

Prosiding Pak Atang 2

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Submission date: 27-Feb-2021 09:10AM (UTC+0700)

Submission ID: 1519342412

File name: Artikel-Seminar_Internasional-UNISBA-3-ENGLISH.docx (169.73K)

Word count: 7769

Character count: 46535



Readiness of Private Higher Educational Institution Towards Asean Economics Community

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PRELIMINARY

Since 4 decades ago, the world order has developed significantly. In the 1970's we got to know the G7, then became the G8, and now we know the G20. This is a cooperative forum for the world's major economies. Since the first G20 meeting in 2008, Indonesia officially became a member of the G20, ten years after the economic crisis of 1998. There are other APEC forums for the Asia Pacific economy, and there are even more structured regional economic associations, such as the EU and ASEAN. As of December 31, 2015, ASEAN economic cooperation is realized in a more structured and integrated community (community) community.

ASEAN aspires to realize a unified Southeast Asia, so that membership of ASEAN continues to expand into ten member countries namely Philippines, Indonesia, Malaysia, Singapore, Thailand, Brunei Darussalam in 1984, Vietnam 1995, Laos 1997, Myanmar 1997 and Cambodia year 1999 (ASEAN Documentary Series, 1985).

The ASEAN Economic Community (MEA) Agreement will transform ASEAN region into an open market and production-based unity; as well as the mobility of the flow of goods, services, investments, capital, and labor will move freely. There are four pillars of the ASEAN Economic Community, a highly competitive economic region, equitable economic growth, integration into the global economy and the last pillar is to make ASEAN a single market and a unified production base through goods and services, investment, capital and skilled labor.

In the world economic order, all countries need each other, even the essence is also dependent (dependent), not to mention giant economies like the United States, China, Japan and the European Union. As the world economy is interconnected, interdependent and complementary, so as it is applicable in the EU cooperation architecture, ASEAN also wants to conduct economic cooperation among ASEAN countries, as well as the interaction between ASEAN and other countries, with the aim of cooperation it brings real benefits and benefits to all ASEAN countries. The spirit and principles built are all lucky, everything wins.

By becoming an MEA, all ASEAN countries are expected to have stronger and sustainable economic growth, which will improve the lives of their people. In other words, on the one hand the ASEAN economy becomes really strong (strong and resilient), and on the other hand the income per capita of ASEAN people will also increase equally.

One of the important factors that need to be prepared quickly by us is competent Human Resources (HR) or skilled workers who have the ability to be equalized with other countries. The need for skilled workers who are certified Professions that are not only recognized by Indonesia but also recognized by other countries are becoming very important in the ASEAN Economic Community (MEA). In other words, the quality of human resources is a critical determinant of the success of development and progress of a nation.

Employees from MEA countries with higher work competencies will, of course, have a much wider chance of gaining economic advantage in the MEA. Therefore, we must strive sincerely to improve the quality of human resources and catch up with other countries, especially in the ASEAN region. Improve the quality of human resources should be directed to the mastery of science and technology to sustain economic activities to be more competitive. Students as one of the candidates of educated labor should be required to have the ability and must definitely understand themselves to prepare for competition in the MEA. To that end, the role of universities is very strategic in giving birth to graduates with good quality, global competence, and able to compete in ASEAN to world level. Fulfillment of qualified and superior human resources, will affect the industrial structure in the future. And if the above targets can be met, the stronger the industrial base that is being built and developed in Indonesia, which in turn will drive the transformation of economic structure more quickly.

The challenges faced, as well as other ASEAN countries, we must be ready to compete and at the same time cooperate, have a better investment and business climate; have political and security stability and good legal certainty; have good governance and bureaucracy that are capable and responsive; both central and local governments have rational and predictable economic and regulatory policies; countries have better infrastructure and connectivity; has an efficient logistics system; industries and companies have high competitiveness; have a productive, competitive and disciplined workforce in various lines; and has an excellent education system, technological capability and innovation power.

To compete in professional societies hard skills and soft skills skills are needed. Hard skills is a mastery of science, technology, and technical skills related to the field of science. Meanwhile, soft skills is a person's skill in dealing with others (interpersonal skills) and skills in self-regulating (intrapersonal skills) that are able to develop maximum performance. So far, the education system in Indonesia provides a larger portion of hard skill development, this can be seen from the assessment system at various levels of education that is still based on the results of the assessment and evaluation of teachers to learners in the learning process.

