

UDC 37

SERVICE PLANNING STRATEGY OF HIGHER EDUCATION IN ACHIEVING 'WORLD CLASS UNIVERSITY' STATUS: A STUDY AT FACULTY OF ECONOMICS AND BUSINESS, UNIVERSITY OF BRAWIJAYA, INDONESIA

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ABSTRACT

The problems faced by both local and foreign students as well as the language used by academic information systems have an effect on the quality of academic services. This research aimed to describe and analyze the academic service planning of International Undergraduate Program (IUP) of Faculty of Economics and Business (FEB) of Brawijaya University towards World Class University (WCU) in education and teaching sectors. This research used a descriptive qualitative approach. The data were analyzed using Yin data analysis technique, which covers compiling database, disassembling data, reassembling data, interpreting data, and concluding. The results of this research suggest that the academic service planning in IUP FEB of Brawijaya University has been made with the purpose of serving the needs of students and the faculty, identifying available resources, and determining strategies. The disposable plans include budgets, promotion activities both in the country and abroad, teleconferences, and comparative studies. The supporting factors of the academic service planning are technology and information systems, sufficient tangible and intangible facilities, and cooperation with several parties. However, the academic service planning has not received full support from the university. Also, there was still lack of staffs in the IUP and the system has not been bilingually provided.

KEY WORDS

Planning, public service, service quality, world class university.

University is where higher education takes place. Competition between state universities (*PTN*) and private universities (*PTS*) becomes increasingly high, especially since the existence of World Class University (WCU) status. World Class University (WCU) is the designation (status or label) for international class universities which are not only able to compete on a national scale but also on an international scale. WCU is also referred to as an international-level college ranking. Meanwhile, national rating agencies include Webometrics, The Times Higher Education Supplement (THES), QS World Ranking, and Academic Ranking of World University (ARWU).

Salmi (2009: 7) revealed that WCU has characteristics, covering: (a) a high concentration of talent (both faculties and students), (b) abundant resources to offer a rich learning environment and to conduct advanced research, and (c) favorable governance features that encourage strategic vision, innovation, and flexibility and that enable institution to make decisions and to manage resources without being encumbered by bureaucracy. Becoming an international class university is not something that is easy. An international class university can be seen from the faculty quality (the lecturers, staffs, and students), the quality of teaching and learning activities, the quality of research, and the quality of bureaucracy.

Based on data downloaded from the Webometrics rating website (2017) regarding World Class University, the university in Indonesia that reached the 955th position of world ranking and the 1st position of national ranking is University of Indonesia. The next university with the achievement of the 1004th position of world ranking and the 2nd position of national ranking is Gadjah Mada University. Brawijaya University occupies the 1873rd position of

world ranking and the 5th position of national ranking. Meanwhile, the 15th national-ranked and the 2993rd world-ranked university in Indonesia is Airlangga University.

Brawijaya University is one of the existing state universities in Malang. The vision, mission, and strategic planning of Brawijaya University are to become an international class university. The internalization of Brawijaya University is done continuously to achieve the international class university status. Some of the efforts made to realize it include having the international scale accreditation such as ASEAN University Network Quality Assurance (AUN-QA) and ABEST21 (The Alliance on Business Education and Scholarship for Tomorrow, 21st Century Organization), cooperating with foreign universities such as Graduate School of Pukyong National University of the Republic of Korea, Guangxi Normal University of China and University of Kentucky, building International Office (IO) of Brawijaya University in 2011, and opening international classes.

There are some faculties in Brawijaya University that have organized international classes by using an international curriculum, namely Faculty of Economics and Business (FEB) and Faculty of Administrative Sciences (FIA). The international class program in FEB has run since 2007 to date. FEB has the managing unit of International Undergraduate Program (IUP) that is responsible for providing academic services in the International Class Program.

In the effort to achieve the World Class University status, IUP FEB of Brawijaya University increasingly improves the service quality of its International Class Program. The quality of a service can be reflected from the relevance between what service the service users expect and receive (Algifari, 2016). The good quality of the academic services is affected by the organizational service planning of IUP FEB, Brawijaya University. Furthermore, IUP FEB of Brawijaya understands that the purpose of service planning is to provide the best service for service users. Ridhotullah and Jauhar (2015) explained that planning involves several stages, covering (1) determining a goal or a set of goals; (2) formulating the current state by identifying the available resources and the problems occurring; (3) identifying all the ease and constraints related to organizational strengths and weaknesses; and (4) developing plans or a series of activities for the goal achievement to prepare for the improvement of service quality.

