

Management of State Islamic Religious College Towards a World Class University

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Abstract: This study aims to identify and analyze the managerial efforts undertaken by State Islamic University of Raden Intan Lampung in its pursuit of becoming a world-class university. A qualitative approach with a case study method was employed. Data were collected through interviews, observations, and documentation. The data analysis process involved data reduction, data presentation, and conclusion drawing. The validity of the data was tested using both source triangulation and technique triangulation. The findings reveal several managerial dimensions implemented by State Islamic University of Raden Intan Lampung in its efforts toward achieving world-class university status. In the planning phase, the university has developed a master plan, strategic plan, and operational plan. During the organizing phase, an international office was established. In the implementation phase, the university has focused on improving the quality of learning inputs, processes, and outcomes; enhancing research and community service; upgrading human resource quality; and strengthening infrastructure and financial management. In the monitoring phase, the Quality Assurance Unit and its staff are optimized to conduct monitoring and evaluation through self-assessments, quality audits, and the preparation of accreditation rankings, in accordance with the Higher Education Institution Accreditation standards. These standards cover education, research, community service, human resources, student affairs, governance, and infrastructure. This research contributes to the development of a distinctive management strategy that integrates Islamic values with international standards, supporting State Islamic Higher Education Institution in their journey to become World Class Universities.

Keywords: Management; State Islamic Higher Education Institution; World Class University.

INTRODUCTION

Research on the management of State Islamic Religious Universities towards World Class University has an important meaning for several reasons. *First*, State Islamic Higher Education Institution needs to immediately transform in a more global direction in order to strengthen competitiveness in the midst of an increasingly competitive higher education environment. This is in line with the finding that the sustainable management of Islamic higher education in Indonesia needs to focus on institutional development, human resources, learning structures, and curriculum (Desmaniar et al., 2022). *Second*, the challenges of globalization in education as revealed in several studies, including in human resource management and internationalization efforts. International

collaboration in research and publications is urgently needed to achieve World Class University status. For example, UIN Walisongo Semarang has adopted a *Balanced Scorecard* to measure organizational performance in order to achieve World Class University, including increasing international publications, accreditation of study programs, and integrity of governance (Junusi, 2022). *Third*, efforts towards World Class University must include improving the quality of education through internationalization programs, increasing the competence of lecturers and academic staff, and optimizing collaborative research policies globally. For example, the implementation of a digital leadership system and technological innovation at State Islamic Higher Education Institution can also be a determining factor in improving the university's performance to the international level (Suryadi, 2024).

State Islamic Religious Universities in Indonesia have an important role in developing higher education with an Islamic perspective. As an institution that produces and produces Muslim scholars, State Islamic Higher Education Institution is required to constantly improve its quality in order to compete globally (Sutiah & Supriyono, 2020) (Zainuri et al., 2020). Efforts to achieve world-class university status are a challenge for State Islamic Higher Education Institution, considering the increasingly fierce competition in the realm of higher education.

One of the important issues that is important is related to the management of State Islamic Higher Education Institution. Effective and efficient management is the key for State Islamic Higher Education Institution to increase its competitiveness at the global level. Various aspects of State Islamic Higher Education Institution management, ranging from planning, organizing, mobilizing, and supervising, need to be managed properly (Pane et al., 2022) (Syukron et al., 2022) (Zainuri et al., 2020). State Islamic Higher Education Institution planning is the first step in formulating the vision, mission, and goals to be achieved. In the context of becoming a world-class university, State Islamic Higher Education Institution's strategic planning must be oriented towards improving the quality of the tri dharma of higher education, namely education, research, and community service (Pane et al., 2022). In addition, State Islamic Higher Education Institution planning must also consider aspects of accreditation to meet the set standards. The organization of State Islamic Higher Education Institution is also an important component in management. An effective organizational structure and a clear division of duties and responsibilities can support the implementation of other management functions (Sutiah & Supriyono, 2020). The mobilization of State Islamic Higher Education Institution is no less important, especially in terms of leadership and empowerment of human resources. Visionary and inspirational leadership as

well as the empowerment of lecturers and education staff can encourage the improvement of State Islamic Higher Education Institution performance (Rifai, 2022). In an effort to achieve world-class university status, supervision is an important element that should not be overlooked. Supervision of State Islamic Higher Education Institution's processes and performance achievements needs to be carried out comprehensively to ensure the achievement of the goals that have been set.