Academic intellectual ability must meet the standards and be recognized as per its qualification standards. Likewise for an institution, without any standardization of graduate competence in accordance with the demands of the needs of society and the professional world, then the entire academic activities to be in vain. This is the need for the planning and development of an institution following the various directions of the needs of the community as users and government policies as a benchmark of competency standards.

On the other side Educational institutions should also play an active role in facilitating the various needs of students to improve kemampun soft skills. The existence and role of an educational institution becomes very important, to improve the competence of graduates. Efforts that can be made through excellent academic services; the existence of an adequate lecturer ratio, a demand-oriented curriculum, realizing good governance, research and publications (research and publication), community service, and adequate infrastructure. It even needs an educational institution to have long-term funds as part of a tactical development fund.

¹⁵ In the field of education which is certainly closely related to the presence of human resources as professionals, universities should be able to give birth to personnel who can compete with the human resources of ASEAN countries. The government in this case, has prepared the strategy with the issuance of Presidential Regulation of the Republic of Indonesia (Perpres) No. 8 of 2012 on the Indonesian National Qualification Framework (RNKNI) which has been enacted on 17 January 2012. Follow-up of the Presidential Regulation the Minister of Education and Culture Minister of Education of RI (Permen) Number 73 of 2013 on the Implementation of the Indonesian National Qualification Framework for Higher Education field which has been enacted on 13 June 2013.

Facing the enactment of the ASEAN free market, it should make the stakeholders both public and private universities ready and respond to challenges and at the same time be an opportunity. The implementation

of MEA must be responded positively, it is not impossible if not responded well, will impact on many of our universities, set aside in the environment of ASEAN and world community. So that the managers of universities, and all the academicians, be it lecturers, students, and alumni must be synergistic, and need to accelerate its competitiveness in facing the MEA.

The competitiveness of higher education is the ability of the college to demonstrate competitive advantage and offer more value for its performance, such as partisipasi ratio, selectivity ratio, educational efficiency rate, productivity ratio, and other performance measurement conducted by independent parties, shows the most favorable situation and condition, compared to other universities.

In the era of globalization there are three major challenges facing every college: first, the impact of globalization; second, competition; third, strategy. In order for the college to move in the competition and set the strategy correctly and correctly, it is necessary to determine a new position with a new paradigm and a new orientation called repositioning. Repositioning of universities is conducted by assessing and reviewing all strengths and weaknesses so as to determine which ones should be improved and strengthened.

Universities can be positioned to have competitiveness when a university has met certain achievement indicators starting from input, process and output on the implementation of Tri Dharma Perguruan Tinggi values. One measure that can be used as a benchmark is an indicator issued by BAN-PT. In creating the competitiveness of each university has a vision, which is to realize the World Class University (WCU), one of the criteria is a number of recognition in the international scope, research, quality of human resources, laboratory, teaching and learning process, and his web popularity. Thus, the image of universities becomes very important to improve visibility in the eyes of the public, both national and international which later turned out to be very influential on the college ranking.

As William W. Bostock (2000) argues that the world faces two extraordinary developments: the development of information technology and the ideological confrontation between power powers. Both of these have an enormous influence on the sphere of life that is social, economic, cultural and even education. The visible influence on the education world, especially the college is the changing of college status into market-oriented corporations (William W. Bostock, 2000). Competition among universities not only in the local sphere but has already entered the regional and global arena. In the context of this competition only institutions that prepare for sustainable quality development will be able to win the competition.

Perguruan tinggi kita memang belum menggemblakan. Hanya ada tiga universitas yang masuk peringkat 500 besar World Rank University, yaitu UI (peringkat ke-273), UGM (401-450), dan ITB (451-500). Untuk peringkat Asia, UI di urutan ke-71, ITB ke-125, dan UGM ke-145. Peringkat ini jauh di bawah National University of Singapore (NUS) yang di peringkat pertama, disusul Korea Advanced Institute of Science and Technology (KAIST) peringkat kedua dan University Malaya (UM) di urutan ke-31

Our college is not encouraging yet. There are only three universities in the rank of 500 major World Rank University, namely UI (ranked 273), UGM (401-450), and ITB (451-500). For Asia rankings, UI at number 71, ITB 125th, and UGM-145. The ranking is well below the National University of Singapore (NUS) ranked first, followed by second rank Korea Advanced Institute of Science and Technology (KAIST) and University Malaya (UM) at 31st

RESEARCH FOCUS

In this study discuss and examine about:

1. Is the world class university ranking criteria conducted by SJTU, THES and Webometric has been achieved by ISO certified universities in West Java and DKI Jakarta

2. How strategic planning is seen from the environmental scanning; strategy formulation; implementation of strategy and assessment and control on ISO certified university in West Java and DKI Jakarta.
3. How is the strategic planning model of Private Higher Education that has been applied by ISO certified University in West Java to World Class University.

