



# Implementation Of Unesa Faculty of Social Science and Law Collaboration Policies in the PTN-BH Era (Studies at the Faculty of Social Science and Law, Surabaya State University)

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**Abstract.** Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 14 of 2014 states that in order to improve effectiveness, efficiency, creativity, productivity, quality and conformity with the implementation of the Tridharma of Higher Education, cooperation plays a very important role in the implementation of MBKM. The MBKM program can be implemented by universities by carrying out the cooperation indicated by a Memorandum of Understanding (MoU), so that with the cooperation of Higher Education can realize the MBKM program which consists of 8 learning activities. The Chancellor of Unesa emphasized that Unesa appreciates the existence of the MBKM policy and will continue to oversee its implementation which is useful for realizing advanced and superior Indonesian human resources. This is realized by collaborating with institutions and industry both at home and abroad with evidence of the signing of a Memorandum of Understanding (MoU) between Unesa and 21 other institutions consisting of educational institutions, industry and the world of work (IDUKA). The Unesa Faculty of Social Sciences and Law which consists of 10 Study Programs has also implemented a policy of cooperation with partners. Research related to cooperation carried out at the Unesa Faculty of Social Sciences and Law aims to describe the implementation of cooperation policies at Unesa's FACULTY OF SOCIAL SCIENCE AND LAW in the PTNBH era. This study uses a qualitative approach and the research focus is based on the theory of public policy implementation according to Edward III that in the case is Communication, Resource, Disposition, and Bureaucratic Structure

**Keywords:** Implementation, Cooperation Policies, MBKM, PTN-BH

## 1 INTRODUCTION

In modern organizational era, cooperation is a very important thing to do in order to support the success of organizational goals. One form of modern organization engaged in the education sector is a university. In the process of cooperation between universities or other institutions both at home and abroad it has been regulated in Government Regulation Number 30 of 1990 concerning Higher Education which provides legitimacy regarding the importance of higher education cooperation in efforts to improve and develop the quality and institutional development of a higher education institution overall. Goetsch and Davis (2006) state that cooperation and partnerships can increase mutual benefits which are the basis of the overall quality of an institution. Partnerships and cooperation between universities and institutions are supported to create healthy and competitive synergies with the hope that resource sharing can be established between institutions and universities that collaborate [2]

The existence of Law Number 12 of 2021 concerning Higher Education is concrete evidence for the government to prepare regulations that focus on regulating the management of Higher Education in Indonesia. In the law it is stated that Higher Education which can produce intellectuals with positive character and can develop science and technology is needed to increase the nation's competitiveness in facing globalization which covers all fields. Regulation of the Minister of Education and Culture Number 3 of 2020 concerning National Higher Education Standards gave birth to a policy on the right to study for students outside the study program [3]. The learning process that is carried out outside the study program is based on a cooperation agreement between the Higher Education and Higher Education Institutions or other related institutions and the results of these lectures are recognized by a credit transfer mechanism.

Provisions regarding Higher Education cooperation have been regulated in Permendikbud Number 3 of 2020 concerning National Higher Education Standards. Where cooperation documents with partners must be owned by parties in Higher Education in implementing the right to study three semesters. The objective of the MBKM policy with the three-semester learning rights program outside the study program is to increase the competence of graduates ranging from soft skills to hard skills so that they are better prepared and in line with the needs of the times, to produce superior candidates with positive personalities in the future [4]. The Merdeka Learning Campus Merdeka Program (MBKM) is one of the breakthroughs to enhance higher education collaboration with partners from various sectors in the world to create innovations in an effort to improve the quality of higher education in Indonesia. Collaboration plays a very important role in the implementation of MBKM. The MBKM program can be implemented by universities by carrying out the cooperation indicated by a Memorandum of Understanding (MoU). So that with university cooperation, the MBKM program can be realized which consists of 8 learning activities, namely student exchanges, building villages/thematic KKN, humanitarian projects, research/research, independent studies/projects, entrepreneurial activities, apprenticeships/work practices and teaching assistance. education unit. In carrying out cooperation, State Universities (PTN) certainly have challenges that must be faced, one

of which is the change from Public Service Agency PTN (PTN-BLU) to Legal Entity PTN (PTN-BH). PTN-BH is a state university established by the Government with the status of an autonomous public legal entity, so that it has the flexibility to organize higher education autonomously.

