



Identifying Strategic Issues for Lecturer Development at the Raden Mas Said State Islamic University Surakarta, Indonesia

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Abstract: Improving the quality of lecturers has a strategic role in improving the quality of tertiary institutions. One of the efforts to improve the quality of lecturers is by formulating a lecturer development strategy in improving the quality of the tri dharma of higher education. This study aims to analyze lecturer development strategies in improving the quality of the tri dharma of higher education. The approach used is qualitative with a descriptive analysis method with the object of research being one of the PTKIN in Central Java, namely Raden Mas Said State Islamic University Surakarta. The techniques applied in collecting this data are interviews, observation, and documentation. The results of this study indicate that using the SWOT analysis, a lecturer development strategy can be formulated, namely, (1) The lecturer development program is following science and technology and the vision, mission, and objectives of Raden Mas Said State Islamic University, (2) Integration-based learning, (3) Providing funding for research projects or initiatives with an interdisciplinary approach, holding internship-like programs. (4) Research and publication assistance, (5) Provision of scientific-based community service, and (6) Acceleration of doctoral programs and acceleration of professors.

Keywords: Development strategy, Lecturer, Higher Education

Abstrak: Peningkatan mutu dosen memiliki peran strategis dalam peningkatan mutu perguruan tinggi. Salah satu upaya dalam peningkatan kualitas dosen yakni dengan merumuskan strategi pengembangan dosen dalam meningkatkan mutu tri dharma perguruan tinggi. Penelitian ini bertujuan untuk menganalisis strategi pengembangan dosen dalam meningkatkan mutu tri dharma perguruan tinggi. Pendekatan yang digunakan adalah kualitatif dengan metode deskriptif analisis dengan objek penelitian salah satu PTKIN di Jawa Tengah yaitu Raden Mas Said State Islamic University. Adapun teknik yang diterapkan dalam pengumpulan data ini yakni melalui wawancara, observasi, dokumentasi. Hasil penelitian ini menunjukkan bahwa, dengan menggunakan analisis SWOT maka dapat dirumuskan strategi pengembangan dosen yaitu, (1) Program pengembangan dosen sesuai dengan IPTEK dan visi, misi serta tujuan Raden Mas Said State Islamic University, (2) Pembelajaran berbasis integrasi, (3) Menyediakan pendanaan untuk proyek penelitian atau inisiatif dengan pendekatan interdisiplin, mengadakan program *internship-like*, (4) Pendampingan penelitian dan publikasi, (5) Pengadaan pengabdian kepada masyarakat berbasis keilmuan, dan (6) Akselerasi program doktor dan akselerasi guru besar.

Kata kunci: Strategi pengembangan, Dosen, Perguruan Tinggi

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INTRODUCTION

Increasing the competence of lecturers both in quantity and quality is very important because it has an impact on the quality of a tertiary institution. Problems related to the number of lecturers at Raden Mas Said State Islamic University, namely the ratio between the number of lecturers and the number of students are still not ideal, scientific linearity, including the quality of lecturers in teaching, research, and publication as well as community service. On the other hand, scientific idealism and academic culture as well as resources to support the academic activities of lecturers and students have not been institutionally well developed.

The publication aspect of the research results of lecturers at Raden Mas Said State Islamic University shows an increase every year. In 2022 there are 52 research reports, journal articles, and books, the results of these studies are published in various forms, both scientific articles in various journals, research reports, and in book form, although it has increased but if you look at the ratio of the number of publications to the number of lecturers it has not reached the ideal number. Raden Mas Said State Islamic University lecturers who receive research grants nationally in 2022 are still low.

Aspects of community service activities carried out by lecturers have not systematically led to a consistent and sustainable target of change and improvement in society. Even though in terms of collaboration, so far there have been several Memorandums of Understanding (MoU) made with various parties, but often they do not reach the implementation stage adequately which produces activities and outputs that are relevant to the lecturer development plan. Attention to the community around the campus is still relatively limited and even if it has been established so far, the form is still like personal action and has not yet become an official institutional activity that is well-planned and structured, and sustainable.