Based on this study is an evaluation of strategic planning model in ISO certified universities in West Java and DKI Jakarta regarding the conceptual analysis of strategic planning of private universities to the world class university.

The strategic planning model in the ISO certified university in West Java and DKI Jakarta studied is seen from the aspect of strategic planning function, by analyzing the strategic management model of Hunger and Wheelen (2009) which has developed strategic management model, that is through 4 (four) process steps strategic management that can be linked to the implementation of strategic management concepts in the implementation of higher education:

1. Scanning the environment by gathering information about the internal strength ³ strengths and weaknesses of the internal environment, as well as the opportunities and threats of the external environment;
2. Formulation of strategy that is the vision, mission, goals, strategies, and policies;
3. Implementation of strategy that is the existence of programs, budgets, and procedures;
4. Assessment and control. Departing from here is expected to later reveal the clarity of strategic management planning model on the ISO certified university in the region of West Java toward the achievement of university world class university.

FRAMEWORK OF RESEARCH

Research framework will provide direction that can be used as guidance in conducting research. For every college, the ability to align itself with other universities let alone who have good accreditation even college labeled World Class University is the main agenda. Nevertheless, there are some people who regard World Class University as an enigmatic concept. WCU is considered a confusing and difficult thing to achieve. WCU in concept sometimes contradicts WCU field, so it is not strange if there are two colleges that do not have the same conclusion about how to reach WCU. It can know when we experience it, but still find it difficult when trying to describe and explain it. In everyday life, we will do anything to be able to get quality, especially if the quality has become our habit.

Finding out how to achieve WCU is an important adventure. Actors of the world of education realize their necessity to reach the WCU and take account of it is not easy. In fact, there are many sources of WCU that must be well managed, such as good building facilities, competent teachers, high moral values, satisfactory test results, specialization or vocation, parents encouragement, business and local committees, abundant resources, the application of cutting-edge technology, good and effective leadership, attention to students, an adequate curriculum, or a combination of these factors. However, these management capabilities are still lacking

There are several studies conducted in Indonesia as surveyed by Achmady and Supriadi (1996) in Jalal and Supriadi (2001, pp. 287-288) can be put forward in research premises. In order for this research to be directed then as the basis of thinking in analyzing the problem, used the following premise taken from the concepts put forward by experts:

1. Management education moves in the process of organizing education interests by ensuring the provision of quality education with efficient management (Djam'an Satori, 2011).
2. The main functions of education management are planning (planning), implementation (implementing), and monitoring (evaluating) education. Engkoswara (1987, p.26).
3. To achieve a strategy established by the organization in order to have a competitive advantage, then the leaders of institutions, operations managers, must work in a system that is in the strategic planning process (Brown, 2005).
4. Keban (2004, p.72) states how great a plan has been made but it is useless if it is not realized properly and properly.
5. Li Lanqing (2006) illustrates that the world class university is a university that has a well-established academic reputation and is supported by rich academic resources.
6. M. Fakry Gaffar (1987) states that planning is the process of preparing various decisions that will be implemented in the future to achieve the goals that have been specified.
7. Strategic management is an ongoing process that makes the organization as a whole compatible with its environment, or in other words, the organization as a whole can always be responsive to changes in its environment both internal and external (Crown Dirgantoro, 2001, p. 9).
8. Acceleration of university quality improvement can be developed through the development of university quality management based on the application of the concept of integrated quality management and quality management. Ozeki and Asaka in Al-saket (2003, pp. 25).
9. In executing a process a model can be used that reflects certain characteristics and strategies of the O Toole and Lester process (Keban, 2004, pp. 73).
10. David Hunger (2000) in Crown (2001, p. 12), discusses three forms of strategy: corporate strategy, bussiness and functional strategy.
11. Strategic planning as a component of strategic management is responsible for clarifying goals and objectives, choosing various policies, especially in obtaining and allocating resources and creating a guide in interpreting organizational policies (J. Salusu, 2006, p 500).
12. Strategic planning is a process of making strategic needs or offering methods to formulate and implement strategic decisions and allocate resources to support them throughout the work unit and levels within the organization. It is a way of developing consensus among organizational officials, a way of making written plans (J. Salusu, 2006, p 500).
13. J. David Hunger and Thomas L. Wheelen (2008) suggests Strategic management is a set of managerial decisions and actions that determine the long-term performance of a company. It includes a scanning environment (strategic or long planning) strategy implementation, evaluation and control.
14. J. David Hunger and Thomas L. Wheelen (2008) develop a strategic management model dividing into 4 (four) strategic management process steps which when linked to the implementation of strategic management concepts in the implementation of higher education can be done through: (1) by collecting information on the internal strengths and weaknesses of the internal environment, as well as the opportunities and threats of the external environment; (2) strategy formulation that is the existence of vision, mission, goals, strategy, and policy; (3) implementation of strategy that is the existence of program, budget, and procedure; and (4) assessment and control.