Higher education services are of public services in accordance with Denhardt and Denhardt (2007: 42) stating that “public servants do not merely respond to the “customers”, but rather focus on building relationships of trust and collaboration with and among citizens”. Moreover, higher education services not only provide the needs of stakeholders but also the needs to build public confidence in university services.

Academic services at universities include *Tri Dharma Perguruan Tinggi*/ The Three Pillars of Higher Education, namely education-teaching, research, and community service. The researchers focused on the planning of academic services in terms of education-teaching. Based on the results of interviews with foreign students of IUP FEB of Brawijaya University and the results of International Student Services Evaluation (ISSE) of 2016, there are several problems occurring in the academic services such as the administration process of KITAS (*Kartu Izin Tinggal Terbatas*)/ Limited Stay Permit and old visa, the majority of English speaking lecturers although a few lecturers still use Indonesian language in teaching and learning activities, changing lecture schedules, and the lack of synergy between the Faculty and International Office (IO)

Based on these facts, the researchers were interested to analyze the academic service planning at International Undergraduate Program (IUP) of the Faculty of Economics and Business of Brawijaya University and to determine the supporting and inhibiting factors of the academic service planning.

METHODS OF RESEARCH

This research was a descriptive research with a qualitative approach aimed to describe and analyze planning of academic service improvement in the International Class Program of FEB of Brawijaya University as an effort to reach the status of World Class University.

According to Moleong (2017), qualitative research aims to understand a phenomenon about what is happened and experienced by research subjects with a description in the form of words and utilization of natural methods. The data sources of this research were informants, documents, and events while the data types of this study covered primary and secondary data. All the data were collected using interviews, observation, and documentation.

After collected, the data were analyzed using five stages of analysis and interaction from Yin (2011), which covers compiling database, disassembling data, reassembling data, interpreting data, and concluding. In the first stage of compiling the database, the researchers sequenced the data resulted from interviews, observation, and documentation adjusted to the research focus and sub-focus sequences. In the second stage of disassembling data, the researchers sorted back the data that had been sorted in the first stage. As for the third stage of reassembling data, the researchers rearranged the disaggregated or sorted data to be delineated through tables or lists and reassured the research data. After that, in the fourth stage of interpreting data, the researchers interpreted the collected data in the form of narration. In the final stage of concluding, the researchers drew the conclusion based on the analysis results that had been outlined in the form of narration in the previous stage.

RESULTS AND DISCUSSION

Planning is the initial stage of management processes to determine targets, visions, missions, the needed resources, budgets, and activities for achieving organizational goals. IUP FEB of Brawijaya University routinely carries out planning activities at the end of each semester to identify the advantages and disadvantages of the academic services. The process of academic service planning of IUP FEB of Brawijaya University covers several things as described in the following table.

Table 1 – Academic Service Planning Process of IUP FEB, Brawijaya University

Input	Process	Output
a) Budget from the Faculty b) Physical facilities in the IUP, including studio classes, air conditioning and television in each classroom, WIFI throughout the area, smoking area, Self Access Center, computer laboratory, mosque, cafeteria, bank, etc. c) Human resources (staffs and lecturers who are able to communicate actively in English.)	The planning process is carried out at the annual meeting prior to the new academic year. Some things to do in the meeting are as follows: a) Determining the purpose of academic services tailored to the needs of stakeholders and the faculty. b) Determining who the service targets are c) Identifying problems occurring in the previous semester d) Developing plans	a) Strategic plans (vision and mission as well as other strategic plans set by FEB of Brawijaya University b) Operational Plans (disposable plans and fixed/directed/ standby plans.

