

Adapting of Quality Education; Towards Excellent and Competitive Higher Education

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Abstract:

This study aims to analyze the adaptation of higher education in facing the dynamics of the times so that excellence and being able to win the competition. This study uses a phenomenological type of qualitative approach, in which researchers collect data through interviews, observation, and documentation. The data analysis technique is carried out through condensation, display, and data verification stages. The results showed that Raden Intan State Islamic University of Lampung has various strategies in improving the quality of its education through vision, leadership, and managerial reformulation, promoting good service, which is the institution's core business, both in academic and non-academic fields. Need learning-based services are also carried out in the form of e-learning-based learning, high impact-based lecturer research, community service, financial management, human resources, information systems, organizational culture, and collaboration, both in academic and non-academic fields.

Keywords: *Adaptation, Higher Education, Excellence, Competition*

Abstrak:

Penelitian ini bertujuan untuk menganalisis tentang adaptasi perguruan tinggi dalam menghadapi dinamika perkembangan zaman agar supaya dapat unggul dan mampu memenangkan persaingan. Penelitian ini menggunakan pendekatan kualitatif jenis fenomenologi, di mana peneliti mengumpulkan datanya melalui wawancara, observasi dan dokumentasi. Teknik analisis datanya dilakukan melalui tahap kondensasi, display dan verifikasi data. Hasil penelitian menunjukkan bahwa Universitas Islam Negeri Raden Intan Lampung memiliki berbagai strategi dalam meningkatkan mutu pendidikannya, melalui reformulasi visi, leadership dan manajerial, mengedepankan pelayanan yang baik, yang merupakan *core business* lembaga, baik dalam bidang akademik maupun non akademik. Layanan berbasis *need learning* juga dilakukan dalam bentuk pembelajaran berbasis *e-learning*, penelitian dosen berbasis high impact, pengabdian masyarakat, tata kelola keuangan, sumber daya manusia, system informasi, budaya organisasi serta kerja sama, baik bidang akademik dan non akademik.

Kata Kunci: *Adaptasi, Pendidikan Tinggi, Unggul, Persaingan*

INTRODUCTION

Indonesia's Vision 2045 requires quality, productive, and technologically skilled human resources (Syawaluddin, 2020). Indonesia's human development framework is implemented based on three pillars: essential services and social protection, productivity, and character-building (Wangania, 2017). The main target is human quality and collaboration. Cooperation and quality are crucial in facing globalization and the industrial revolution 4.0, which presents various opportunities and challenges in various aspects of life, opening up new jobs and unexpected professions (Maulidah, 2019). But on the other hand, many are forced to lose their jobs because robots have replaced human labor. Humans are faced with uncertainty, rapid change, confusion; therefore, humans are required to have the ability to predict the future.

Another impact of globalization and the industrial revolution 4.0 is in the world of education, changes in work patterns, ways of learning, student behavior attitudes, understanding of students, forcing educational institutions to have to adapt to produce graduates who have high-quality competencies to win the job market competition at a higher level. national and global (Banu, 2018; Muali et al., 2021). Meanwhile, this study discusses the opportunities and challenges of education in the 4.0 revolution era (Ghufron, 2018), that higher education must have character and uniqueness, flexible curriculum, sensitivity to changes in student behavior, adequate infrastructure, and information disclosure for stakeholders. Next, Harun (2018) argues that universities must adapt to all forms of environmental change and interact with the industrial world. Islamic Higher Education Institutions need to strengthen management and leadership knowledge that supports the learning process to produce superior and high-quality graduates to compete in winning labor market competitions nationally and internationally (Kuncoro, 2021).

Raden Intan State Islamic University of Lampung, since its transformation in 2017, has the same opportunity to achieve excellence and competitiveness. The potential and advantages of Raden Intan State Islamic University of Lampung include; Has a study program that has potential and is in demand by the public, which is in the fourth position in the national level with the most applicants in PTKIN. It has 381 lecturers: 23 professors, 257 doctorates, and 101 masters. Overall lecturers and staff: 1288, There is a network of cooperation that has been built between Raden Intan State Islamic University of Lampung and related institutions, both domestically and abroad, to improve academic quality. The potential of Raden Intan State Islamic University of Lampung must be managed to become a competitive advantage and contribute to realizing the Institute's vision.

