

A Study of Muhammadiyah College Management to Achieve the International Level

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Abstract—Muhammadiyah is one of biggest Islamic organization which concern in human development. It's realized by taken a part on education as one of it's core programme, in all educational level. In order to be a world class player of human development by good higher school management, it's needed to do the following as the research result: human resource focusing, technology adoption, improve individual foreign language skill as well. The result of research that was held in Muhammadiyah University of Surakarta shows about focusing on technology, good governance, related to the output. Student exchange would be interesting to be managed regarding information technology development, and increasing the college qualification standard also. The research then could be implemented in many other Muhammadiyah Colleges in Indonesia to achieve high quality of human being in general speaking.

Keywords—game based learning method, mandarin, language

I. INTRODUCTION

Muhammadiyah which is the eldest Islamic organization in Indonesia has a significant contribution regarding the national education development. One of mandatory business core is higher school development, that is a continous improvement related to the technology environment. Now a number of Muhammadiyah higher school's member is considered to be a new standard of graduation. Muhammadiyah University of Surakarta has become a modern Islamic Education Centre by adopting many newest technology, not only in physical term but management technology as well.

As the biggest Islamic Organization which has so many social business unit produces some problem related to the management. One of them is college management that is managed individually by itself, there is no centralized controlling system yet and therefore some of Muhammadiyah college so quite difficult shifting their quality. At least there are two main issue in college quality, they are quality shifting/ growth and poor quality development spreading. Just like product spreading in marketing concept, both of quality shifting and spreading must be controlled and managed wisely.

There are many Muhammadiyah college that grow under quality even they have been lived for several years. This is a serious issue for Muhammadiyah in order to improve their quality to be more innovative so that they would have either national or international bargaining

power in the future. These condition is very important to carry on *da'wah* and *tajdid*.

United Nations Development Program (UNDP) confirmed that in 1996 Indonesian human resources quality had 102nd rank of 174 countries over the world. This issue must be solved by education improvement to produce high performance human resources related to technology acquisition [1][2]. The acceleration have to be set in a world class college management, as the implementation in Muhammadiyah University of Surakarta. In fact, all they have to do is improve the quality of input, process, output, outcome as well in Muhammadiyah according to the good university governance princip. It means that quantity orientation is never enough in the future since the world class university is all about quality [3].

II. LITERATURE

A. Related Research

- The research by Muhammad Thoyib in 2010 with the title "Manajemen Mutu Program Pendidikan Tinggi Islam Dalam Konteks Otonomi Perguruan Tinggi" focused on the weakness of quality management in most of higher school in Indonesia that drive to decrease their output quality and competitiveness [4]. The research mentioned 5 issues regarding the Islamic college quality improvement, they are: First, higher school quality management must be introduced, understood, and socialized well. Second, quality management must be prepared by diagnosis, planning, and documentation. Third, quality improvement must to be implemented by buttom-up and top-down in which involving faculty and quality assurance in operational. Fourth, the evaluation of implementation is controlled by both of quality assurance and human capital. Fifth, the implementation must have impact comprehensively.
- Research of Syamsudin H. Chalid in 1994 about Managerial Staff Developing Management Regarding to Organizational Culture in Muhammadiyah University of Malang, reported organizational culture by qualitative research is inquiry naturalistik with ethnography approach [5]. It's results are (1) organizational culture in Muhammadiyah had been formulated in any explicit culture, reflected by association documents, (2) leader of university acts as

Management By Objective (MBO) and so that managerial staff developer, has a moral obligation to the association, (3) personal and organizational culture developing management had implemented by a certain style and pattern with their related programs, (4) managerial staff development which is a continuous action had been developed by any certain technique that aligned with natural traditional management.

- Sjarief in his research about strategic planning and its implementation in private college in West Java in 1999 reported that: (1) mostly private college in West Java had no knew, understood, and done their strategic management concept, especially in the planning process and implementation. (2) by receiving all given models showed that all of managerial staff did not care about management, (3) it showed any negative culture, even they had a good obedient to the boss, that was as long as the boss happy culture [6].