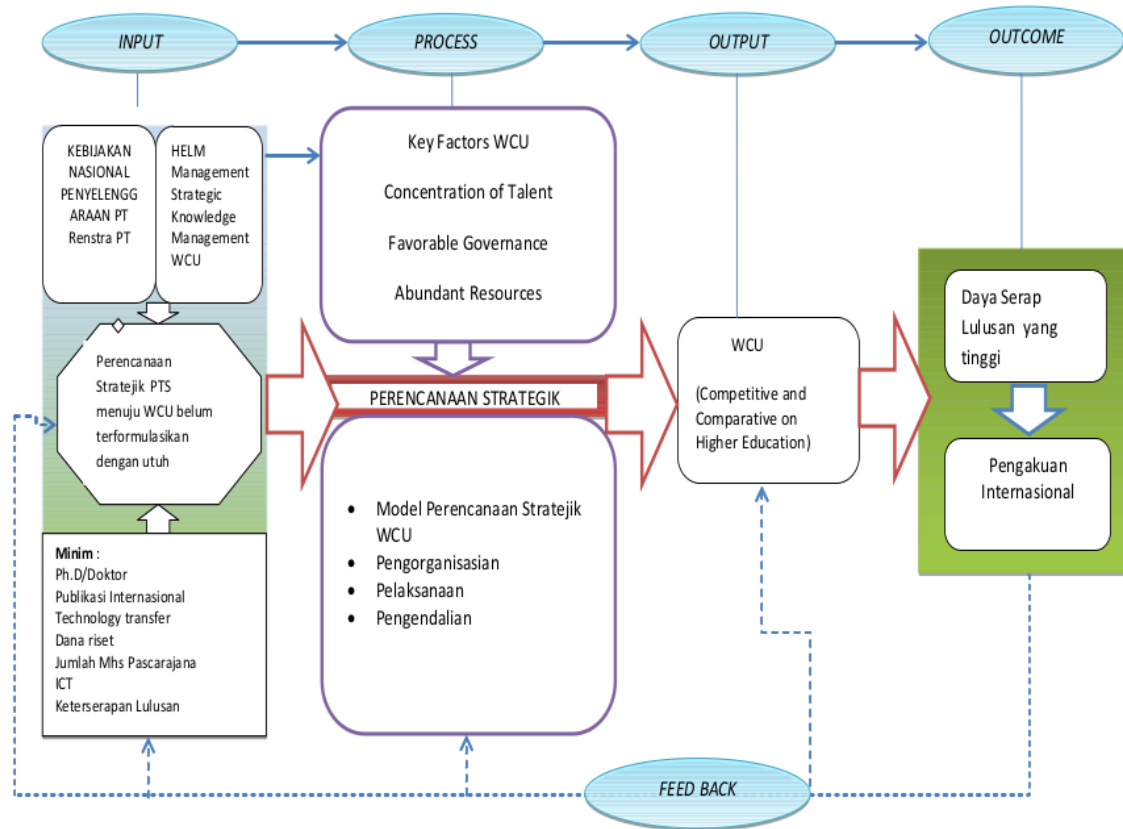
Based on the premises above, it is hoped this research is directed because of the grounding is clear.

