expected to be able to obtain scientific benefits related to Organization and Management theory. Organizational Development (Organization Development) is needed for an institution of higher education

as an agent of change in changing society and in realizing a global vision. Likewise, the development of management science, especially the management of change at PT is very urgent. This is because PT is an institution that upholds the value of scientific or academic values to educate the nation. This is what distinguishes it from other organizations. PT is required to make fundamental changes to produce academic, social and economic values in the transformation of values (Transfers of Value and Transfers of Knowledge). In this context this study is expected to improve and develop PT management which includes redesign in terms of strategy (Strategic Planning), Structure, System, Stakeholders relations, Academic Staff Development (Academic Competence), Style of Leadership, and Share Value.

II. THEORY STUDY

A. Study of Higher Education Globalization (PT)

The role of educational institutions, especially PT as the producer of professional workforce, requires a study of various approaches, theories, methodologies, conceptual framework (Conceptual Frame Work), the development of professional human resources that are relevant to the demands of the workforce [1,2]. Things that cannot be avoided by the role of PT in preparing the nation's competitiveness in the global era is very urgent and strategic. In this context, PT requires autonomy and independence to be able to perform the role as an agent of change.

B. The Management of Change Concept

Positioning a PT in the ranks of quality and world class PT requires fundamental changes so that it can compete (Better Competitive Situation). A PT must have a long-term strategy or a Strategic Plan and Change Management. Changes that occur almost every time and demands that the organization continue to change in order to survive. This means that change must be formulated, planned in such a way and managed as well as possible so that it is effective in the interests of the organization [3-5]. In relation to the context of change management, basically making changes is an attempt to take advantage of opportunities to achieve success. But efforts to make changes are not without risks. Because of that resistance to change is an action that contains risks or is harmful to an organizational environment that is full of competition. This resistance can come from individuals, groups or organizations [6]. Some resistance factors that commonly occur in change are:

- Work Habits, People are often resistant to change because they think new habits or new positions that demand new skills are thought to be a lot of inconvenience and may even interfere with comfort.
- Security, such as fear of being fired or losing office.
- Economic, like the most frequently questioned salary, for fear that salary will go down.

C. Context Change

In relation to the context of changes related to the revitalization of PT management, there are several factors that need to be considered, including: Time, Scope of Change (Scope) covers what level of change is needed, Capability, Capacity, Readiness, and Power or authority or power (Power) owned by the organization to make changes.

D. Change of Strategies

Many ways can be done to overcome the obstacles in making changes. In this case Kotter and Schlesinger formulate strategies or ways to overcome resistance to change, namely: Education and Communication, It is clearly identified who has resistance and what factors are the cause of resistance, Negotiation, and Force is the application of threats or coercion to people who have resistance [7].

E. Model of Change Process (Change Process Models)

In the context of the organizational change process there are 7 interconnected factors as dynamic models which are described as follows [8].

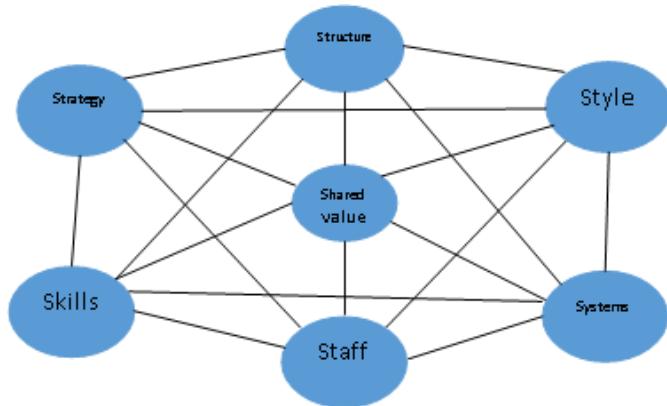


Fig. 1. Framework for the concept of the change process model.

Change management experts formulate 7 steps of change that must be applied by the organization [9].

1) *Establish urgency for change*: Urgency is something very important and urgent. As a first step to change, leaders must conduct a study of what factors influence change

2) *Form a change team*: The number of team members changes depending on the needs depending on the size of the organization. Each team member must understand the urgency of change, set the agenda and build commitment.