2.2 Strategic Management

B. Acceleration Plan

The Acceleration Agenda has now been expanded into a four-year acceleration plan for educational innovation with ICT, which offers research universities and universities of applied sciences time and space to implement significant steps within their own institution and in collaboration with other institutions [8]. It can be realized by facilitating professional development for lecturers. By encourage and support institutions to modernise their teaching methods, teaching become more enjoyable and open so technology adaption runs naturally. When it concerns sufficient time for lecturers, in particular, it makes sense to carry out nationwide discussions on how they can offer the framework conditions to do so.

Building a better connection to the job market especially worldwide perspective is good idea to accelerate the goal of UMS's international level. Qualified graduates in the professional field makes the institution where they studied become famous. As the result many students come from across nation wants to study there by themselves, one of the reason is because the campus has a better connection to the job market.

Nowadays people need a flexibility as the effect of technology driven. So making education more flexible is also need to be considered in the acceleration plan. Conservative education system will not hundred percent left behind since actually still we need a face to face education to make close understanding each other. But it is very helpful to implement the system that can be accessed from any conditions by latest information and computer technology (ICT).

Because of implementation ICT, then must be considered also about the evidence-based educational innovation with ICT. It means, the product of ICT must be confirmed as legal evidences in educational transaction, during operational state. It commonly related to the administration either internally or externally (for instance for accreditation need).

C. Internationalization

Management is a group of theoretical and practical process, while strategic is a plan that is integrated, connecting organizational excellences and environmental challenges. It designed to confirm that main goal will be achieved by implementation of management plans [7]. So strategic management is a comprehensive formulation of plans in order to achieve the goal effectively.

Educational management involves knowledge, action, ethics, effectiveness, policy, process management in order that educational work have continuous improvement, setting systematic process improvement and take advantage of opportunities that arise.

In higher education management regarding internationalization, organization member should have an open mind, willing to take advantage of future changes, maintain community and society demand, and giving rise to become involved [2]. This is what Muhammadiyah have to share to other higher school to accelerate internationalization together.

Internationalization is changing the world of higher education, and drive to be more fit to the latest technology in order to take a part in the competition. Key drivers for this transformation are the development of advanced communication and technological services, the dominance of the knowledge society, increased international labour mobility, more emphasis on the market economy and the trade liberalization, increased levels of private investment and decreased public support for education, and lifelong learning [9]. In higher education like UMS it can be realized by doing staff exchange, technology acquisition, and transform knowledge based system by professional resources.

III. DISCUSSION AND RESULT

A. Profile

Formerly Muhammadiyah University of Surakarta was a branch of Muhammadiyah Teacher and Educational Institute of Jakarta, established in 1958. In 1965 officially relaunched as Muhammadiyah Teacher and Educational Institute of Surakarta, and finally joined with Islamic Institute of Surakarta to be Muhammadiyah University of Surakarta in 1981 by Permit Letter of the Indonesian Ministry of Education and Culture number 0330/O/1981. Located at Jl A. Yani Pabelan Kartasura Surakarta, now it has 11 faculties, consists of 31 Bachelor programmes, 9 Magisters, and 1 Doctoral of Law. It also has international class programme in collaboration with Kingstone University (England), and Charles Darwin University (Australia).

The vision is to be center of excellence in science, technology, art, and human resources development align with Islamic and drive to change. While the missions are (1) push the science, technology and arts, (2) produce the high quality output, (3) give the best service in education, research, charity in either local or regional and national scale in order to develop Indonesian people to be the best.

B. Problems

In related research of the study shows typical problems such as human resources, academic environment, and even recruitment related. Most of Muhammadiyah colleges face these problem in their operational. While Muhammadiyah University of Surakarta (UMS) concern in how to solve about three mentioned problems, (1) there are some lecturer who could not fullfill their lecture duty since they have to study in abroad. (2) most of lecturer are above 35 years old, therefore the environment need to be refreshed. The technology acceleration which occurred in every single situation, brought to campus by the new student, have to be accomodated correctly. (3) regarding the recruitment, because of no exactly system implemented yet, many staff are under graduation limit in fact. Some of them are recruited by traditional way, based on their informal skill, and special experiences. The recruitment system then been formulated in order to achieve the effective way getting qualified staffs and lecturer as well.