Research on State Islamic Higher Education Institution's efforts to achieve the World Class University title through management reviews in particular has not been done much. Some of the relevant studies include research on the Evaluation of State Islamic Higher Education Institution Readiness with International Standards by Fauzi (2021) in *Al-Tanzim: Journal of Islamic Education Management* using Malcolm Baldrige's criteria to assess the readiness of State Islamic Higher Education Institution, especially UIN Sunan Kalijaga, in achieving World Class University. Although State Islamic Higher Education Institution has received A accreditation nationally, based on Malcolm Baldrige standards, this institution has only achieved the category of "Good Performance University". Therefore, significant improvements are still needed to meet international standards in the fields of management, academic quality, and institutional innovation (Fauzi, 2021). Another research on Management Innovation to Increase Competitiveness written by (Susianto, 2024) in the *Indonesian Journal of Management* discusses the importance of digitalization in supporting the management strategy of educational institutions. Digitalization allows for increased efficiency, which has a positive impact on the performance of higher education institutions. This is relevant to State Islamic Higher Education Institution which must adopt modern technology in their management to compete at the global level (Susianto, 2024).

In an effort to understand the dynamics and potential for collaboration between researchers in the field of "State Islamic Higher Education Institution Management Towards a World Class University," the following bibliometric analysis was carried out using the VOSviewer device:

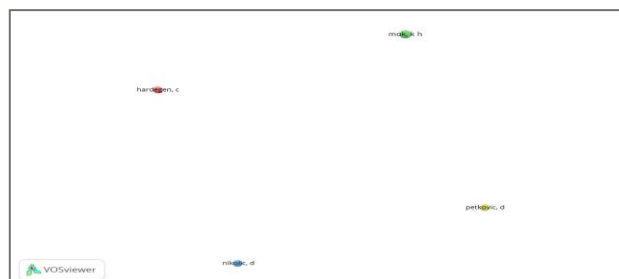


Figure 1. Bibliometric Visualization Using VOSviewer

Based on the analysis of bibliometric visualization using VOSviewer describes a network map between authors on the topic, which highlights that the contribution and collaboration of researchers on "State Islamic Higher Education Institution Management towards World Class University" individually is still not optimal. This can be seen from the position of the authors who are scattered without connecting lines, indicating that research in this area is still developing with a sporadic pattern of collaboration. This condition reflects the challenge for State Islamic Higher Education Institution in building a strong research collaboration network, which is urgently needed to increase credibility and competitiveness in an effort to achieve world-class university status.

Until 2024, the number of accredited State Islamic Higher Education Institution is superior to 9 institutions, while those accredited A are 32 institutions (Syukron et al., 2022). Data from the Ministry of Religious Affairs of the Republic of Indonesia shows that the nine superior State Islamic Higher Education Institution are: UIN Syarif Hidayatullah Jakarta, UIN Maulana Malik Ibrahim Malang, UIN Sunan Kalijaga Yogyakarta, UIN Walisongo Semarang, UIN Sunan Ampel Surabaya, UIN Sunan Gunung Djati Bandung, UIN Raden Fatah Palembang, and UIN Ar-Raniry Banda Aceh and State Islamic University of Raden Intan Lampung. However, there are several State Islamic Higher Education Institution that still face challenges in improving their quality. Therefore, effective State Islamic Higher Education Institution management is the key so that all State Islamic Higher Education Institution can compete and achieve world-class university status (Kafid & Rohmatika, 2020). State Islamic Higher Education Institution management is very important in the effort to achieve world-class university status (Syukron et al., 2022) (Astutik et al., 2021) (Umam, 2016) (Sutiah & Supriyono, 2020). Pre-research data shows that managerial efforts at State Islamic University of Raden Intan Lampung towards a world-class university are distributed in four managerial steps. At the planning stage, State Islamic University of Raden Intan Lampung has prepared a Development Master Plan, Strategic Plan, and Operational Plan/Action Plan. At the organizational stage, State Islamic University of Raden Intan Lampung has established an International Service Center (*International Office*) who is in charge of coordinating international cooperation, coaching lecturers and students to be able to compete globally. At the implementation/mobilization stage, State Islamic University of Raden Intan Lampung makes efforts to improve academic quality and expand international cooperation through various activities such as student mobility, short course, visiting lecturer, guest lecturer bench marking, OBE-based curriculum transformation, ISO 90001 2015 version of the 2015 version of the workshop on quality management standards, ISO 21000 version