Based on this, the study of education administration as one of the social science fields is required to understand, realize and analyze the strategic factors that affect the management of higher education, especially universities to World Class University. The function of management education in higher education will of course affect each other towards the world university rankings and management development model as developed in the college concerned. To reinforce this as well as reference this research, then poured in a framework of research thinking. With the framework of research thinking is expected to provide direction that can be used as a guide for researchers in conducting research. As Uma Sukaran discloses (Sugiyono, 2006, p.65) "the research framework is a conceptual model of how the theory of relationships with various factors has been identified as an important issue."

Based on the picture below, there are several factors in the administration of education one of which management functions will affect the achievement of world class university, the factors that influence one of them planning in this research will be used as a strategic management model that is using The process of Strategic Management from J. David Hunger and Thomas L. Wheelen (2008). The model illustrates SWOT analysis from private universities in West Java and DKI Jakarta so as to analyze the conceptual planning of private universities, as well as describe the objective condition of the PTS private planning in West Java. So it is expected to appear the ideal design of PTS private planning in West Java and DKI which will be the concept of World Class University.

From the desire of our higher education to world class university turned out to bring up its own phenomenon in the field. From the phenomenon after a study both theoretically and empirically it should be done a study to examine the overall relationship of the phenomena that exist. So at the end the results of this study is expected to contribute to policy makers in formulating a clear legal basis for the implementation of higher education to the world class university.

Here is a framework for thinking on this research:



Gambar 2.1. Kerangka Pikir Penelitian

RESEARCH METHODS

This study, the authors describe what it is about the model of strategic planning at Private Higher Education In West Java to the world class university. From the descriptions of what it is expected to find the concept of world class university with strategic planning perspective.

Operasionanalisisi concept of data collection in this study refers to the following table :

Operationalization of Concepts

Theme	Sub	Theme	Indicator	Size
Concept Training WCU	THES	quality of research	peer review	40%
			citations per faculty	20%
		keterserapan Graduates	review recruiters	10%
		International image	International lecturer	5%
			International Students	5%
	Quality of Teaching	Lecturer	20%	
	SJTU	Education quality	Alumni won the Noble And Fields Medal	10%
		Quality Teachers	Instructor Dan Noble won the Fields Medal	20%
			The most cited research in 21 categories	20%
		outcomes Research	Scientific articles published in Nature magazine and magazine Sience	20%
	The magazine cited by Science Citation Index			
	Webo METRIC	Size	Academic performance in relation to the size of the Institution	10%
			Total page references to the university and its academic community, which can be found through search engines Google, Yahoo, Live Search, and exaled	2
		Visibility	Number of eternal link associated with the university and its academic community that can be accessed through search engines (Yahoo and MSN)	4
Document		The existence of documents in the format Adobe, Adobe Acrobat PDF, Adobe Postcrip, microsoft microsoft words and academic articles of the university academic community that can be extracted from the internet	1	
		Pandit / Expert	Through search engine Google detected a number of articles and citations from every academics. Expertise university academics should be redeteksi by Google search engines on the Internet.	1
goal of becoming WCU	National recognition	Received numerous awards nationally	Very Significant-Not Significant	
		Increasing the number of students who enroll		
the impact be WCU	Marketing	Received numerous awards internationally		
		Graduates Get recognized world		
Planning process strategic PTS towards WCU	Environmental scanning	Widely recognized nationally	Very Significant-Not Significant	
		Known in ASEAN		
	Strategy formulation implementation Strategies	Internal strengths, weaknesses, external opportunities and challenges (SWOT)		
		vision, mission and objectives, funding programs.		
	Monitoring and Quality Control To WCU	Strategies	Resource program guidelines	
Good guidelines etc. Governance			Very Significant-Not Significant	
Quality Assurance Institution				
	Evaluation and monitoring systems work			
Strategic perncanaan Model PTS	Objectives Strategic Planning	Translation of achieving the vision and mission of the financial perspective	Very Significant-Not Significant	

	customer perspective (students and users)	
	Internal Work Process	
	Learning and growth perspective	

Rujukan :Diaadaptasi dari Patton, 199, Neuman, 1997 dan Cresswell, 1994 dalam Prayogo 2010

DISCUSSION

The result of the research shows that ISO certified universities in West Java such as UNIKOM and in DKI Jakarta like Gunadarma University conceptually understand the understanding of WCU and WCU rankings conducted by SJTU, THES and Webometric, and some have been achieved by Gunadarma University and UNIKOM.