Ironically, the facts on the ground show that improving the quality of education at the Raden Intan State Islamic University of Lampung is still somewhat inconclusive; it is not enough to have excellent potential in facing the challenges of revolution 4.0. this is evidenced by the stagnation in the development of the quality of education in creating competitiveness at the Raden Intan State Islamic University, Lampung.

To overcome these problems, there needs to be developed to look for opportunities owned by Raden Intan State Islamic University of Lampung. To create competitiveness, it is necessary to have a comprehensive understanding of the essence of management and leadership in the era of the industrial revolution 4.0. The changing times have had an impact on changes in machine-based, computer-based, and fully automated work patterns. The markers of the revolution era are the need for the internet, digital capabilities, big data, massive use of smartphones, and demands for collaboration (Cholily et al., 2019; Almeida & Simoes, 2019). Understanding education management for higher education institutions is the primary capital to produce superior and high-quality graduates according to the community's needs and the national and global job market (Fadhli, 2020). To realize distinguished graduates, it is necessary to manage learning through scientific integration, digital-based services, and effective leadership (Masyitoh et al., 2020). To seize opportunities and become pioneers of world civilization amid the industrial revolution 4.0, it is essential for Islamic universities, especially IAIN, to transform into universities and change the pattern of management and management of universities. Management is the art of getting things done by other people (Kurniawan, 2020).

Furthermore, strategic management is a system which is a single unit having various components which are interconnected and influence each other and move simultaneously in the same direction, consisting of several parts, namely strategic planning, implementation, and evaluation as well as feedback (Kose & Kose, 2019; Rozi et al., 2020). Therefore, the process or stages of strategic management include four essential elements; 1) Environmental Observation; 2) Strategy formulation; 3) Strategy implementation; and 4) evaluation and control. Strategy can be interpreted as techniques and tactics, or it can be said as tips to win or achieve an organizational goal (Martin, 2018).

From the two previous researchers, it can be concluded that the world of education must respond to changing circumstances due to the industrial revolution through curriculum adjustments. The researcher argues that the adaptation process of educational institutions is not only in the curriculum aspect but in various aspects. This study will describe the strategy of Raden Intan State Islamic University of Lampung in responding to changes in the industrial revolution era in several dimensions, namely leadership, innovation, tri dharma, organizational culture, finance, human resources, and cooperation.

This study aims to understand the adaptation carried out by Raden Intan State Islamic University of Lampung in improving the quality of education and winning the competition amid the complexity of society's demands and the dynamics of the times.

RESEARCH METHODS

This study uses a qualitative phenomenology paradigm to describe the research findings. Qualitative research uses very flexible strategies and procedures, uses an open research design that is refined during data collection, the questions are open-ended. Methods of data collection using interviews, observation, and documentation. The research object is the academic

community and residents of the Raden Intan State Islamic University campus, Lampung. In this study, the informants or subjects are the leaders and staff, namely the Chancellor, vice-chancellors, head of the bureau, head of planning and finance, head of the personnel department, head of cooperation, director of research and service institutions, chairman of PTIPD, chairman of LPM, Dean, Deputy Dean, heads of departments and study programs, elements of lecturers and students.

This study obtained many secondary data from Raden Intan.ac.id and lecturer articles. This study's collection, presenting, and analyzing data uses the following methods (David, 2011): data condensation, data display, drawing, and verifying Conclusions. This procedure is illustrated in the research framework outlined below.

