Strategic Planning for Developing New Study Programs Based on Competency Based Education (CBE) in Private Universities in West Java and Banten

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Abstract— The main purpose of this research is to get an overview of the development of the opening of new study programs based on Competence Based Education (CBE)-based strategic planning in private universities, this is motivated by the phenomenon of study programs that lack students, and the number of graduates who are not absorbed by the world of work. and effort. The method used is a descriptive method with a qualitative approach, a case study of best practice strategic planning at Telkom University. The process of collecting data through library research, documentation studies, interviews, and observations. The results show that the development of new study programs based on Competence Based Education (CBE), the development of new study programs is based on strengthening the management of higher education which is well projected and has a link in socioeconomic development that encourages a knowledge-based economy to innovate and entrepreneurship through collaboration and cooperation. between universities, government, industry, civil society, and social entrepreneurs. The formulation of the development model formulation is Research & Entrepreneural Strategy & Lingkage, applied in three major groups that form research & entrepreneurial & linkage namely (1) Creating Research & Innovation, (2) Building Professional & Entrepreneural Competency, and (3) Commercializing Research & Development. Knowledge. This systematic hypothesis can be used for the development of new study programs based on strategic planning to strengthen higher education management in private universities..

Keywords:---strategic management, competence based education, knowledge management

INTRODUCTION

The existence of this phenomenon prompted a professor named Sudaryono to write a response to the problem, with an article entitled "Mass Suicide in Higher Education Towards Assembling Education", where he discussed the two main stream models, namely; (1) Universities that are organized on the basis of the spirit of discovery and (2) Universities that produce as many assembly experts as are needed by the industry. Where is the first university, because it requires high abilities, but the number of needs is small, the Discovery College or the existing study programs at the university, is limited both in number and in students. Meanwhile, Assembling Colleges or vocational colleges, because they don't need the ability as high as the Discovery College, but have a lot of needs, the opportunities are opened as wide as possible, [31].

Disruption of technology that affects the development of industry and the world of work, this is a challenge for vocational universities which are supposed to be producers of a skilled workforce in industry and the world of work [29], [23], [5]. One example is that some time ago, the higher education community was shocked by information from Google and Ernst & Young that they would hire anyone who could work with them without having to have any diploma, including a diploma from a university [28].

One of the reasons for this phenomenon is to answer these challenges where there is currently a gap between industrial needs and available human resources, the State of Indonesia still lacks 57 million skilled workers until 2030, [11]. While the development in 2019 of individuals who have very high skills per 100 individuals aged 15

years, Indonesia is 0.5 below India at 0.8, while the United States is 6.5, Thailand 9.4 and South Korea is 18.2, [11], [1].

Based on the description above, research related to the Strategic Planning Implementation Model of Pengembangan New Study Programs Based on Competence Based Education (CBE) in Private Universities in West Java and Banten Regions was conducted.

LITERATURE

A. Selecting a Template Theoretical Perspective

Higher Education Management

Building good governance is needed (1) The concept of Good University Governance (GUG) regulation. (2) Leadership commitment and socialization to all levels, (3) Availability and adequacy of human resources: managerial, education, rank, (4) Complying with all existing regulations, [33], [7].

The urgency of implementing GUG in Higher Education is (1) Competition between universities is getting tougher, (2) GUG is becoming mainstream in higher education, (3) GUG is a derivative of Good Governance. (4) The task of PT as an educational institution in governance, namely providing education in the context of educating the nation's life, so that it does not make profit oriented as its goal, PT is required to provide satisfaction to stakeholders GUG can encourage the development and management of higher education effectively and efficiently Governance, (5) Application of Authority in an Organization, [10]

The principles/characteristics of GUG include good governance requires 8 basic characteristics: (1) Participation, (2) Consensus orientation, (3) Accountability, (4) Transparency, (5) Responsiveness, (6) Effectiveness and efficiency, (7) Equity, (8) Inclusiveness, and rule of law. As in Law 12 of 2012 concerning PT Article 63 Autonomy for the management of higher education is carried out based on the principles: (1) Accountability; (2) Transparency; (3) Non-profit; (4) Quality assurance; and (5) Effectiveness and efficiency, [19].