3) *Formulate vision (creating vision)*: Vision is the dream dream of a leader about the future conditions of the organization that are expected to materialize in the future. There is a gap between current conditions and future expectations so that it needs to implement a change plan (The Planning of Change).

4) *Communicate vision (shared vision)*: The leadership vision must be communicated to all members of the organization to be understood, to be shared property so that it

becomes the commitment of all members of the organization to realize or make it happen.

5) *Identify constraints*: Failure to realize a plan for change is often constrained by a mindset. The key factor of change or essence of change is the occurrence of a change in mindset that influences a person's attitude and actions.

6) *Make a road map*: A road map or road map is a step in how to bring about change. How to Action to achieve Vision. In planning changes, plans are made according to the timeframe such as the short, medium and long term.

7) *Monitoring and evaluation (monitoring and evaluation)*: Money to find out the level of achievement compared to the target achievement of the change plan. What instruments are used, indicators of success, and what constraints affect the change process.

III. ANALYSIS OF STUDY RESULTS

A. Changing State Roles in University Governance

By launching a series of higher education reforms the Japanese government has attempted to benchmark its universities with international standards and encouraged them to strive to become world-class universities. Although the government has reduced its role in providing and financing higher education, it does not necessarily mean that the state has withdrawn from the higher education domain entirely. In contrast, the Japanese government has indeed strengthened its role by reforming the regulatory framework of higher education to assure high quality. As discussed earlier, the Japanese government further encourages the participation of private and no state actors in financing and providing higher education. By encouraging cooperation between universities and private corporations, the government believes additional funding and resources will be generated for the university sector. In terms of financing, the Japanese government has created a keen competitive environment to push institutions of higher studies to search for additional resources. The criteria for getting additional funding are primarily performance driven and evidence based. The rationale behind this move by the government is to improve the quality of higher education in Japan rather than simply respond to the forces of globalization.

TABLE I. CHANGING ROLES OF COORDINATING INSTITUTIONS IN EDUCATION GOVERNANCE

Coordinating	Provision	Financing	Regulation
Institutions State	+-	+-	++
Market	++	++	++
Community/ Civil society	++	++	++

Notes:

+- Important but reduced in importance.

++ More active role and becoming more important.

+++ Anticipated to become more important.

B. Universities Encountering the Autonomy and Accountability Dilemma

The changes in university governance has made the relationship between the state and the no state sectors problematic. This occurs when the state is reluctant to reduce its control over education regulation in the fear of lowering academic standards and because of the requirement for quality assurance. Analyzing the case study of Japan in the light of this particular framework, I anticipate that Japanese universities will be caught between autonomy and accountability. On the one hand, they are empowered and given more autonomy to determine their own development goals and strategies. On the other hand, they are under immense pressure to perform, especially now they are subject to the public scrutiny and they are also accountable to the government and the public. Similar to higher education systems in Australia, Hong Kong, Singapore, and Britain, universities in Japan have to cope with "autonomy" and "accountability," particularly when university performance is measured in terms of "productivity gains," "research output," and "success in entrepreneurial activities."

C. Conclusion: Unfinished University Governance Reforms

In this chapter, we have discussed how Japan has experienced a series of higher education reforms. Some scholars argue that the series of education reforms undertaken by the Japanese government is due to globalization forces. Nevertheless, as discussed earlier in this chapter, local factors have played a more prominent role in shaping higher education reforms and policy change in Japan since the government treats education reform as part of the structural reform initiated by the present government. Seen in this light, globalization acts only as an accelerating force. Although the main provider of higher education is the private sector rather than the government, the government has not withdrawn its control over the universities. On the contrary, the government makes use of different evaluation systems to monitor the performance of universities. Financially, the government adopts a "carrot and stick" approach to induce universities to do better before they can get additional funding or they may face the risk of a budget cut for their poor performance. The introduction of new public management into the government system in general, and national universities in particular, is highly related to the "Anglo-Canonization" or globalization of public administration. Seen in this light, national university reform should be understood as a trans-formation from German-style university governance to the Anglo-Saxon styles. Therefore, universities in Japan are now confronted with a dilemma, bridging autonomy and accountability, while the Japanese government is at a crossroads, choosing between globalization and localization.