In the strategic plan, Raden Mas Said State Islamic University has a target of improving the quality of lecturers as a force to create a university that is superior at national and international levels. According to data released by a combination of the results of the QS World University Rankings (QS.World), Webometrics Ranking of World Universities, and Ban-PT assessments, Raden Mas Said State Islamic University is ranked 12th at the PTKIN level, 116th at the National level and 6179th in the world with B (Webometric) accreditation. : 2021). One of the components assessed is the competence of lecturers in the aspects of teaching, research, and community service. Lecturer competence in implementing the Tridharma of Higher Education will affect the quality of institutional performance. The first step to achieving this target is to reconstruct the lecturer development strategy. The strategy formulation is based on an internal and external analysis of the presence of lecturers. The analysis was carried out based on the data obtained from the results of the research so that it becomes a guide in the lecturer development strategy at Raden Mas Said State Islamic University.

METHOD

This study uses a qualitative approach. The technique used in collecting data is through interviews and documentation studies. Interviews were conducted with several people who were selected purposively, namely selected with considerations and research objectives (Moleong, 2018).

For analysis of data documentation relating to staffing data, class and rank of lecturers, and works of lecturers in the fields of teaching, research, publications, and community service. After the necessary data has been collected, the next step is to carry out data reduction, make displays in tabular form to explain one another as a whole, carry out a cross-side analysis by comparing and analyzing one data with another in-depth, then draw conclusions based on this analysis (Sugiono, 2014).

RESULTS AND DISCUSSION

Strategic Issues for Lecturer Development at Raden Mas Said State Islamic University

Raden Mas Said State Islamic University has several coaching and career development programs for permanent lecturers, both those with PNS and non-PNS status. Lecturer career development programs need to be socialized and implemented so that regeneration takes place effectively.

One way to increase lecturer competence is through the holding of post-doctoral programs at universities which can attract several new doctorates from various disciplines for a certain period (Djuwita, 2017). Likewise, the opportunities available to do post-doctoral studies abroad need to be utilized by new doctors at Raden Mas Said State Islamic University to develop collaborative networks that are much needed in the future.

Raden Mas Said State Islamic University developed a new initiative to provide opportunities for lecturers as well as students to carry out exchange activities with lecturers and students for research and education from other institutions or higher education institutions that have a reputation in certain fields. Likewise, universities must prepare themselves to be able to accept the presence of lecturers or students from outside the institution through this exchange program so that maximum benefits can be obtained.

Raden Mas Said State Islamic University has a well-structured and well-planned human resource development program for lecturers and education staff. This program is directed at increasing the professionalism and performance of lecturers and education staff. This program does not only cover training inside or outside the university but also includes a career pathing program for lecturers and education staff who will carry out additional duties as leaders or administrators of work units at the university.

The policy of Raden Mas Said State Islamic University regarding intellectual property is directed at motivating lecturers, students, and educational staff to make discoveries or continuous improvements by their respective main tasks. The results of this creativity and initiative are proactively sought for protection by the university. Further utilization of intellectual property is pursued by the university so that it can provide benefits for inventors, universities, and the community or users.

The university ensures that lecturers and students in publishing their scientific work must include the name of Raden Mas Said State Islamic University as the main institution. Lecturers and students in writing scientific papers must appreciate and consider the contributions of each author.

Internal Analysis of Raden Mas Said State Islamic University Lecturer

Analysis of internal and external factors related to the lecturer's condition is the first step in formulating a development strategy (Ali et al., 2018). These factors are the data used in the formulation of future lecturer development strategies at Raden Mas Said State Islamic University. The following are educational data for Raden Mas Said State Islamic University Lecturers in 2023.

Table 1.1
Data from Raden Mas Said State Islamic University Lecturers for 2023

No	Type	Education	The amount	Percentage
1	ASN	Level II	231	62,9%
		Level III	68	18,5%
2	DTNP	Level II	64	17,5%
		Level III	4	1,1%
Jumlah			367	100%

Source: *Raden Mas Said State Islamic University Tahun 2023.*

From table 1.1 above it can be said that the total number of lecturers is 367 consisting of 299 ASN lecturers and 68 DTNP. Of the 299 ASN lecturers who have doctoral degrees (S3), there are 68 and the remaining 231 are still masters (S2). Meanwhile, of the

68 non-PNS permanent lecturers, 4 lecturers are already doctoral (S3) and 64 are still masters (S2).

Nowadays, people are starting to realize that to achieve success, not only intellectual intelligence is needed at work, but also other skills are needed to suppress quality performance (Mamahit, 2019).