2018 on the management system of educational organizations and the revitalization of ISO 140001 on the environmental management system. Meanwhile, at the supervision stage, State Islamic University of Raden Intan Lampung formed a quality assurance unit to monitor achievements, obstacles, and solutions in order to step towards a world-class university (Junaidah et al., 2020).

This research aims to examine the management of State Islamic Religious Universities in an effort to realize the status of a world-class university, especially at State Islamic University of Raden Intan Lampung. This research is expected to contribute thinking to the development of State Islamic Higher Education Institution in Indonesia so that it can compete at the global level towards a *World Class University*.

RESEARCH METHODOLOGY

This research uses a qualitative approach with a case study type. Data collection techniques are carried out through interviews (*in depth interviews*), non-participant observations, and document analysis (Iswahyudi, 2020). Primary data sources were taken from the results of interviews with resource persons: Rector, Vice Rector for Academic Affairs, Chairman of Quality Assurance Institute and Chairman of International Office (IO). Secondary data is sourced from observation and documentation data.

Data collection techniques consist of in-depth interviews, non-participant observations, and documentation (Hasibuan, 2022). The data analysis technique uses the Miles, Huberman and Saldana Interactive Model with data condensation activities, data presentation, and conclusion drawn. To ensure the quality and accuracy of the collected data, a data validity test was carried out using source triangulation techniques and triangulation techniques (Wulandari & Sumarah, 2021).

Overall, this research took place in the period of January-December 2024 with the research locus of the Rectorate of State Islamic University of Raden Intan Lampung, the Quality Assurance Institute of State Islamic University of Raden Intan Lampung and *International Office* (IO) State Islamic University of Raden Intan Lampung.

RESULTS AND DISCUSSION

Research Results

A world-class university is a big goal that must be realized by State Islamic Higher Education Institution in Indonesia. To achieve this status,

comprehensive and sustainable managerial efforts are needed. The following is explained research data that includes four main steps in management, namely planning, organizing, mobilizing, and supervising that has been carried out by State Islamic University of Raden Intan Lampung in preparation for World Class University.

At the planning stage, State Islamic University of Raden Intan Lampung has prepared a strategic plan that is oriented towards improving quality as a whole. The prepared plan has also considered efforts to meet national and international accreditation standards. The material and substance in the master plan and Strategic Plan that were made are strategic answers to the needs and challenges faced by State Islamic University of Raden Intan Lampung towards a World Class University. Master plan State Islamic University of Raden Intan Lampung contains targets for achieving the main performance indicators measured every year, including: State Islamic University of Raden Intan Lampung profile, institutional development plan, student and graduate development direction, human resource development direction, financial development direction and infrastructure facilities, education development direction, information technology development direction, research development direction and community service development direction.

At the organizing stage, State Islamic University of Raden Intan Lampung formed organizational units that support efforts to achieve world-class university status, such as the International Service Center (IO) which is in charge of coordinating international cooperation and coaching lecturers and students. Efforts to strengthen the existence of international services (IO) State Islamic University of Raden Intan Lampung are strengthened by the birth of the Decree of the Rector of State Islamic University of Raden Intan Lampung number: 238 of 2024, dated February 22, 2024 concerning the Personnel of the International Service Center (*International Office*). In the decree, the Head of the IO State Islamic University of Raden Intan Lampung Center was appointed as Mr. Bambang Budiwiranto and Secretary Mr. Rauf Tamim and assisted by 7 staff.