In Articles 1 and 2, Government Regulation of the Republic of Indonesia No. 37 of 2022 concerning State Universities with Legal Entities at Surabaya State University, it is stated that:

1. Unesa can establish institutional academic and/or academic cooperation with various parties, both from within the country and abroad in accordance with the provisions of laws and regulations.
2. Cooperation is carried out in a responsible manner with the aim of increasing efficiency, effectiveness, productivity, creativity, innovation, quality, and relevance of the implementation of higher education tridharma. Prof. Dr. Nurhasan, M.Kes as Chancellor of Unesa [5] emphasized that Unesa appreciates the existence of the MBKM policy and will continue to oversee its implementation which is useful for realizing advanced and superior Indonesian human resources.

This is realized by collaborating with institutions and industry both at home and abroad with evidence of the signing of a Memorandum of Understanding (MoU) between Unesa and various institutions consisting of educational institutions, industry and the world of work (IDUKA). In the implementation of this collaboration, it was preceded by the making of a Memorandum of Understanding between the Chancellor of Unesa and other Chancellors or Directors of Companies/Heads of Institutions and then followed by an Operational Cooperation Agreement (PKS) or Memorandum of Agreement (MoA) [6].

Study programs at FACULTY OF SOCIAL SCIENCE AND LAW have collaborated with various institutions, both universities, government agencies, BUMN, and the private sector. This collaboration is realized including education, research, community service, practicing lecturers, internships, and others. With the implementation of this cooperation policy, it is hoped that higher education institutions will be able to face the development of globalization which prioritizes the knowledge base and plays a strategic role in advancing the welfare of society. implementation is due to the limited intensity of the disposition. Edward III [1] is of the view that Policy implementation is influenced by four variables:

a) Communication, namely the success of policy implementation, necessitates that the implementor knows what to accomplish and that the policy's aims and objectives are communicated to the target group (target group), hence decreasing implementation distortion.

b) Even if the policy's content has been stated clearly and consistently, implementation will fail if the implementor lacks the resources to carry it out. Resource This can take the form of human resources, such as implementor competency, as well as financial resources.

c) Disposition refers to the implementor's personality and traits, such as commitment, honesty, and democratic nature. If the implementor is pleasant, he or she will be able to carry out the policy as desired by policymakers. When the implementor

has a different attitude or perspective than the policymaker, the policy implementation process becomes ineffective.

d) The bureaucratic structure, or organizational structure in charge of policy implementation, has a considerable impact on policy implementation. The Standard Operating Procedure (SOP) and fragmentation are two aspects of organizational structure. Too long an organizational structure will impair monitoring and give rise to red-tape, particularly extensive bureaucratic procedures and complex, which will make organizational actions inflexible.

## **2 RESEARCH METHODS**

This study was conducted at Surabaya State University's Faculty of Social Sciences and Law, which is located on Jl. Ketintang, Gayungan District, Surabaya City. This study employs a qualitative approach, which is a research method used to analyze the condition of natural things in which the researcher is the primary instrument and is founded on the post-positivist philosophy. Data gathering techniques include triangulation, data analysis is inductive or qualitative, and qualitative research findings prioritize meaning over generalization [2] [1]. This study is part of the descriptive research. Descriptive research is research that aims to give symptoms, facts, or occurrences connected to demographic characteristics in a systematic and accurate manner. Data was gathered from informants, specifically the faculty collaboration team. The research is based on Edward III's theory of public policy implementation, which in this case is Communication, Resource, Disposition, and Bureaucratic Structure.

## **3 RESULTS AND DISCUSSION**

a) Communication, namely the success of policy implementation, necessitates that the implementor knows what to accomplish and that the policy's aims and objectives are communicated to the target group (target group), hence decreasing implementation distortion.