Talking about improving the quality of higher education, of course, cannot be separated from improving the quality of human resources, namely lecturers. Lecturers as educational staff at tertiary institutions, based on education and expertise are appointed by tertiary administrators with the main task of teaching at tertiary institutions with the main tasks, authority, and responsibilities in the fields of education and teaching, research and community service (Saepudin et al., 2020). According to data released by a combination of the results of the QS World University Rankings (QS.World), Webometrics Ranking of World Universities, and Ban-PT assessments, Raden Mas Said State Islamic University is ranked 12th at the PTKIN level, 116th at the National level and 6179th in the world with B accreditation (Webometric, 2021).

The following are research phenomena from year to year that have occurred within 6 years, namely:

Table 1.2 Number of Lecturer Research
Raden Mas Said State Islamic University

No	Year	Number of Research
1	2017	128
2	2018	79
3	2019	101
4	2020	0
5	2021	56
6	2022	52

Source: Raden Mas Said State Islamic University, 2022.

From table 1.2 above it can be seen that the number of studies in 2017 is 128 studies, in 2018 is 79 studies, in 2019 is 101 studies, in 2020 is 0 studies, in 2021 is 56 studies, and in 2020 is 52 studies. The development of research can be read as taking place in a fluctuating manner, to realize the big agenda, Raden Mas Said State Islamic University requires lecturers who have competence as spearheads in the educational process.

The professionalism and competence of lecturers are very important issues in the world of higher education (Wiwitan & Yulianita, 2017). Qualified lecturers will be able to support the success of achieving the process of education or teaching, research, and community service (Mahyuni et al., 2020).

Lecturer quality is the most critical issue in the world of higher education, and Raden Mas Said State Islamic University is no exception. The problem with the low-quality of lecturers is a shortage of quality lecturers, not only in terms of the linearity gap but in the lack of competence and idealism.

Therefore, to overcome this problem, Raden Mas Said State Islamic University must have a lecturer development strategy that is planned, directed, and by the vision, mission, and goals of future institutional development. Increasing lecturers both in quantity and quality is very important and will have an impact on the education and teaching process at Raden Mas Said State Islamic University.

Problems related to the number of lecturers, namely that the ratio between the number of lecturers and the number of students is still not ideal, scientific linearity, including the quality of the teaching staff, should be used as a lecturer development program in the future. On the other hand, scientific idealism and academic culture as well as resources to support the academic activities of lecturers and students have not been institutionally well developed.

Lecturer professionalism can be achieved through career development in the institution where he teaches. Lecturer careers in tertiary institutions have two kinds of

career paths. Namely, structural and functional career paths (Tuhagana, 2018). A lecturer at a tertiary institution may pursue a career in the structural field, and may also be in the functional field.

Apart from having a strategic role, careers in the academic world also have high freedom and use performance as a basis for determining future careers. In the academic world, the outcome of performance is important (Yasir, 2018). A lecturer is free to determine when he wants to invest in his career performance and development.

The development of lecturers will have an impact on the development of tertiary institutions, which will have consequences for improving the quality of education and determining its effectiveness and survival (Purwanti et al., 2019). When development occurs, higher education institutions will also experience development.

There are three needs for human resources in education in the era of globalization: superior human resources, human resources who continue to learn, and human resources with indigenous values (Dasmadi, 2021). Human resource development (lecturers) can help fulfill these three objectives. Therefore, the development of lecturers must be carried out to develop and maintain them so that they become reliable resources. Lecturers will also develop a sense of attachment to the organization as a result.

Therefore lecturers should be encouraged to participate in employee development programs by the organization. Likewise, lecturers must take seriously any skills development or HR development activities arranged by the organization. The synergy between lecturers and the organization will accelerate organizational goals formulated in the vision and mission.

External Analysis of Lecturer at Raden Mas Said State Islamic University

The challenge faced by Raden Mas Said State Islamic University is the development of information and communication technology so there is a demand for the availability of professional lecturers. Besides that, accreditation by the National Accreditation Board for Higher Education (BAN-PT) requires the availability of competent, linear, and qualified lecturers. Another challenge relates to the rules for appointing professors which are increasingly difficult to fulfill for most lecturers with doctoral degrees. The transformation (State Islamic Religious Institute – IAIN) to State Islamic University (State Islamic University – UIN) is an opportunity for lecturers to develop their science based on integration, interconnection, multidisciplinary and varied. This transformation demands a paradigm of scientific development at Raden Mas Said State Islamic University based on integration and interconnection by the development of science and technology, although from the aspect of implementing integration-based learning, it has not been realized at Raden Mas Said State Islamic University.