Furthermore, Strengthening the Quality Improvement Program; Required (1) Mutual awareness and commitment about quality as the main issue of Quality Assurance (QA), (2) mutually agreed quality indicators and targets, (3) serious initiatives from managers to improve quality, (4) Continuous measurement and quality audits, [32].

B. Maintaining the Integrity of the Specifications

Strategic Management Concept

Management experts explain that strategy is a science that combines management functions in order to make strategic organizational decisions, in order to achieve organizational goals effectively and efficiently. From the various definitions or definitions that exist, it can be concluded that strategic management is the art and science of formulating, implementing and evaluating strategic decisions between functions that enable an organization to achieve future goals, [6].

According to Wheelen and Hunger, strategic management is a series of managerial decisions and activities that determine the long-term success of the company. These activities consist of formulation, strategic planning, implementation, and evaluation [8].

Strategic management is the process of formulating and implementing plans and activities that are vital, pervasive, and sustainable for an organization as a whole. Higher education strategic planning is related to the operation of higher education institutions in carrying out their programs, while to strengthen the ability of universities to avoid problems and achieve goals according to the required quality, the ability of the heads of universities to determine policies will be tested. Strategic management, especially in policy strategies, can be done if the decision is a joint decision, not a unilateral decision and the decision is chosen from the best alternative, [4].

Strategic management is an organizational effort to be able to align itself with the environment. Strategy is defined as a pattern or plan that integrates the main goals, policies, and courses of action of an organization into a cohesive whole. Brian Quinn, stated that strategy is the formulation of the mission, goals and basic objectives of the organization: program strategies and policies to achieve them; and the methods needed to ensure that strategies are implemented to achieve organizational goals. Porter in Robson explains that strategy is defined as a broad-based formula about how a business competes, what goals it wants to achieve, and what policies are needed to achieve those goals. The essence of competitive strategy formulation is to link the organization with its environment. Rowe in Robson states that strategic management is a process to align an organization's internal capabilities with the opportunities and threats it faces in its environment, [22].

Strategic Management Goals

First, it provides direction for achieving organizational goals. In this context, the strategic manager must be able to show all parties where the organization's goals are going. Because, it can be the basis for performance control and evaluation. Second, help think about the interests of various parties. Organizations must meet the needs of various stakeholders related to the company because they play a role in the success or failure of the organization. Third, can anticipate change. Strategic management enables top executives to anticipate change and prepare guidelines and controls, so as to expand the time frame, think about them from perspective and understand their contribution to both today and tomorrow. Fourth, efficiency and effectiveness. Managers not only concentrate on ability in the interests of efficiency, but also must have serious attention to work hard to do things better and more effectively, (Strategic Planning: Why It Makes a Difference, and How to Do It [4].

Strengthening Strategic Plan

An organization that already has a good system is not enough if it is not accompanied by activities that synergize with each other between one subsystem and another. The position of work programs in an organization becomes something very strategic for humanity. That is, the work program is a place or space of expression for a person to express his identity, abilities, and capacities. By designing the work program of an organization, we become aware of the qualities of a person including his abstraction power and especially what is in his mind.

However, it doesn't stop there. A person's ability to design a program is still closely related to his ability to realize what he thinks is something good. Thus, the strength and strategy of program realization to the level of implementation becomes a separate task that is complicated and requires the skills of the person who initiated it. The most basic principle in this case presupposes that someone who has a great idea must be able to realize the great idea or in simple words, someone must be able to do what he thinks is good in his own idea.

On the other hand, people who are only good at pitching ideas and cannot implement them themselves will be judged to have failed in realizing the program even though the program concept is good. That's the leader who failed to lead himself in realizing his own thoughts. In the context of education, work programs are also vital for educational development activities. Without a work program, an educational institution has no

foundation to progress. In universities, for example, the preparation of work programs should be done after analyzing several vital things in the university.