In terms of this communication, the two parties who will cooperate will make direct contact, both from the initiating party and interested parties, so communication is carried out by both parties before carrying out a collaboration, both from the FACULTY OF SOCIAL SCIENCE AND LAW itself which makes contact first with the party involved. will aim to carry out cooperation or from outside agencies first who will carry out a collaboration. FACULTY OF SOCIAL SCIENCE AND LAW also cooperates well with domestic universities, as well as foreign universities. In addition, FACULTY OF SOCIAL SCIENCE AND LAW also collaborates with private agencies, state-owned enterprises and the private sector.

Collaborating with domestic universities such as Yogyakarta State University where at that time the Bachelor of State Administration study program carried out student exchanges, so 20 students of the Bachelor of State Administration study program conducted online lecture activities at Yogyakarta State University, as well as 20 people

from Yogyakarta State University also conducts lecture activities with the Unesa Bachelor of State Administration study program. This was also done with Brawijaya University, in collaboration with Diponegoro University, and also Mulawarman University. In addition, FACULTY OF SOCIAL SCIENCE AND LAW also cooperates with foreign universities, namely Sultan Zainal Abidin University from Malaysia.



**Fig. 1.** International Student Dialogue between Unesa with Unisza

FACULTY OF SOCIAL SCIENCE AND LAW initiated collaborative activities with 2 sub-districts in Bojonegoro to carry out RPL (Recognition of Past Learning) which was carried out with one of the study programs at FACULTY OF SOCIAL SCIENCE AND LAW, namely the Bachelor of State Administration Science and also the 2 sub-districts in Bojonegoro.

Then there was the initiation of a collaboration carried out by the Regional Secretary of the City of Surabaya and FACULTY OF SOCIAL SCIENCE AND LAW, the regional secretary was present directly at the faculty to discuss all the things that the collaboration would do, namely related to the Tridharma of higher education, which was elaborated on teaching, research, and PKM, as well coupled with internships, school field introductions (PLP) and practicing lecturers. With private agencies, FACULTY OF SOCIAL SCIENCE AND LAW is collaborating with PT Triarta, and also PT Artama. FACULTY OF SOCIAL SCIENCE AND LAW also collaborates with LPAI or the Indonesian Child Protection Agency.



**Fig. 2.** Cooperation agreement with the regional secretariat of Surabaya city

And after the two parties have agreed to carry out a collaboration, the next step is to prepare a cooperation document, and the last step is the signing of the cooperation document by the Dean of FACULTY OF SOCIAL SCIENCE AND LAW and the Leaders of the agency.

b) Resources, even if the content of the policy has been communicated clearly and consistently, but if the implementor lack of resources to implement, then implementation will not run effectively. Resource This can be in the form of human resources, for example implementor competency and financial resources.

Resources consist of human resources (HR), infrastructure, and also the budget. In terms of Human Resources, it consists of faculty leaders, study program representatives, faculty cooperation teams which consist of study program representatives, and also teaching staff. In terms of infrastructure, there are adequate computers. As well as in terms of budget, the faculty provides a budget that is intended for collaboration.

FACULTY OF SOCIAL SCIENCE AND LAW forms a collaborative team in which there are representatives from each study program within FACULTY OF SOCIAL SCIENCE AND LAW. This team is in charge of connecting faculties with agencies and compiling cooperation documents. After these two things have been done, what the collaboration team has to do is ask for a letter number to the faculty.

c) Disposition, is the character and characteristics possessed by implementor, such as commitment, honesty, democratic nature. If the implementor has a good disposition, then the implementor can execute the policy with as desired by policy makers. When the implementor has a different attitude or perspective different from the policy maker, then the process Policy implementation also becomes ineffective.

The attitude of the faculty leader, the leader of the study program welcomes the collaboration that will be carried out and is committed to carrying out the collaboration well until it is complete, whose main purpose and benefits are for students, the purpose of this collaboration is to provide great benefits for students both in terms of knowledge , knowledge and skills.