In the field of research, the challenge faced by lecturers at Raden Mas Said State Islamic University is the tight competition to obtain research funding from donor agencies. The era of autonomy poses a challenge for tertiary institutions, including Raden Mas Said State Islamic University, to be able to support themselves, including in research programs. From the budgetary aspect, existing regulations on the use of research funds are not yet flexible. Sedangkan dalam bidang pengabdian kepada masyarakat, terdapat peluang dan tantangan yang dihadapi oleh dosen Raden Mas Said State Islamic University yaitu peluang kerjasama dengan pihak eksternal untuk mensponsori pelaksanaan program pengabdian kepada masyarakat yang bervariasi. Penelitian berbasis teknologi tepat guna dapat dimanfaatkan untuk menindaklanjuti kualitas pengabdian kepada masyarakat. Sedangkan permasalahan dalam bidang pengabdian pada masyarakat adalah munculnya kelompok masyarakat yang mengkampanyekan Islam eksklusif dan Islam liberal.

Analysis

SWOT Analysis of Lecturer Development Strategies

For analysis procedures in developing lecturers, the authors use SWOT analysis. SWOT analysis is a method of situational analysis that focuses on systematically identifying several factors to formulate a strategy for a company, organization, or institution. SWOT itself is an acronym for Strengths, Weaknesses, Opportunities, and Threats (Yusnanto & Lestiono, 2020).

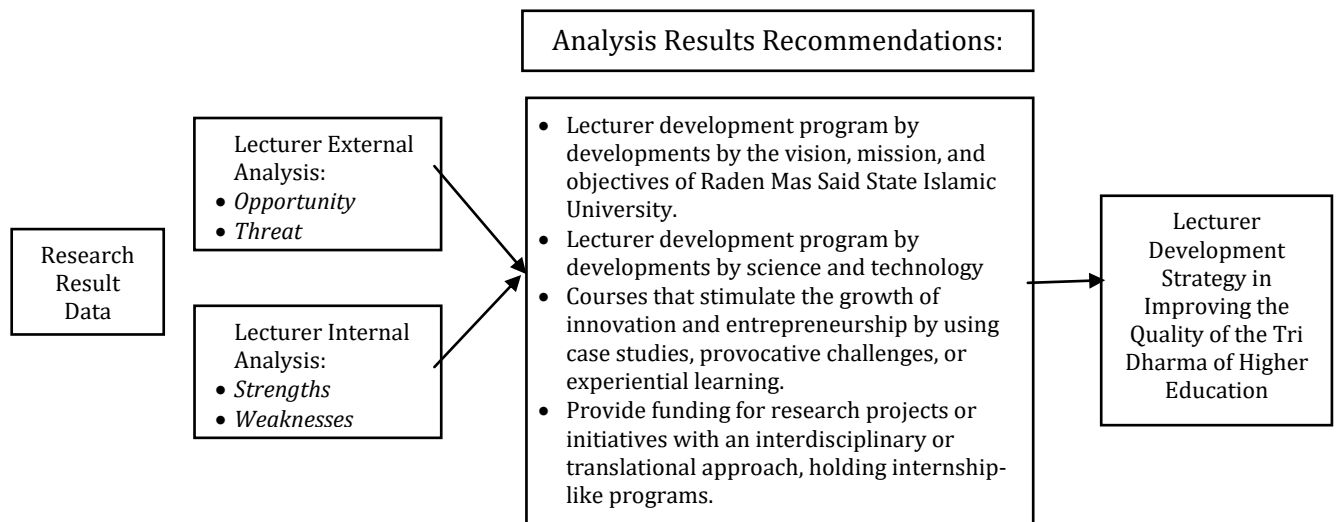
Analysis of internal and external factors related to the lecturer's condition is the first step in developing a development strategy (Safriadi et al., 2020). The next step relates to the vision, mission, goals, targets, and plans of the organization. These factors are the data used in the formulation of lecturer development strategies. In formulating the formulation of an application lecturer development strategy can be used, namely the concept of Fred R. David (David, 2011). This concept uses several matrices with three stages of implementation as follows (Anisa & Rahmatullah, 2020):

First, the input stage, namely all basic information regarding internal and external factors related to lecturers at Raden Mas Said State Islamic University is used to formulate development strategies. This can be done by using two development strategy formulation techniques, namely: (1) External Factor Evaluation (EFE) Matrix, the EFE matrix is used to evaluate external factors for the presence of lecturers and analyze matters relating to the implementation of higher education tri dharma, namely teaching, research and publications and community service. (2) Internal Factor Evaluation (IFE) matrix, the EFE matrix is used to determine the internal factors of lecturer resources related to strengths and weaknesses (Ward, 2018).