At the implementation/mobilization stage, State Islamic University of Raden Intan Lampung made various efforts to improve academic quality and expand international cooperation. These efforts include *student mobility, short courses, visiting lecturers, guest lecturer benchmarking*, OBE-based curriculum transformation, ISO 90001 2015 version of the 2015 version of the ISO 20001 on quality management standards, ISO 21000 version 2018 on the management system of educational organizations and the revitalization of ISO 140001 on the environmental management system, as well as national accreditation.

At the supervision stage, State Islamic University of Raden Intan Lampung formed a quality assurance unit in stages. Quality Assurance Unit at the University level, Faculty Quality Group and Study Program Quality Assurance Unit. The institution is tasked with monitoring the achievements, obstacles, and solutions needed to move towards world-class university status. The activities carried out include Internal Quality Audit at the Study Program level.

According to John Niland, there are 10 criteria that must be met by higher education institutions to reach the status of a World Class University. The 10 criteria are quality of education, quality of research, strong and visionary leadership, efficient financial management, international involvement, quality human resources, adequate infrastructure, academic freedom, commitment to innovation and sustainable development, and an effective management system (Niland J, 2000). Based on field data, information was obtained about the implementation of 4 managerial steps in the context of 10 World Class University criteria at State Islamic University of Raden Intan Lampung as follows:

Table 1. Implementation of 4 Management Steps in 10 Criteria of World Class University at State Islamic University of Raden Intan Lampung

No.	World Class University Criteria	Planning	Organizing	Implementation	Supervision
1	Quality of Education	Plan a relevant and quality curriculum.	Forming an experienced curriculum team.	Applying innovative and technology-based teaching methods.	Evaluate student learning outcomes periodically.
2	Quality of Research	Identify potential areas of excellence in research.	Forming a multidisciplinary research group.	Carry out research projects with international collaboration.	Monitoring research results through publication and citations.
3	Strong and Visionary Leadership	Plan leadership development at all levels.	Establish an international advisory board.	Conduct leadership training on a regular basis.	Evaluate the performance of leaders based on strategic achievements.
4	Efficient Financial Management	Designing a performance-based budget system.	Forming a competent financial management team.	Diversification of funding sources through partnerships.	Audit finances regularly and transparently.

No.	World Class University Criteria	Planning	Organizing	Implementation	Supervision
5	International Engagement	Planning collaboration strategies with global universities.	Establish an international relations team to facilitate cooperation.	Conducting student and staff exchange programs.	Monitoring the results of cooperation through program evaluation.
6	Quality Human Resources	Planning a recruitment program for quality lecturers.	Building a career development system for lecturers and staff.	Implement training and continuous development programs.	Evaluate lecturer performance and professional development regularly.
7	Adequate Infrastructure	Planning the development of academic and research facilities.	Develop a sustainable infrastructure maintenance plan.	Implement the use of the latest technology in infrastructure.	Monitoring the condition and use of facilities periodically.
8	Academic Freedom	Designing policies to guarantee academic freedom.	Establish academic committees/boards that protect freedom.	Conducting seminars and research without external pressure.	Conducting an annual Survey on academic freedom.
9	Commitment to Innovation and Sustainable Development	Plan innovation programs that support sustainability.	Forming a center of innovation and technology.	Carry out innovation projects that have a social impact.	Monitoring the results of innovation through impact evaluation and recognition.
10	Effective Management System	Plan an efficient and responsive management system.	Build an organizational structure that supports collaboration.	Implementing data-based management and digitalization.	Audit and evaluate the management system on a regular basis.

The data in Table 1 shows that State Islamic University of Raden Intan Lampung has systematically applied the four management functions—planning, organizing, implementation, and supervision—in its efforts to meet the ten criteria of a World Class University. The strategies implemented cover various critical areas, including strengthening the quality of education and research, developing visionary leadership, ensuring efficient financial management,

increasing international engagement, and enhancing human resource development. This approach reflects the principles of Total Quality Management (TQM) and the cycle of continuous improvement, which are essential for supporting institutional transformation toward global standards.