The results showed that the ranking of universities according to Webometric world is a criterion that has been able to be achieved by ISO certified universities in West Java and Jakarta especially by Gunadarma University. While the criteria of THES and SJTU ranking become the criteria of the least level of achievement, it is seen from the quality of education; alumni who won noble prizes and field medals, teacher quality; teachers who on noble prizes and field medals, the most cited research in 21 categories, research outcomes; scientific articles published in nature magazines and science magazines, articles cited by the science citation index, the size of the constitution; academic performance in relation to institutional size is still not able to be pursued by ISO certified universities in West Java and DKI Jakarta.

The results showed that ISO certified universities in West Java such as UNIKOM and in DKI Jakarta such as Gunadarma University have implemented strategic planning by scanning the environment; strategy formulation; strategy implementation and assessment and control, although basically every process has not been run optimally, especially on aspects that are affected by environmental changes in the extreme. This means that changes in strategic planning can be done if the environmental conditions, both internal and external, undergo changes and no longer appropriate with most of its content, making it difficult to implement.

Lastly, the strategic planning model of Private Higher Education that has been implemented by the ISO certified university in West Java and DKI Jakarta to World Class University, the results showed that the PTS certified in West Java such as UNIKOM and Gunadarma University in DKI Jakarta have applied strategic planning model at each University. The model of strategic planning implemented by each university tailored to the vision, mission and objectives of the University concerned. In addition, any strategic planning model in its implementation is adjusted to the carrying capacity of the resources owned by the University. Therefore, the level of achievement of strategic planning model of each university is different.

Another point refers to the empirical pact, that in general efforts to strengthen private universities in filling MEA that must be responded immediately are as follows:

Academic Aspect:

1. Improvement of academic quality, through the development of professional certified programs, and the implementation of the Doble Degre Lecture program in cooperation with ASEAN countries, as well as the holding of special classes as a barometer of graduate quality.
2. Improving the Promotion of Education through cooperation with the media information, in filling the various events Focus Education and Career Graduates, as well as integrated promotion through print and electronic media in 2 languages,

3. Assessment of curriculum structure based on soft skill and entrepreneurship education, and certification, oriented to the Indonesian National Qualification Framework (KKNI).
4. Expansion of learning methodology through the application of problem based learning (PBL) and Student centered learning (SCL), for the competency skills courses.
5. Improving the quality and scope of research undertaken by universities, in order to provide policy advice and input to stakeholders, both government and private, and provide input on the steps and opportunities that can be done in the ASEAN market, and know the strategy of other ASEAN countries, which the company must watch out for.
6. Quality development Teaching and learning process through Increasing the amount of teaching materials based on research results.
7. Development of laboratory through development of study center based on scientific study group, to respond to various phenomena, and Development of Information system for prevention of plagiarism.
8. Improving the quality of community services, through the Desa Desa program to foster the potential of the village, and the implementation of PPM, and KKN Industri in the Business environment by students to improve the soft skill ability.
9. Quality assurance of academic quality, through the implementation of quality audit by SPM and SPI every period, and preparation of SOP (Standard Operating Procedure), and implemented Laboratory Accreditation study program to provide guarantee to outsiders.

Aspects of Institutional, Human Resources and General Administration

1. Strengthening Institutional Capacity of Universities, through overall organizational management. The Ministry of Research and Technology and Higher Education will provide encouragement to the strengthening efforts, which are introduced through various activities to lead to Good University Governance or Good Governance Courts.
2. Conducting quality assurance and accreditation of BAN-PT according to national standard applied by the government and international world.
3. Strengthening of organizational governance, through the activities of staff development in character building, conducting annual performance evaluation for each faculty element implemented by internal and external parties, referring to SOP (Standard Operational Procedure) for each activity, preparation of RENSTRA Faculty, (AEE, ARR, AER, etc.), and Preparation of Employee Ethics Manual that regulates the relationship of Lecturers, Lecturers, Lecturers, Employees, Employee-Student.
4. Increased discipline, welfare, security and work convenience, through the use of integrated information technology, application of System Reward and punishment, increased guarantees for all employees, and formal and informal education for lecturers' performance improvement.
5. The development of lecturer quality, through mapping of lecturer's career system, coaching cooperation with selected PT, introduction of Global Environment through the sending of lecturers abroad, encouraging each lecturer to be active in professional organization (ISEI, IAI, etc), and formed team teaching and team research through the existence of laboratory.
6. Development of integrated laboratory facilities and infrastructure for multidisciplinary studies, audio / multimedia laboratories that design teaching materials / e-books in the implementation of the competency-based curriculum, and designed faculty and university galleries.
7. Improving the quality of general and financial administration, through the design of an integrated general administrative information system, accounting information system for the preparation of annual financial statements for external parties, and setting performance cost standards based on performance.