C. Interpretation

Shorter, according to the research can be interpret that whole business stage must be effective those are input, process, output.

- Open more chances for potential lecturer to study in abroad.
- Effective comparative study to other university in many country, better which produce collaboration, especially dual degree programme.
- Management approach in recruitment system must be handled seriously which is confirmed the subjects take good care in their role.

D. Analysis Theory

A classical organization theory classify 6 main organization management tasks, they are technical [10], commercial, financial, security, accountancy, and managerial. Managerial task detailed by planning, organizing, coordinating, commanding and controlling. In this research, UMS should take a time to concern in managerial since the organization was established for over 35 years. That means UMS had been do their organization role well. All they have to do is improvement to be world class player in higher education competition.

Planning means setting the target as guidelines for future organization performance, tasks assignment, and resources allocation to achieve the goal as well. In the planning stage, not only human resources have to be planed, but also plans for facilities and infrastructure to produce qualified and high level graduates in international scope. This is aligned with Government Rule Number 170/2010 about Education Managing and Performing Chapter 84 that aims to build human being who has 1) devoted to God, noble character and personality, 2) healthy, educated, and skilled, 3) critical, creative, innovative, autonomous, confidence, and entrepreneur, 4) tolerance, environment sense, democratic, responsibility, 5) produce science, technology, art, and or sport that

contributes in society, nation, country, humanity and environment scope.

Human resources planning theory that is anticipating and determine any terms to manage resources [7] entering, inside, and out from the environment must be concerned by UMS. In another word, human resources planning is how to manage new comer (by recruitment), existing (promotion by assesment, mutation, and demotion), and retired.

Coordinating in organization is an activity and management functionality, done by unite and align people with their jobs. This is very important to make sure the term of right man on the right place. In many cases, every single staff need a certain declaration about the job description which should be aligned with competencies they have. A good coordinator known people well in the organization therefore the main goal can be achieved.

While commanding is an activity about how to motivate and lead all staff member so they have a willingness to move together in order to achieve the goal. The last, organization must have a controlling function. It's needed to ensure that all of business process, work activity should be carried out in according to the plans, instructions, guidelines, and rules, especially to improve human resources quality, graduates, facilities and infrastructures of Muhammadiyah College. According to the classical organization theory, it can be concluded that Muhammadiyah University of Surakarta has been run a good college management.

E. Strength

Regarding the strength analysis, there are 6 points competitiveness in UMS delivered to the stakeholders:

- Number 12th Indonesian rank, 32nd ASEAN rank according to Webometrics January 2011, Excellent Brand Award (Survey one and Rich Mark).
- In 2006, UMS was rated as promising university in Indonesia by Directorate General of Higher Education Ministry of National Education. Since then UMS started pioneering to become internationally recognized university by held international programs, including Dual Degree Program.
- It's supported by adequate facilities such as a representative classrooms, laboratories, and web based libraries as well.
- International collaborating with foreign university such as Kingston University-England in Automotive field, Derby University-England in Civil Engineering field, Charles Darwin University-Australia in Management field. By Program of Academic Recharging, UMS has been sent a number of lecturer to many foreign university: Sheffield University, Nottingham University (England), Universitas Kebangsaan (Malaysia), University of Minnesota (USA), Curtin University of Technology (Australia).
- There were many foreign student from Thailand, Malaysia, China, Sudan, and Iraq in UMS.

- In 2011 UMS had supported by 751 lecturers in total, 27 of which were professors.

F. Weakness

The main issue in the weakness of UMS was all about graduates. Most of them are low capability in foreign communication skill, both of English and Arabic. They need a certain association with strong relationship to push the output contributions that was very important for continuous development of UMS. The association should accommodate good interaction among campus and graduates, students, and other stakeholders.