In addition, the university's commitment to academic freedom, technology-based infrastructure development, and a focus on innovation and sustainability demonstrates its seriousness in building modern and adaptive governance. However, the success of the transformation toward World Class University heavily depends on the consistency of implementation, data-driven evaluation, and the strengthening of human resource and leadership capacities. With a solid managerial foundation and a clear global orientation, State Islamic University of Raden Intan Lampung holds strong potential to elevate its position in the international higher education landscape.

Discussion

The direction of UIN Raden Intan's development as formulated in the master plan clearly leads to efforts to achieve the title of a world-class university. In addition to master plan, preparations to achieve World Class University are also formulated in the State Islamic University of Raden Intan Lampung Strategic Plan 2020-2024 starting with conducting a SWOT analysis: strengths, weaknesses, opportunities and challenges, formulating visions, missions, goals and objectives, general conditions and achievements of State Islamic University of Raden Intan Lampung, milestone stones and performance achievements, State Islamic University of Raden Intan Lampung development plans, setting performance targets, priority programs and funding frameworks. The strategic plan objectives include: Education, Teaching, and Curriculum, Education, Teaching, and Curriculum, Community Service, Human Resources, Students and Graduates, Financial Administration, Financial Administration, Institutions and Quality Assurance, Technology and Information, Governance and Management, and cooperation. Gradually State Islamic University of Raden Intan Lampung also made an Operational Plan action plan that describes operational steps to achieve the expected strategic goals (Junaidah et al., 2020).

At the planning stage, State Islamic Higher Education Institution needs to prepare a development master plan, strategic plan, and operational plan or action plan that is oriented towards improving the quality of the Tri Dharma of Higher Education (Haji, 2017). The planning must also consider efforts to meet national and international accreditation standards in order to compete at the global level (Junaidah et al., 2020) (Syukron et al., 2022) (Yusuf & Basrowi, 2021) (Zainuri et al., 2020). Planning is a crucial first step in achieving World Class University. Research at State Islamic Higher Education Institution shows

that strategic planning involves analyzing strengths, weaknesses, opportunities, and threats (SWOT) to determine the long-term vision, academic strategy, and focus of institutional development. According to Fauzi (2021), planning at State Islamic Higher Education Institution must also accommodate international targets, such as increasing scientific publications in reputable journals and participation in international exchange programs. This strategy includes human resource development through lecturer and researcher training programs to improve research capabilities and international collaboration. State Islamic Higher Education Institution needs to plan investments in infrastructure that supports technology-based learning environments, in line with global education trends. The development of digital facilities and modern academic information management systems is the key in supporting efficient data management and facilitating access to information by stakeholders (Baharun (2021).

Effective planning is a crucial first step in achieving World Class University. According to Machali and Hidayat (2021), the application of *the Malcolm Baldrige Criteria for Performance Excellence* in educational institutions, including State Islamic Higher Education Institution, helps in designing continuous improvement strategies for the quality of education, research, and organizational management. This research shows that human resource development and innovation in the curriculum are very important in strategic planning to meet international standards.

The application of the Malcolm Baldrige Criteria for Performance Excellence in educational institutions, including State Islamic Higher Education Institutions (PTKIN), enables the formulation of continuous improvement strategies across academic, research, and organizational domains. Strategic planning in higher education must not only focus on institutional goals but also on the responsiveness to global academic trends and societal needs (Salmi, 2009). One of the central pillars in this effort is the development of human resources, as qualified academic staff are essential in elevating the quality of teaching and research (Marginson, 2011). Additionally, innovation in curriculum design plays a significant role in preparing graduates for global competitiveness by integrating interdisciplinary knowledge, digital literacy, and Islamic ethical values (Zuhdi et al., 2020). Effective strategic planning also includes establishing clear key performance indicators (KPIs), benchmarking processes, and a culture of accountability that collectively support institutional advancement toward international recognition (Nurdin, 2022). Thus, comprehensive and adaptive planning serves as a critical enabler in positioning PTKIN on the path to becoming world-class institutions.