First: evaluation of the performance achievement of the previous year. Evaluation of performance achievement in tertiary institutions is an evaluation that includes leadership factors, relevance of programs that have been implemented, academic atmosphere, internal management, aspects of program sustainability, as well as efficiency and productivity resulting from the program. This performance evaluation relates to the development or state of the number of students, student feedback on the teaching and learning process, the state of lecturers' human resources, the level of stakeholder satisfaction. This presupposes that in the university there is a programmed evaluation mechanism which is coordinated on a daily basis by a special section or unit called quality assurance or control.

Second, analysis of internal studies. This analysis is intended to make adjustments to several things that may occur in the process of the higher education organization's journey regarding adjustments to the organizational structure, human resources for education and education staff, facilities/infrastructure, finance, cooperation, and others.

Third: analysis of external studies. This analysis is intended to make various adjustments in program preparation related to macro developments, such as the political, economic, security, and other situations.

Fourth: SWOT analysis, this analysis is generally intended to objectively see the weaknesses and strengths of the organization so that they are balanced in preparing work programs (Akdon, 2007). There are many factors that could be the background to the emergence of this condition, but one thing that seems to be the most dominant is the evaluation culture in our country which tends to be taboo. What has been done should be appreciated and don't be busy seeing the shortcomings. Weaknesses should not be exaggerated. In fact, the power of evaluation lies in the generosity of correcting things that are wrong and not correct enough to be corrected, in addition to seeing positive things as other strengths on a different side.

Knowledge Management

According to [9] knowledge management is something relatively new, because it has been popularly developed since the development of information technology, even though it has long been known and practiced by many companies. For all types of companies, this type of management is quite important,

for a certain type of companies, it is very important. For universities, whose main business is knowledge and science, there is no doubt that this type of management is very important.

There are so many definitions that can be given, but it is necessary to give only two which may be sufficient to represent some of the existing definitions. Megan Santosus & Jon Surmacz provide the following definition. "Knowledge management is the process through which organizations generate value from their intellectual and knowledge-based assets. Most often, generating value from such assets involves sharing them among employees, departments and even with other companies in an effort to devise best practices.'

The processes involved in knowledge management can also vary, depending on the particular point of view. Galagan in [9] for example proposes the following process in the context of knowledge management 1) Creating new knowledge, 2) Access knowledge from external sources, 3) Store knowledge in documents, databases, software and so on, 4) Realizing and using knowledge in processes, products and services, 5) Transfer the knowledge possessed in the company environment, 6) Using knowledge in the decision-making process, 7) Facilitate knowledge development through culture and incentives, and 8) Measuring the value of knowledge assets and their impact on knowledge management.

Although not exactly like a consulting firm, college business is also knowledge, not just knowledge, but science. Science is not only an important asset for a university, but also a strength and excellence. Therefore, universities also need knowledge management. To explain the challenges faced by universities in using knowledge management, for example, an analysis based on Davenport's opinion on various knowledge management processes can be used. Davenport in (Indrajit & Djokopranoto, 2004) divides the implementation of knowledge management in 4 processes based on projects, therefore he mentions them as 4 projects, namely (1) creating a knowledge repository, (2) improving access to knowledge, (3) advancing the environment. knowledge, and (4) managing knowledge as an asset.

METHODOLOGY

A. *Analytical Descriptive Studies*

Analysis of the symptoms of certain facts and conditions must know its status when it occurs in the field, thus an analytical descriptive study is used in this study because it has the characteristics as needed in this study, while the characteristics of the descriptive study are (1) descriptive research tells something systematically about data or characteristics of certain populations or certain fields in a factual and accurate manner, as well as analyzing and interpreting existing data; (2) descriptive research emphasizes more on observation and natural setting (natural setting), seeking theory and not testing theory (hypothesis-generating) and not (hypothesistesting), heuristics and not verification. Thus, descriptive research is needed to produce tentative theories; (3) there are several types of descriptive research, including: case studies, surveys, developmental studies, follow-up studies, documentation analysis, trend analysis, behavior analysis, time and motion studies and motion study), and correlational studies, [30].