RESULTS AND DISCUSSION

Strategy Formulation for Achieving The Quality of Education

The development of the industrial revolution from time to time requires that graduates of educational institutions have four skills, namely global citizenship, innovation and creativity, technology, and interpersonal skills. The era of the industrial revolution 4.0 is marked by the use of the internet in all activities, all-digital, big data, massive use of mobile phones, and demands for collaboration (Baharun, et al., 2021). Industrial revolution 4.0 impacts are learning needs, virtual learning processes, online and blended learning, digital management, and changes in work methods. Responding to this change requires comprehensive institutional management and strategy.

Education management, in this case, must be interpreted broadly, including policies and leadership, mobilization and actualization of programs in detail, resource management strategies and organizational values, morality, ethics, and collaboration and innovation (Amin et al., 2018; Rahman, 2021). In innovating, of course, a strategy is needed. Strategy is an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage (Binu, 2021). Competitive advantage is the ability to formulate strategies to achieve opportunities and consumer interest by maximizing revenue from investments (Djatola & Hilal, 2021). There are two principles of providing education in gaining a competitive advantage. Firstly, the value of the customer's point of view, and the second is the uniqueness of the product, the core of which is innovation, creativity, and new ideas (Qassas & Areiqat, 2021). Since transforming in 2017, various innovations have been pursued by Raden Intan State Islamic University of Lampung, starting from the formulation of a vision. Vision is a noble ideal that the organization must own as a standard reference in realizing organizational goals. The vision must contain commitment and a binding force for all organization members (Amin et al., 2018). Leaders have the authority to create a strong vision, bring their members to a new atmosphere, and be required to realize the organization's vision. Raden Intan State Islamic University of Lampung, since its transformation, has achieved several advantages, as shown in the following table:

Table 1: Achievements of Raden Intan State Islamic University of Lampung

Number/Type of Rank	Number/Rank
UI Green Matrix	8
Webometrics	3
Number of Journals	27
Number of Lecturers and Educators	1288
Accredited Study Program A	12

The achievements of Raden Intan State Islamic University of Lampung are the impact of various innovations that are always carried out by the academic community. This university has a vision of realizing university as an international reference in developing Integrative-Multidisciplinary Islamic knowledge with an environmental perspective in 2035. According to management theory, the vision of Raden Intan State Islamic University has met the criteria, namely specific, measurable, achievable, relevant, and time-based (deadlines) (Suhaini, 2020). In facing the era of change, educational institutions must have a uniqueness that can attract (Bashori, 2017). In addition to the identity of an institution that can compete, it is if the educational Institution contributes socially and can overcome the problems faced by the community (Umar et al., 2018).

Currently, the world community is facing climate change. The issue of climate change has caused a lot of controversy among practitioners, politicians, and academics themselves. One of the causes of the discussion is the misunderstanding of the meaning of climate change itself. Climate change is a change in climate elements in the long term (50 years-100 years) influenced by human activities that produce greenhouse gas emissions. In Indonesia, greenhouse gases originating from human activities can be distinguished in several ways: forest damage, including changes in land use, use of fossil energy, agriculture and animal husbandry, and waste (Patrianti et al., 2020). A development with an environmental or environmental perspective, known as sustainable development, has been agreed by most countries, including Indonesia, as a concept, strategy, and model that is expected to maintain the preservation of environmental functions. This clean, healthy, and beautiful environment is called the "Green Campus," which aims to support excellent service and participate and create a sustainable campus.

Environmental issues are critical, so the Qur'an hints in QS. Ar-Rum : 41

ظَهَرَ الْفَسَادُ فِي الْبَرِّ وَالْبَحْرِ بِمَا كَسَبَتْ أَيْدِي النَّاسِ لِيُذِيقَهُمْ بَعْضَ الَّذِي عَمِلُوا لَعَلَّهُمْ يَرْجِعُونَ

Meaning: Damage has been seen on land and at sea due to the actions of human hands, so that Allah may feel for them some of the (results of) their efforts so that they return (to the right path).