8. Preparation of human capital other than students, in accordance with the needs of economic development in the region, which is a lot of qualifications and human needs, which need to be handled seriously.
9. Conducting strategic steps to improve the performance of universities, both at home and abroad, among others, by optimizing the use of information technology and improve the effectiveness of institutional web management.

Cooperation Aspect:

1. Strengthening and development of networking (cooperation), through cooperation, both with fellow universities in the country and with foreign universities, especially ASEAN universities, it is necessary in order to improve the capacity of our colleges, either through projects joint research, Joint seminars, presenting and becoming an international guest lecturer, and student exchange.
2. Improving the quality of non-academic activities of the students, through increasing the participation of students in sports championships at national and ASEAN levels, integrated programs of students 'festivals with foreign students, and the improvement of students' ability in Foreign Languages.
3. Synergy between universities and vocational training institutions is required, so that what is produced by educational institutions is really in accordance with that required by the labor market. This will reduce the unemployment rate, because once graduated from college directly absorbed by the market.
4. Universities must be the center and at the same time driving innovation and technology applications, as well as entrepreneurship and technopreneurship. Colleges can take the initiative to encourage entrepreneurship of students, working with third parties, or also state-owned companies, to encourage them to pioneer new ventures

CONCLUSION

The results showed that the ranking of universities according to Webometric world is a criterion that has been able to be achieved by the ISO certified universities in West Java and DKI Jakarta, especially by Gunadarma University. While the criteria of THES and SJTU ranking become the criteria of the least level of achievement, it is seen from the quality of education; alumni who won noble prizes and field medals, teacher quality; teachers who won noble prizes and field medals, the most cited research in 21 categories, research outcomes; scientific articles published in nature magazines and science magazines, articles cited by the science citation index, the size of the constitution; academic performance in relation to institutional size is still not able to be pursued by ISO certified universities in West Java and DKI Jakarta.

The results showed that ISO certified universities in West Java such as UNIKOM and in DKI Jakarta such as Gunadarma University have implemented strategic planning by scanning the environment; strategy formulation; strategy implementation and assessment and control, although basically every process has not been run optimally, especially on aspects that are affected by environmental changes in the extreme. This means that changes in strategic planning can be done if the environmental conditions, both internal and external, undergo changes and no longer appropriate with most of its content, making it difficult to implement.

Finally, the strategic planning model of Private Higher Education that has been implemented by the ISO certified university in West Java and DKI Jakarta to World Class University, the results showed that the PTS certified in West Java such as UNIKOM and Gunadarma University in DKI Jakarta have applied strategic planning model at each University. The model of strategic planning implemented by each university tailored to the vision, mission and objectives of the University concerned. In addition, any strategic planning model in its implementation is adjusted to the carrying capacity of the resources owned

by the University. Therefore, the level of achievement of strategic planning model of each university is different.

IMPLICATIONS

Based on the findings of research in the field it is known that there are still many components of strategic planning, world class rank 40, and strategic planning model that has not been implemented. Therefore, serious handling is needed so that the target of university achievement becomes world class university can be achieved.

Based on the above conclusions, it can be stated some implications as follows:

1. Development of strategic planning in universities, not only the responsibility of the stakeholders at universities, the responsibility of all campus elements participating in the process of determining the strategic planning of the campus. Therefore, in practice, the university's strategic planning should really refer to the applicable law, such as the Regulation of M 6 likbud number 49 of 2014 article 3 paragraph (1) on the National Standard of Higher Education. 20 Ye 6 2003 on National Education System., Law Number 25 Year 2009 on Public Service, Law no. 25 of 2004 on National Development Planning System, Government Regulation no. 19 of 2005 on National Education Standards Act No. 12 of 2012 on Higher Education and Government Regulation of the Republic of Indonesia Number 17 18 ar 2010 on Management and Implementation of Education, as well as other legislation under the system of higher education in Indonesia, especially the implementation of private universities.
2. Ranking WCU according to THES, SJTU and Webometric is the target achievement of all ISO certified PTS in West Java and DKI Jakarta With this ranking, IS 16 certified PTS not only can align itself with favorite PTN in Indonesia but align themselves with other world class universities in Indonesia . Coaching in all areas of the government needs to be improved. This means that there is no difference in the treatment of government guidance to PTS and PTN in West Java and DKI Jakarta.
3. Strategic planning model can be used as a basic reference of the implementation of higher education although not a standard reference. This strategic planning model will spearhead the establishment of university's advanced strategies in achieving world class university.
4. Internationalization of education is one form of the development of global competition globally. Changing the paradigm and the way of view of the implementation of education labeled international realized in the support and participation of university education will certainly be very meaningful in the achievement of world class university itself.
5. Technology and information become inherent in world class university. The world without borders, openness, shifting values and international cooperation became a positive penetration in achieving the internationalization of universities.
6. The availability of university and international college quality standards will change to the value of awards and recognition of a certificate. So that will further spur a college to compete to improve the ability to achieve the established standards embodied in the certificate.

RECOMMENDATION

Based on research result of strategic planning of university toward world class university, hence can writer put forward some recommendation such as:

1. Strategic planning seen from environmental scanning; strategy formulation; the implementation of strategy and assessment and control on the ISO certifi 12 universities in West Java and DKI Jakarta, especially in the implementation of the strategy is still not in accordance with the targets set due to the insufficient human resources. For that, it seems to be a challenge college to be able to improve it by:
 - a. Implement competitive work professionalism, regardless of level, job status and seniority in work.

- b. Developing performance-based human resources management with supervision and objective evaluation system.
 - c. Improving the quality of human resources from all aspects such as: by providing training, socializing the use of information systems and information technology learning, writing training of scientific papers, English training for future development.
2. World class university rankings according to THES, SJTU and Webometric become achievements that must be realized by ISO certified universities in West Java and DKI Jakarta. The results of research indicate that there are several criteria of ranking according to Webometric, SJTU and THES is a criteria that still can not be achieved PTS ISO certified in West Java and DKI Jakarta is seen from the quality of the website, the quality of education; alumni who won noble prizes and field medals, teacher quality; teachers who won noble prizes and field medals, the most cited research in 21 categories, research outcomes; scientific articles published in nature magazines and science magazines, articles cited by the science citation index, institutional sizes; academic performance in relation to the size of institutions is still not able to be pursued. For that there are some recommendations that would be implemented by private universities in West Java and DKI Jakarta such as:
- a. Improve the quality of website services, so the level of accuracy of data and services through the website is maintained.
 - b. Facilitate lecturers to achieve the highest degree of academic field both domestically and overseas
 - c. Facilitating lecturers to participate in scientific studies or academic meetings on a national and international scale regularly or periodically
 - d. Complete the supporting tools of academic development in accordance with the national and international standards.
 - e. Facilitate lecturers to participate in collaborative superior research with adequate funding.
 - f. Strengthen the communication network with research fund providers and strengthen cooperation and research and science development activities both within and outside the country.
 - g. Improve the publication of research results and paperwork of university lecturers both nationally and international
 - h. Restructuring the tracer study.
3. The strategic planning model of private universities to the world class university viewed from the aspect of initiating the strategic planning process, identifying the organization's mandate, clarifying the mission and values of the organization, assessing the external environment: opportunities and threats, assessing the internal environment: strengths and weaknesses, identifying strategic issues facing organizations, formulating strategies for managing issues, and creating an effective organizational vision for the future largely has not been optimally implemented. Especially for aspects, assessing the external environment: opportunities and threats, assessing the internal environment: strengths and weaknesses. Internal and external environmental assessment often does not do objectively. Here are some recommendations proposed by researchers:
- a. The assessment of the external and internal environments given to universities should be objective and progressive
 - b. The results of environmental assessment both external and internal must provide a fundamental policy alternative and able to be run by universities in accordance with the carrying capacity of universities
 - c. The results of external and internal environmental assessments should be able to provide recommendations that truly add value and meet the expectations of stakeholders.

- d. The external and internal environmental assessment results should be able to recommend preventive and corrective policies for the medium and long term.
- e. The external and internal environmental assessment results should be able to recommend policies that provide medium and long term and preventative and long term impacts.

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