As has been explained about the selection of education providers is the implementation of education that has characteristics in accordance with the problems and objectives in this research, thus in this section will be explained about (a) the characteristics of cases based on their position or function in the context of the research problem; (b) sequential determination of cases; (3) continuous case adjustment; until the selected case is determined because it has met the same characteristics as the research problem, [17]

The characteristics that correspond to the problems in this research are: (1) Colleges or universities that have the largest and most varied distribution of Vocational Study Programs or already have many Vocational Study Programs so that they are considered to have the advantages of strategic planning for mapping new study programs based on reinforcement. management of higher education, (2) universities that have a mapping of the opening of new study programs in the Master Plan for Development and Strategic Plan for Higher Education, (3) universities that have programs to strengthen higher education management that support the mapping of the opening of new study programs, and (4) Accredited Higher Education A and Accreditation of Study Program A or B in general in the LLDIKTI Region of West Java and Banten.

Based on the data above, the object of research that has conformity with the characteristics needed in answering this research question is Telkom University Bandung by looking at the characteristics of the Number of Study Programs, which are 43 Study Programs, then with Higher Education Accreditation A, and

Accreditation of Study Programs A and B in Study Programs Vocational studies there are a number of 34 study programs.

Informants

"The main educational stake holders are students who directly receive services, the second education stake holder is parents, and the third education stake holder is the party who has an important, albeit indirect, role, such as the government and society as a whole".

Referring to this opinion, it can be clearly concluded that to find out the questions in this study, it is necessary to deepen information from; (1) the data section of LLDIKTI IV West Java and Banten, (2) the Chancellor/Chairman of the Higher Education as the leader who has the authority to determine policies at the Higher Education, (3) the Chair/Head of SPMI and the like as the person in charge of implementing internal quality assurance at the Higher Education level,

(4) Head of Study Programs, and (4) Lecturers.

Data Collection and Analysis

Data Collection Procedure

The process of data collection, in this case it is necessary to describe how researchers obtain and collect data, using what media. The data was collected using interview techniques, namely the data was taken based on the researcher's interviews with the respondents. In this case, the researcher conducted interviews based on the interview guide that had been prepared for the study. The interview guide used is basic questions and respondents are expected to be able to answer broadly, thus the technique used is in-depth interview technique (circumstantial interview).

Secondary data that is needed is done by documentation and observation studies. Documentation is utilizing existing documents, in this case what documents have been clearly conveyed in the previous section, while observation is qualitative observation directly by researchers to collect data based on certain conditions according to the purpose of the study. The things that need to be observed in this study have been explained in the instrument grid section as shown in the table below.

In qualitative research, the data is collected by the researcher by entering the field so that the data obtained in more detail according to the plan of the researcher, this activity is in accordance with the research objective,

which is to make a systematic, factual and accurate description, picture or visualization of the facts, as well as the relationship between symptoms/ the event under study.

To provide clarity of data, data collection techniques used by researchers in this study include: participatory observation, interviews and documentation studies. Meanwhile, for conceptual reference materials, literature study is used.

Participation Observation is an active effort in collecting data by doing something and being actively involved in it. Participatory observation is used to obtain more in-depth data about the internal quality assurance process implemented. Interviews can be viewed as a technique of collecting data by means of question and answer. Documentation studies are conducted to obtain administrative data and data on documented activities at the research location or related to the research locus and theme. According to [18], in qualitative research, documents include non-human resources sources that can be utilized because they provide several advantages, namely the materials are already available, available, ready to use and using these materials does not cost money.

Data Analysis and Interpretation

The interpretation and analysis of the data in this study took place during the research process, as stated by [17] which stated that "data analysis began in the field, since then there has been data refinement, compilation of categories by region, and efforts in the framework of compiling data. hypothesis, that is, the theory itself".