Integration of Scientific Development Paradigm

The achievements of Raden Intan State Islamic University of Lampung as clear evidence that the university is always trying to make changes in all fields through various activities to explore and empower the academic community, of course, this cannot be separated from the implementation of the strategy of university with the motto of intellectuality, spirituality, and integrity. Raden

Intan State Islamic University has three scientific development paradigms: scientific integration, systems integration, and axiological integration. The philosophy of science development at this university includes three aspects; intellectuality includes campus development that seeks to create a campus community that prioritizes intellectuality spirituality, namely campus communities that are polite, religious and have a spirit of respect for other parties, especially the surrounding environment, human integrity with integrity and pleasing personality. Scientific integration has become an exciting thing throughout the history of Muslims worldwide (Binti Khalid & Putri, 2020). About the integration of religion and science, what Islamic education needs today is an education system called Interdiscipline Sciences in Islam. It is time for this integrative paradigm to be developed in this modern century as a prototype for the rise of a new civilization that will shift the current culture on the verge of bankruptcy seen from various physical and non-physical indicators (Ilyasin, 2020). With a new education system where the curriculum taught is a complete union between the values of revelation and science (Huda, 2017). It is hoped that the alumni of Islamic educational institutions will be able to describe the principles of science and religion in integrated and holistic ways of thinking and behavior in society so that a better community will be created in the future. Strategic management aims to provide direction for achieving organizational goals, helping to think about the interests of various parties, anticipating all changes that occur, and relating to the efficiency and activities of an organization (Nasukah, 2018).

Strategy implementation is the most critical stage in the process for one reason without successful implementation, organizational strategy is nothing more than a fantasy. One can very convincingly argue that implementation should not be a separate part of the process. The most challenging part of the strategic management series is the implementation stage called the action stage (Rasmussen et al., 2018). Kholik & Suharyati (2017) stated that the same understanding of the nature of management is *attadbir* which means regulation. This word derives from *dabbara*, which regulates. As the word of Allah SWT QS. As-Sajdah: 5

يُدَبِّرُ الْأَمْرَ مِنَ السَّمَاءِ إِلَى الْأَرْضِ ثُمَّ يَعْرُجُ إِلَيْهِ فِي يَوْمٍ كَانَ مِقْدَارُهُ أَلْفَ سَنَةٍ مِّمَّا تَعُدُّونَ

Meaning: He arranges affairs from the heavens to the earth, then (affairs) it ascends to Him in one day whose length is a thousand years according to your reckoning.

The strategy of Raden Intan State Islamic University of Lampung to adapt to changing times is through the transformation of the Institute in 2017. The change into a university is an opportunity for Raden Intan State Islamic University of Lampung to integrate and Islamize science in response to changing times. As in Maman's writing, he argues that the change in the nomenclature of the Institution is not only a change in name but is a fundamental change that must be followed by changes in human resources, culture, and structure (Supriatman, 2018)

Along with the transformation into a university, of course, the management structure of Raden Intan State Islamic University of Lampung has changed currently Raden Intan State Islamic University of Lampung has two bureau heads, namely academic and administrative fields. There are many other structural adjustments within the Raden Intan State Islamic University, Lampung.

Another change occurred in the field of learning curriculum. Currently, Raden Intan State Islamic University of Lampung applies the principal scientific pattern; the university conducts a multidisciplinary integrative Islamic study with the ark model of integrative-prismatic science. The scientific design functions as an essential academic norm that provides direction for all activities at the University, which are stated in the overall curriculum, syllabus, and supporting academic activities. The University has an educational philosophy to develop, disseminate, and innovate in multidisciplinary integrative Islamic sciences to produce excellent and competitive human resources to realize a human platform with ISI (intellectuality, spirituality, integrity).