At the organizing stage, State Islamic Higher Education Institution needs to form organizational units that support efforts to achieve world-class

university status, such as units that specialize in handling international cooperation and fostering lecturers and students to be able to compete globally (Syukron et al., 2022). The existence of an international office (IO) is very important in coordinating international academic services towards World Class University (Vedathri & Anita, 2024). Organizing involves structuring the organizational structure and distributing tasks in accordance with the objectives of the institution. This includes the establishment of special units that handle international research, scientific publication management, and the management of international cooperation. For example, State Islamic Higher Education Institution can form an internationalization unit responsible for increasing cooperation with international universities and the management of student exchange programs and teaching staff (Susianto, 2024). Organizing also emphasizes the importance of performance-based management, where each unit in State Islamic Higher Education Institution must have key performance indicators (*Key Performance Indicators* - KPI) which is measurable and oriented towards achieving international standards. This includes more efficient human resource management and research management directed at international standard outputs (Baharun, 2021). Good organization involves the establishment of a structure that supports management efficiency. State Islamic Higher Education Institution needs to develop an organizational system that is adaptive to global needs, such as managing internationally competitive human resources and increasing cooperation with foreign institutions. Anam (2021) shows that the success of organizations in achieving World Class University status depends on their ability to build international networks and partnerships (Anam, 2021).

In the mobilization stage, must make various efforts to improve academic quality and expand international cooperation (Kusumawati et al., 2020). Raden Intan State Islamic University, Lampung has carried out several activities, including student mobility, short courses, visiting lecturers, guest lecturers, bench marking, OBE-based curriculum transformation, ISO 90001 2015 version assistance workshop on quality management standards, ISO 21000 version 2018 on educational organization management systems and ISO 140001 revitalization on environmental management systems. Curriculum changes must be oriented towards increasing the competitiveness of graduates in the global market. The change in the *KKNI* curriculum towards the *OBE* curriculum is important in welcoming the era of industry 4.0 and global competition (Syafaruddin et al., 2021). Implementation or mobilization is the process of directing and motivating all elements in State Islamic Higher Education Institution to achieve the planned targets. In the context of World Class University, strong and visionary leadership is urgently needed. Based on research

by Baharun (2021), the role of leaders in encouraging innovation, supporting research, and providing opportunities for lecturers and researchers to engage in international collaboration is very important. Implementation also includes strengthening an academic culture that supports scientific research and publication, where each lecturer is encouraged to contribute to high-quality research published in internationally reputable journals. Programs such as *research grants* and scholarships for overseas research can help make this happen.

At the supervision stage, State Islamic Higher Education Institution needs to establish a quality assurance unit to monitor the achievements, obstacles, and solutions needed in order to step towards world-class university status (Nurhasan et al., 2020). The role of quality assurance is not only to detect deviations from strategic plans but also to ensure continuous improvement through systematic evaluation, feedback loops, and benchmarking against international standards (Harvey & Green, 1993). This requires institutions to adopt both internal and external quality assurance mechanisms that are aligned with national accreditation systems and global best practices (Stensaker, 2008). According to Sallis (2014), quality assurance in higher education should be integrated into all layers of institutional management, from curriculum development to faculty performance and student outcomes. Moreover, the use of data-driven decision-making, facilitated by digital monitoring tools and academic dashboards, can significantly enhance the effectiveness of supervision processes (Srikanthan & Dalrymple, 2004). As highlighted by Yusuf and Latief (2023), successful *PTKIN* in Indonesia have demonstrated that strategic supervision—combined with a culture of transparency and accountability—enables institutions to respond to international demands while preserving Islamic values. Therefore, quality assurance is not a peripheral activity but a core strategic function that shapes the institutional trajectory toward global competitiveness.