In Key Performance Indicators (IKU) 6 percentage of study programs S1 & D4/D3/D2 that collaborate with partners. And in 2022 the percentage of collaboration conducted by FACULTY OF SOCIAL SCIENCE AND LAW with other parties will reach 100%, and in mid 2023, the percentage of cooperation carried out by FACULTY OF SOCIAL SCIENCE AND LAW will have reached 100%.

**Table 1.** Number of study program collaboration documents at FACULTY OF SOCIAL SCIENCE AND LAW in 2022

No.	Study Program	Amount
1.	S1 Ilmu Komunikasi	20
2.	S1 Sosiologi	9
3.	S1 Pendidikan Sejarah	26
4.	S1 Pendidikan Geografi	30
5.	S1 Ilmu Administrasi Negara	44
6.	S1 Ilmu Hukum	33
7.	S1 Pendidikan PKN	60
8.	S1 Pendidikan IPS	97

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Amount	319
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d) Bureaucratic Structure, organizational structure in charge implement policies have that effect significant impact on policy implementation. aspect of organizational structure is the Standard Operating Procedure (SOP) and fragmentation. Organizational structure too length will tend to weaken oversight and giving rise to red-tape, namely complicated bureaucratic procedures and complex, which makes organizational activities not flexible.

The bureaucratic structure in FACULTY OF SOCIAL SCIENCE AND LAW which is the initiator of the collaboration in FACULTY OF SOCIAL SCIENCE AND LAW consists of the Dean, Deputy Dean I, Deputy Dean II, Chair of the Social Sciences Education Lab, Study Program Coordinator, and Head of office consisting of heads of academic and non-academic sections .

This collaboration is a program that is also regulated by the university, so there are various collaboration SOPs that already exist at the university level which are implemented directly in collaborations carried out by faculties and study programs.

Collaborative activities at Unesa follow the Standard Operating Procedures (SOP) that have been prepared by the Unesa Quality Assurance System. The SOP document is contained in the Unesa Cooperation Handbook which is disseminated via the <https://kerjasama.unesa.ac.id> page. The following are 14 Unesa Cooperation SOPs, namely desk to desk SOP for the MoU Signing Procession; SOP of the MoU Signing Procession Simultaneously with the Unesa Event; SOP for the MoU Signing Procession at Partner Locations; SOP for Virtual MoU Signing Procession; SOP for Exploring Cooperation; SOP for Legalization of Cooperation; SOP for Implementation of Cooperation; SOP for Monitoring and Evaluation of Cooperation Implementation; SOP for Termination of Cooperation; Cooperation Reporting SOP; SOP for Admission of Foreign Students; SOP for Foreign Cooperation.

## 4 CONCLUSIONS

The collaboration carried out by FACULTY OF SOCIAL SCIENCE AND LAW has been carried out optimally which benefits for the students themselves. The communication carried out by FACULTY OF SOCIAL SCIENCE AND LAW itself has been carried out, and has received quite extensive cooperation, both from other domestic universities and foreign universities, in addition to collaborating with private agencies, and also the government of course. Supporting resources in this FACULTY OF SOCIAL SCIENCE AND LAW collaboration consist of supporting Human Resources such as Deans, Deputy Deans, Study Program Coordinators, Educators, Faculty Collaboration Teams and are also supported by adequate infrastructure and budgets devoted to collaboration. In Disposition, FACULTY OF SOCIAL SCIENCE AND LAW's strong will to expand its collaboration is very high, this is evidenced by data from each study program FACULTY OF SOCIAL SCIENCE AND LAW has

collaborated to reach 100% in 2022. And, in terms of bureaucratic structure, the State University of Surabaya itself has made adequate SOPs to cooperate with any party.

The benefit of the collaboration is to broaden the knowledge, insights and skills possessed by students. The collaboration carried out by the Regional Secretary of the City of Surabaya with FACULTY OF SOCIAL SCIENCE AND LAW is to provide opportunities for students to implement what they have learned in lectures, especially what is needed there is in terms of job analysis, in the undergraduate study program of State Administration in one of the courses studying analysis position, so that it is suitable for collaboration, in which such cooperation must continue.

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