Dimensions of Leadership in Educational Institutions

The leadership dimension is an instrument that is no less important for the adaptation of Raden Intan State Islamic University of Lampung to realize its vision of becoming an international standard higher education institution and a sustainable green campus. A leader will focus on the image and mission of the Institution. The leader must motivate the staff to move towards the same goal. A leader must manage the superior values of organizational culture, human resources, commitment, and aspirations to achieve job satisfaction. A manager will use his authority and discretion in mobilizing staff to achieve common goals (Nurmiyanti & Candra, 2019). In this case, the Chancellor has shown his role and function as a leader and a manager. The impact of the leadership's performance has brought by this uinversity to achieve several local, global, and international achievements. The achievement of a sustainable green campus ranking of 10 and the best in Sumatra, a green and clean campus culture, a reading culture which has always been the theme of the rector's speech on various occasions, a work culture with real works, not words, infrastructure management that is responsive to the disabled, provision of facilities Olympic standard sport, this is a leadership and managerial impact of a leader who has a positive effect on organizational performance. Putu Sanjaya believes that leadership plays a vital role in advancing the Institution (Samsudin & Azizah, 2021). Syam has the same view that a leader is significant for developing the Institution's resources so that it can achieve organizational goals (Syam, 2017; Moore, 2018).

In dealing with campus structure and governance changes, a visionary, communicative, change agent, coach, and responsive leader is needed to advance technology. Money follows program-based financial governance, transparency, adaptive leadership, human resources, number of enthusiasts, tri dharma of higher education, organizational culture, and cooperation are

strengths for Raden Intan State Islamic University of Lampung to emerge as a superior and competitive PTKIN both at the level national and global.

The results of the analysis of internal environmental observations show that Raden Intan State Islamic University of Lampung has several advantages and potentials such as the availability of a reasonably large land area of approximately 52 hectares, located in two locations, namely the main campus in Sukarame and the Labuhan Ratu campus, located on the outskirts of the city in a densely populated area, has a reasonably large campus forest area of about 16 h, 76% of green open space, has eight reservoirs that help water absorption areas so that during the dry season there is sufficient water available as well as 8000 biospheric well points that function as water absorption during the dry season. Rainy season and storage containers for waste to be processed into compost. Raden Intan State Islamic University of Lampung has a campus area of 60 hectares in Kota Baru. The potential of this university has 27,561 students with the number of educators and education staff reaching 631 people; if added by extraordinary lecturers, it becomes 1288 people. University-based on Pancasila and based on Islam.

Raden Intan State Islamic University of Lampung has a vision, namely the realization of the university as an international reference in developing multidisciplinary Integrative Islamic science with an environmental perspective in 2035. To realize this vision, it is necessary to have the performance of campus residents who are based on Islamic values and take part in the pillars of intellectuality, spirituality, and integrity, so that it is hoped that all academics will have not only intellectual excellence but also various social, moral virtues. The potential advantages of this university can also be seen in learning management which has been integrated using e-learning. Another effort to adapt to changing times and learning patterns is the availability of 27 journals, and 3 of them are indexed by Sinta 2 with a moderate reputation.

Efforts to integrate science continue to be pursued by expanding the opening of study programs. The increasing public interest in continuing their studies at Raden Intan State Islamic University of Lampung opens up opportunities for the campus to continuously improve academic services based on need learning. The essence of education management is learning services based on the needs of students. The advantages and opportunities for this university are in the field of cooperation; in the digital era of information disclosure, collaboration is required both in the academic and non-academic areas so that the sustainability of a superior campus gets appreciation from stakeholders.

CONCLUSION

In the face of the dynamics of the times and technology, as well as the complexity of society's demands,, educational institutions must immediately adapt. Educational institutions need to focus on the management and leadership side that supports the learning process to produce superior and quality graduates so that wherever they are, alumni can adapt. The role of education management in higher education is as a strategic instrument for

equal distribution of education and access to quality education. The strategic dimensions of Raden Intan State Islamic University of Lampung in achieving competitive advantage include vision, mission, leadership, service, communication, coordination, the tri dharma of higher education, finance, human resources, organizational culture, management information systems, and cooperation. With the opportunities and challenges in the era of the industrial revolution 4.0, it can positively impact the quality of education at the University. This indicates that other researchers make new findings in the improvement of research.

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