The process of interpreting and analyzing the data itself refers to [17] who states that "qualitative data analysis is the process of compiling data (categorizing it into themes or categories) so that it can be interpreted or interpreted".

In the process, the researcher uses the SWOT analysis technique as a further action on the data that has been presented in a descriptive analysis, then compared with a theoretical study, discussions with experts in this case the directors are then presented in the discussion section.

The data analysis technique used refers to the model made by Miles and Hubermen (1984) as quoted from [30], namely the interactive analysis model, as well as the steps proposed by [18], namely by (a) data reduction, (b) display data and (c) decision making and verification. The cyclical process can be described as follows:

FINDING AND DISCUSSION

Strategic Planning in Higher Education

In this section, we will discuss how strategic planning is carried out at Telkom University with a case study focus on mapping the opening of new study programs based on strengthening higher education management programs. Thus, this section will explain step by step strategic planning at Telkom University as presented in the research results section as a form of implementing a strategic plan based on a higher education management strengthening program.

As stated by [27] that the preparation steps consist of; (1) Conduct a strategic environmental analysis, (2) Analyze the current situation of higher education education, (3) Conduct an analysis of the expected school education situation in the next five years, (4) Determine the gap between the current education situation and the expected five years in the future, (5) Formulating the vision of the university, (6) formulating the mission of the university, (7) determining the implementation strategy for the university, (8) determining the key success milestones (milestones), (9) determining the cost plan, and (10) Determine the monitoring and evaluation plan, [20], [8], [25].

The steps for the preparation of strategic management at Telkom University as described in the research results section have complete conformity with the concept above. However, in its implementation, Telkom University formulates the stages of the process of preparing its own Strategic Plan, namely systematically as contained in the Strategic Plan of Telkom University Year 2019-2023, namely (1) Chapter 1 Introduction which contains the Current Real Condition of the Institution, (2) Chapter 2 which contains facts-organizational facts and internal environment categorized based on the Balanced Scorecard (BSC) Theme, namely Customer, Internal Business Process, Learning and Growth and Financial, Operational Environment and External Environment. (3) Chapter 3 Strategic Issues of Institutions categorized under the Tridharma Theme of Higher Education, namely Education, Research and Community Service. (4) Chapter 4 Formulation of the institution's vision, mission, goals and values (5) Chapter 5 contains the SWOT – TOWS analysis, (6) Chapter 6 contains strategic objectives, and (7) Chapter 7 contains key performance indicators indicators) and targets, [31], [2], [24], [21].

Development Program New Studi Basic Competence Based Education (CBE)

The Higher Education Management Strengthening Program at Telkom University as the results of documentation studies, interviews and observations, can be grouped as follows (1) Competence Based Education (CBE) Implementation Program, (2) The Strengthening Program includes increasing Accreditation, and (3) Strengthening Program The management includes components of Good University Governance (GUG) and World Class University (WCU). The explanations for each of these sections are as follows, [31].

The application of Competence Based Education (CBE) as the basis for scientific development (Opening of New Study Programs) is part of the Strengthening Program in Knowledge Management. The learning system deemed appropriate by Telkom University in providing human resources who are ready to play a role in the Industrial Revolution 4.0 era is the application of Competence Based Education (CBE), [31], [13], [14], [15].

The implementation of CBE includes aspects of Knowledge Management development, as stated by [16] that Knowledge Management has a significant effect on the performance of private universities through organizational culture. This system is not only the existing regulations or standards but also involves the parties who are directly related, namely human resources. Knowledge management is one of the management tools that can be used to support the achievement of organizational goals and demonstrate competitive advantage so as to create good organizational performance [16].

Furthermore, the Management Strengthening Program includes the Good University Governance (GUG) and World Class University (WCU) components as explained in the research results section where Good University governance can be represented by achievements related to institutions, such as rankings, university accreditation, study programs and several achievements of higher education rankings, both national and international levels. As a "world class university" university, accreditation must refer to international standards, such as IABEE, ASIC, ABEST, and so on. These achievements are a form of quality assurance and institutional performance from an institutional perspective, [31].