Based on Table 1 above, it can be seen that the service planning conducted by IUP FEB of Brawijaya University includes three things, namely input, process, and output. It is consistent with Zakiyudin (2013) stating that management as a whole covers three things, namely input, process and output in each management function. Both organizational and environmental planning processes of higher education are done through some stages. Stages of the planning processes consist of formulating goals, setting targets, identifying problems or constraints that have occurred before, and developing plans (Ridhotullah and Jauhar, 2015). The output of the planning process includes plans that are divided into strategic plans and operational plans. The strategic plans are vision and mission of FEB of Brawijaya University or any plan followed by all organizations including IUP FEB of Brawijaya University. Strategic plans are indeed followed and implemented by all part of an organization (Robbins and Coulter, 2016; Vita, *et al.*, 2013). On another side, operational

plans are categorized into disposable plans and directed or fixed plans. Fixed plans are used in a similar and repetitive condition such as regulations, SOPs or policies while disposable plans are only used in certain conditions and timeframes (Robbins and Coulter, 2016; Zakiyudin, 2013; Vita, *et al.*, 2013).

Resources become one of the important things in planning. Tangible and intangible resources will affect the services in IUP FEB, Brawijaya University. The quality and quantity of tangible resources in the form of physical facilities must be international-standardized in accordance with its program name of "International Class Program". In addition to the use of the International language (English) as the language of instruction, the facilities provided must also be adjusted to international standards. Moreover, the human resources who manage the international classes should also be able to communicate in English and serve both local and foreign students. In the effort of internationalization, IUP FEB of Brawijaya University not only opens international classes with the use of English as the language of instruction but also provides all the facilities for the academic activities (both tangible and intangible) to compete globally (Salmi, 2009; Turner, 2013; Albatch, 2004; Khoon, *et al.*, 2007 in Cai, Wang, and Cheng, 2011).

Table 2 – Disposable Operational Plans of IUP FEB, Brawijaya University

Actor of Activity	Activity	Benefit
Leaders of the IUP	Planning a new semester budget	To allocate funds as needed
Staffs and students of the IUP	Promotion of the IUP in the country and abroad	To introduce the International Class Program of FEB, Brawijaya University to Indonesian and global communities as well as to increase the interest and the number of students in IUP FEB, Brawijaya University
Students	Engaging students in teleconference activities	To provide knowledge and experience to students related to international programs from foreign universities that can be accessed and reached quickly.
Staffs and Lecturers of the IUP	Conducting comparative studies to overseas universities in Malaysia and Singapore.	To increase the quality of academic services, both administration and teaching in IUP FEB, Brawijaya University. Comparative studies to overseas universities will provide information and experience for the staffs and lecturers to serve stakeholders, especially students. Besides, comparative studies can identify the advantages and disadvantages of both the IUP and foreign universities.

The disposable operational plans made by IUP FEB of Brawijaya University include several activities. These disposable operational plans are then implemented to improve the service quality. The activities carried out related to the international activities should be in accordance with the International Class Program. The activities conducted aims to provide knowledge and understanding of international programs or the international world to the staffs, lecturers, and students. The activities undertaken are not only to improve the staff's understanding but also all the parties in IUP FEB, Brawijaya University.

In addition to the disposable plans, IUP FEB of Brawijaya University also set fixed plans in relation to the policy obligating the students to join the Overseas Academic Program. Besides, there are also some fixed plans made in relation to Standard Operational Procedures (SOPs), covering the SOP of exchange program, the SOP of internship and summer school program, the SOP of admission for exchange program to partner universities, the SOP of admission for double degree program to partner universities in Australia, and so on. Moreover, associated with the regulations, the fixed plans set by IUP FEB of Brawijaya University include the Decree of the Dean of FEB of Brawijaya University on TOEFL, the Decree of the Dean of FEB of Brawijaya University on the academic advisors of international program students and the standards of final project preparation.