In facilities and infrastructures management perception, can be reported 2 problems should be solved. First, the utilization is still low, therefore the technology acceleration runs under expectation. This is related to the resources quality which has been developed by international collaboration in many fields. Second, no one who really has competencies and skilled in the facilities and infrastructures management field, while the technology has been changing rapidly.

G. Internationalization

There are 2 points recommended to be continued in UMS in order to realize the internationalization:

- Confirmed double degree program with Kingston University in mechanical engineering.
- Set up the international class programs, followed by continuous improvement.

International class program was set by English in every single subject and quality controlled intensively involving 3 institutions, Major Department, International Islamic Boarding KH Mas Mansur, and International Program Committee. While their responsible for are:

- Major Department as class organizer evaluates the curriculum which is implemented by doing some comparison with other foreign university to accelerate the general improvement.
- International Islamic Boarding KH Mas Mansur responsible for international language coaching and Islamic values of students who have to live in board.
- International Program Committee supervise and also develop mutual international cooperation so let students get the chances to study abroad.
- Staff exchange regarding their advanced study by either internal or external scholarship.
- International language coaching for staffs, related to the exchange activity.

Focused in International Program Committee, it should have a special cooperation with another unit of UMS and external association such as:

- Organize the international event that involving foreign partner to campaign Islamic and Muhammadiyah peace and love.
- Pushing out faculties in UMS to carry out international conferences that promotes many researches.
- International cooperation expansion, which can be as follows:

- 1) Staff and student exchange with partner University to enhance their skill and knowledge, culture and sociality as well. Reflectively, UMS need to share a local culture to other participants from other country who study in UMS. By Academic Recharging Program from Directorate of Higher Education, there is a chance for any Magister Committee, Doctoral and Professor to gain their knowledge.
- 2) Sandwich Program which open opportunity to study in foreign partner university for minimum a season. The program is dedicated for Magister student and so does the foreigner, they can take a study credit in UMS for minimum a season while each university need to issues the certificate of study completion.
- 3) Double Degree Program, that is possible to get two certificates of study completion issued by UMS and partner university where the student study for.
- 4) Follow through study chance, for staff and UMS graduates where they will be promoted and invited to study for further grade either in UMS or partner.
- 5) Joint research to reach a wide range of research field and openness reason. This program is more powerful related to the technology acceleration, since many researchers can elaborate each other either local or foreign collaborators.
- 6) Online program, by technology implementation that across nation activities. That's why many international activities can be implemented well, all about online.
- 7) Non-academic cooperation to improve internal staff quality, based on local culture and Islamic values.

H. Preventive

There are 6 things to do regarding the consequences about effects of International Program:

- As the International Program is about openness, technology-human interaction established widely and quit rapidly, friction in the local culture potentially happen. Many big changes perceived by people especially the student who has high expectation, changes their way of life, mindset, and behavior. The situation has to be managed wisely to get ideal harmonization of human being.
- Science and technology implementation, that is related to ease every single people activity in wide range of field will promotes either national or international competition. The competition will be focused on market share of technology products and then push other achievements.
- Improvement of method in how to plans, organizing, implementing, and evaluating the qualified society and human being will be more difficult.
- Realized the global sensing the need of democracy and human rights because of widely cultural penetration that can influence each other.

- More tightly in qualified human resources competition as the consequence of open free trades.
- Unstable political constellation impact in the high education policies. In this situation, the need of soft skill is mandatory urgent, so people can align with any policies changes.

IV. CONCLUSION

Muhammadiyah College Management regarding to international acceleration is a must related to the unpredictable science and technology development that growth rapidly. In order to achieve the international level it must refer to the international competitiveness and new paradigm, while Muhammadiyah University of Surakarta has been implemented the concept. In order to improve quality of lecturer, staff, facilities and infrastructures need to establish a special team that responsible for quality continuous improvement based on their field.

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