- The thing that cannot be avoided is the importance of revitalizing PT, especially in the field of management and governance of the preparation of quality and competitive human resources related to Demand and Supply of professional (Intellectual Property) employees of a world class PT or towards world class (World Class University / WCU).

- The Indonesian University of Education (UPI) as PTN claims to be a PT towards world class, with Vision: Leading and Outstanding, related to targets, expectations, and strategies, programs and targets that are in line with the standard criteria of PT WCU.
- Bloom said in the context of global competition PT, there was a correlation between the number of students in a PT (study body) and the reputation of a PT, especially the comparison of foreign students (international students) with the number of domestic students [10]. In various studies conducted by Bloom, 2006, John Taylor, 2010, in various countries in the USA, Canada, Australia, UK, South Africa, South America, China, North Africa, Japan and Europe concluded that PT WCU must at least have international class students 20% of the proportion of domestic students. Meanwhile based on data in 2017, the new UPI has around 200 foreign students from 46 countries compared to 35,387 domestic students or approximately 2% of the supposed 7000 foreign students.
- Internationalization of PT demands the role of government in accordance with its authority and responsibility and the role of PT leaders in the management of academic research and management development that is able to respond to the demands of the times. PT must redesign innovative curricula, programs, learning strategies so that it is attractive to prospective foreign students to visit. The provision of ICT devices in digital-based learning (e learning, e management, e-business, digital library) cannot be avoided.
- Development of an entrepreneurial education model needs management specifically capable of increasing income generation which has tended to be state universities in our country including UPI and UGM still relying on relatively limited funding from the government. Several national PTs in Japan innovated government policies in PT management with the concept of "Corporatization and Changing University Governance". In the context of internationalization and recruiting the number of international students. Since 1980 PT in Japan has a policy in responding to globalization in the field of education with corporate concepts, by developing marketing strategies, educational financing, international research, all this is done in the context of reform in the field of higher education (Higher Education Reform). The ability of UPI in the achievement of IG is still very limited, therefore it is necessary to have a Grand Design, clear strategy and Roadmap.
- The second main criterion is research that is qualified (Research Quality) with the highest weight of 60%, others, graduate employability, 10%, quality teaching 20%, international recognition 10% based on the THES, QS, Webometric version, three PTN entered 300 world class UI, ITB, UGM. Of the 11 PTNs, the highest position was occupied by ITB, UI, UGM, the acquisition of UPI international publications continued

to increase even though they had not been able to pursue the three PTs above. In that context, UPI still needs to develop and manage a globally oriented research program, with a clear Roadmap, networking, partnership, and international funding.

IV. CONCLUSIONS AND IMPLICATIONS

Globalization in PT has implications for the revitalization of PT management towards WCU quality standards, especially in fulfilling international standard research. The main criteria of PT WCU is that in increasing the number of international students refers to the standard ratio of 20% of the number of students in a university, as the main indicator of PT WCU. need to meet the standard of the second number of international standard research quality with a weight of 60% from other indicators namely graduate employability, 10%, 20% quality teaching, 10% international recognition.

The development of the Entrepreneurial Education model needs management specifically that is able to increase Income Generating which so far tends to be state universities in our country including UPI and UGM still relying on relatively limited funds sourced from the government. Several national PTs in Japan innovated government policies in PT management with the concept of Corporatization and Changing University Governance". In the context of internationalization and recruiting the number of international students. Since 1980 PT in Japan has a policy in responding to globalization in the field of education with corporate concepts, by developing marketing strategies, educational financing, international research, all this is done in the context of reform in the field of higher education (Higher Education Reform). The ability of UPI in the achievement of IG is still very limited, therefore it is necessary

to have a Grand Design, clear strategy and Roadmap. The key to success in meeting PT WCU standards is the factor of PT leadership in conducting advocacy, Transforming values, transforming science, research management, learning management, marketing management of scientific work by lecturers and students and accountable asset and financial management.

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