The planning of academic services at IUP FEB of Brawijaya University cannot be separated from supporting factors and inhibiting factors. The supporting factors of the planning of academic service quality improvement of IUP FEB of Brawijaya University include:

- *The increasingly sophisticated information systems and communication technology that facilitate the staffs, students, and lecturers to share information related to academics*, for example, through the website (www.feb.ub.ac.id and www.iup.feb.ub.ac.id), social media (Whatsapp), and academic information systems for students, lecturers and so on.
- *The feasible physical facilities provided in IUP FEB of Brawijaya University*. Facilities for learning and teaching activities provided by IUP FEB, Brawijaya University include studio classrooms, Air Conditioning and television in every classroom. As for the facility of independent learning, there is a Self Access Center (SAC) which provides English books. Furthermore, academic facilities, such as computer laboratory, are also provided. On another side, the provision of public facilities covers Brawijaya University's central library, reading room, WIFI throughout the area, smoking area, elevator, toilet, mosque, cafeteria, and bank.
- *Human resources capable of providing academic services for the needs of students in IUP FEB of Brawijaya University and faculty needs*. The staffs should be able to communicate in English (at least having an English Bachelor Degree (S1) and serve students and international affairs. Also, an adequate number of lecturers with a minimum graduate of a master degree from foreign universities are also needed so as to be able to teach and serve students using English.
- *Cooperation of IUP FEB of Brawijaya University in the overseas program with parties of both the campus and universities abroad*.

Meanwhile, the inhibiting factors of the planning of academic service quality improvement of IUP FEB of Brawijaya University include:

- *The not-fully support given by the university*, for example, the academic information system was only available in the Indonesian language, not available in English (not bilingually provided).
- *Lack of staffs in IUP FEB of Brawijaya University*. The number of staffs/ officers was only two people to serve both Indonesian and foreign students. When one of the staffs is on leave or has an off-campus duty, it will be a difficult situation because only one staff is serving in the IUP. Moreover, when all the staffs run an off-campus duty or training and education program, there will no staff serving the students.
- *The Standard Operational Procedures (SOPs) that were mostly written in Indonesian and some were in English*. Although the SOPs were complete, it was still confusing for foreign students to understand the plot because there was no SOP available in English.

The number of staffs in the IUP with the capability to communicate actively in English was still inadequate to serve all the IUP service users, especially students. In addition to having the ability to communicate in English, the staffs required in the IUP should be able to serve the students. Indeed, it is not easy to recruit staffs with a good capability of both speaking English and serving. Many people are able to communicate in English, but seeking staffs that are able to serve both local and foreign students who certainly have various differences is more difficult. Therefore, the staffs of IUP FEB of Brawijaya University are required to have knowledge and understanding of the culture and characteristics of each student, especially those from abroad. Good response from staffs as service providers will affect the quality of service (Katsara, 2015). In addition, the service provided by staffs as student support during the study will affect the perception of foreign students related to the quality of service (Rajab, 2012 and Dewi, 2012).

Language still becomes one constraint for higher education to implement International Class Programs (Hiratsuka, 2016). Not only Brawijaya University, but all universities are still in the early stage of internationalization. A university's International Programs are not only

assessed from the staffs and lecturers, but also from the available facilities, SOPs, and systems. Good systems, facilities, and SOPs are expected to help and facilitate students in the learning process. However, the unavailable use of English in the facilities, SOPs, and systems will definitely be an obstacle. The availability of those three things (the system, facilities, and SOP) without the use of English will still hamper the learning process of foreign students.

CONCLUSION

The planning of International Undergraduate Program of the Faculty of Economics and Business of Brawijaya University to provide academic services is made by undertaking several things such as (1) conducting planning activities every semester by adjusting the objectives, vision and mission of the Faculty of Economics and Business, Brawijaya University; (2) conducting meetings to evaluate each semester; (3) determining who the targets of academic services are; (4) understanding the availability of tangible and intangible resources, as well as the provision of facilities supporting the international programs, and (5) selecting staffs and lecturers with good English skills in accordance with the objectives of international programs towards internationalization, as well as international program staffs who understand the needs of international students, especially those related to international affairs. As an example, in the overseas program, the majority of the lecturers use English in the learning and teaching activities. However, a few of them are still bilingual, making it confusing for foreign students of the IUP to understand the lecture given.

In improving the quality of services, the leaders or staffs should maintain and utilize the power of resources owned by the IUP and the Faculty. Also, the number of staffs should be upgraded to improve the quality of works and services. To open an International Class Program, in addition to preparing human resources who are able to communicate in English, the use of bilingual systems, both on the faculty and university websites, academic information system, online registration system, and several other systems, are also highly needed to prepare. This is to help foreign student access information.

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