Quality Assurance Agency of State Islamic University Raden Intan Lampung is in charge of monitoring and evaluating performance achievements based on Accreditation of Higher Education Institution and Key Performance Indicators indicators of the Ministry of Research, Technology and Higher Education as well as Higher Education performance indicators and internal main performance indicators of Raden Intan State Islamic University Lampung. Efforts to improve quality must be carried out on an ongoing basis by paying attention to the advantages, weaknesses, opportunities, and challenges faced by State Islamic Higher Education Institution (Syukron et al., 2022). Supervision is an important part of ensuring that all steps that have been taken go according to plan. According to Anam (2021), supervision at State Islamic Higher Education Institution leading to World Class University requires periodic performance

evaluations of the achievement of international targets, such as the number of publications, university rankings, and the number of collaborations with foreign universities. Technology-based monitoring systems also play a key role in monitoring lecturer performance, research quality, and student involvement in international programs. To strengthen supervision, State Islamic Higher Education Institution can use the *benchmarking* universities that already have World Class University status, in order to identify areas that need to be improved and take relevant improvement steps (Anam, 2021). Supervision in State Islamic Higher Education Institution management involves periodic evaluation and monitoring of performance. An organization's performance evaluation should include a thorough assessment of the education and service process. The results of this evaluation are then used as the basis for future strategic decision-making (Amalia et al. (2021).

The main programs of Quality Assurance Agency of State Islamic University Raden Intan Lampung are self-evaluation, quality audit, and the preparation of accreditation ratings to assess quality based on Accreditation of Higher Education Institution standards both in aspects of education, research, community service, human resources, students, governance, and infrastructure. Organizationally, the quality assurance unit at State Islamic Higher Education Institution is not only tasked with monitoring processes and results, but also providing recommendations for future quality improvements (Chamidi et al., 2021). Raden Intan State Islamic University, Lampung has a quality assurance unit in stages. At the university level, the task of quality assurance is carried out by Quality Assurance Unit, while at the Faculty level, it is carried out by the Faculty Quality Group and at the Study Program level it is carried out by the Study Program Quality Assurance Unit. With an integrated quality assurance system between internal and external units, State Islamic Higher Education Institution is an important key to realizing World Class University (Syukron et al., 2022). The four aspects of management must be implemented in an integrated and sustainable manner so that State Islamic Higher Education Institution can achieve world-class university status (Ngindana et al., 2020). This is in line with the results of research which states that the application of strategic management concepts in universities can improve international reputation (Irawan et al., 2021).

As one of the State Islamic Higher Education Institution, Raden Intan State Islamic University Lampung continues to strive to grow and develop by implementing management oriented to achieving world-class university status. These efforts are carried out through comprehensive planning, strong organization, creative and innovative movements, and continuous supervision. However, there are still challenges and obstacles that must be faced in realizing

these ideals, such as limited resources, academic culture that is not yet conducive, and an external environment that is not fully supportive (Syukron et al., 2022).

CONCLUSION

Based on the results of the research, the management of State Islamic Higher Education Institution in an effort to realize the status of a world-class university includes four main aspects, namely planning, organizing, mobilizing, and supervising. At the planning stage, Raden Intan State Islamic University Lampung has prepared a development master plan, strategic plan, and operational plan/action plan that is oriented towards improving the quality of the *Tri Dharma* of Higher Education and meeting national and international accreditation standards. At the organizing stage, an International Office (IO) has been formed which is specifically tasked with handling international cooperation and coaching lecturers and students. In the mobilization stage, Raden Intan State Islamic University Lampung has made various efforts to improve academic quality and expand international cooperation through various national and international activities such as student mobility, short courses, visiting lecturers, guest lecturer bench marking, OBE-based curriculum transformation, ISO 90001 2015 version of the 2015 version of the ISO 20001 on quality management standards, ISO 21000 version 2018 on the management system of educational organizations and the revitalization of ISO 140001 on the system environmental management. At the supervision stage, Raden Intan State Islamic University, Lampung operates the roles and functions of the quality assurance unit starting from the University level, Faculty (Faculty Quality Group) and Study Program Quality Assurance Unit at the Study Program level. These institutions are tasked with monitoring the achievements, obstacles, and solutions needed in order to step towards the status of a world class university.

ACKNOWLEDGMENTS

This article was written by Riyuzen Praja Tuala and Nor Rochmatul Wachidah based on the results of research funded by Budget Implementation List of Raden Intan State Islamic University, Lampung in 2024. We would like to thank the Rector of Raden Intan State Islamic University Lampung and his staff for giving permission and helping to provide data/information for the benefit of this research.■

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