Based on the results of documentation studies, interviews and field observations, the strengthening program in the development of new study programs is the

application of Competence Based Education (CBE) as the basis for scientific development (Opening of New Study Programs). This is part of the Strengthening Program in Knowledge Management.

The learning system that is considered appropriate in providing human resources who are ready to play a role in the Industrial Revolution 4.0 era is the application of Competence Based Education (CBE). Broadly speaking, the CBE system provides a learning ecosystem where students have the flexibility to understand a material and demonstrate their understanding through a predetermined assessment mechanism. The implementation of CBE effectively and efficiently requires enormous effort and resources, in its application CBE needs to be customized according to the characteristics of the disciplines of each study program and pay attention to the general skills required by graduates, (Complex Problem Solving, Critical Thinking, and others), (IRS.RS/D/, 2021).

Discussion and Implications

Based on the results of internal and external analysis studies up to the strategic policy stage, development in a model formulation called the Research & Entrepreneurial Strategy & Lingkage Model, (IRS.RS/D/, 2021). The formulation of the development model is as general description of Research & Entrepreneural Strategy & Lingkage Model that can be applied is the three major groups that make up the research & entrepreneurial & linkage model as follows:

Creating Research & Innovation

In this group, the Research Center & Expertise Group (KK) play an important role in producing scientific publications in top journal publications and producing patent technology which will then be submitted to industrial licensing for commercialization, (IRS.RS/D/, 2021).

Building Professional & Entrepreneural Competency

As a support to achieve an entrepreneurial university, there needs to be collaboration between the Faculty, Entrepreneursip Center, and Career Development Center to create graduates who have an entrepreneurial spirit. In this case, entrepreneur/businessman human resources are needed to help academic lecturers to produce professional entrepreneurial students. Thus, the graduates produced can compete to enter employment in top companies, (IRS.RS/D/, 2021).

Commercializing Research & Knowledge

In this group, the role of Bandung Techno Park (BTP) to commercialize research results and utilize entrepreneurial human resources is very important. In terms of patent technology research, BTP can help make industrial licensing which can then build industrial partners to continue with sponsorship activities in further research. Meanwhile, in terms of HR entrepreneurs, BTP can attract talented candidates so that a start-up community will emerge. Furthermore, with a little guidance, it is hoped that the start-up community formed into spin-off companies from Telkom University, (IRS.RS/D/, 2021).

Research Limitations

This study aims to examine how the formulation of the development model for the new study program is based on strategic planning for *Competence Based Education* (CBE). However, as qualitative research conducted in the context of a case study at one university, it will have certain limitations. However, all universities that are used as case studies are the result of selection from universities in West Java and Banten which have characteristics that match the needs of this research, namely; Universities that have Vocational Study Programs with the opening of new study programs based on strategic planning for strengthening higher education management. This limits the experience, knowledge and insight that can be gained from these findings. The role of the first author as a researcher may be biased, but this has also been done by the researcher and triangulation of data is useful to reduce this bias, [30], [3].

CONCLUSION AND RECOMMENDATION

Strategic planning Development of New Study Programs based on mapping the results of a systematic and comprehensive environmental analysis with the Penta Helix environmental analysis approach and Application of Competence Based Education (CBE) in Knowledge Management, the development of new study programs based on strengthening higher education management can be well projected that has relevance in socio-economic development that encourages a knowledge-based economy to pursue innovation and entrepreneurship through fruitful collaboration and cooperation between universities, government, industry, civil society, and social entrepreneurs.

Higher education management strengthening program with the tagline "Becoming a research and

entrepreneurial university in 2023", with a development direction model on three themes, namely Creating Research & Innovations, Building Professional & Entrepreneurial, and Developing University Business Networks, as well as partnerships for development directions with the Government, Industry Partners, Spin-off Companies, and Banks & Venture Capitalists, so that the mapping of the opening of new study programs on each of these development themes has been explained and projected in the strategic plan document.

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