Second, the matching stage is to identify alternative strategies by matching input information in the form of external and internal factors obtained at the input stage. At this matching stage, identification is carried out using only the SWOT matrix (Strengths, Weaknesses, Opportunities, and Threats). The SWOT matrix is important to help leaders develop four types of strategies (Nggini, 2019), namely: (a) Strengths-Opportunities (SO): develop strategies to take advantage of the strengths possessed by Raden Mas Said State Islamic University lecturers and be able to take advantage of the opportunities they have. (b) Weaknesses-Opportunities (WO): develop strategies to take advantage of opportunities that lecturers have and overcome weaknesses based on existing data. (c) Strengths-Threats (ST): Developing strategies to take advantage of strengths and avoid various kinds of threats. (d) Weaknesses-Threats (WT): developing strategies to reduce weaknesses faced by lecturers and avoid various threats (Rifa'i, 2021).

Third, the continuation stage uses the Quantitative Strategic Planning Matrix (QSPM). QSPM is a technique that can objectively determine prioritized alternative strategies (Asiyah, 2017). This method is a recommended tool for strategists to evaluate alternative strategic options objectively, based on previously identified internal-external key success factors.

Based on the results of the internal and external analyzes that have been carried out, the results of the analysis are used in preparing strategic formulations for the future development of UIN Raden Mas Said lecturers. The analysis explains the internal strengths of lecturer resources, as well as internal weaknesses according to existing objective conditions. Internal strength becomes the basic capital for self-evaluation of things that are considered strategic to develop. Likewise, the external analysis also encourages and suppresses the lecturer's development strategy. External analysis is categorized into two forms, namely analysis of opportunities that are open to the outside and other inhibiting factors that contribute to pressing the target of realizing future lecturer development programs. External factors include determining factors in capturing opportunities and challenges for the lecturer development process in the future. The strategic formulation for the development of lecturers at Raden Mas Said State Islamic University in the future can be summarized by the author as shown in the following figure:



Picture. 1. SWOT Analysis of Lecturer Development Strategies at Raden Mas Said State Islamic University

Lecturer Development Strategy in Improving the Quality of the Tri Dharma of Higher Education

The strategy of Raden Mas Said State Islamic University is a large-scale plan with a future orientation, to interact with competitive conditions to achieve organizational goals, strategy has multifunctional and multidimensional consequences and needs to consider external and internal factors faced by the organization.

Strategy formulation is a process related to determining the future direction of an organization or implementing decisions to achieve the organization's short and long-term goals. The decision-making process is fundamental and comprehensive, accompanied by a determination of how to implement it, which is made by the leadership and implemented by all levels within the organization to achieve goals.

One of the formulations carried out by Raden Mas Said State Islamic University is to increase the opportunity for lecturers to carry out critical studies in an interdisciplinary manner, lecturers are allowed to carry out research that leads to the acquisition of new findings and innovations on a problem that occurs.

Raden Mas Said State Islamic University promotes research and scientific work by lecturers and students that are competitive at the national and international levels which are of high quality, and have a broad impact. Maintain and improve the performance of leading research by making strategic investments in research areas that are starting to become new flagships (emerging). Raden Mas Said State Islamic University always provides opportunities for academics to be involved in communication and dissemination of research results effectively, through membership in professional associations and scientific forums. Optimizing the utilization of research resources, increasing the effectiveness and efficiency of research support services.

Raden Mas Said State Islamic University compiles and determines research governance and organization, university research policies, research quality assurance standards for research implementing units, research implementation guidelines, and research ethics codes for researchers. The unit is responsible for building, implementing, and maintaining a research implementation system that meets the minimum requirements stipulated in the research quality assurance standards of Raden Mas Said State Islamic University, where the application of research quality assurance standards is evaluated periodically through internal audit activities conducted by internal auditors.

Raden Mas Said State Islamic University encourages research organizing units to make continuous improvements in the implementation of a quality assurance system toward recognition or accreditation by external parties.

The foregoing is in line with the strategic objective of maintaining or achieving a position of excellence. The implication of this study confirms that Raden Mas Said State Islamic University achieves an advantage if it can take advantage of opportunities from the environment, which allows the organization to take advantage of the areas that are its strengths.

The first step in formulating a strategy is the mission statement, which plays an important role in determining the goals, strategies, and policies of an organization. The organization implements these strategies and policies through programs, budgets, and procedures. Raden Mas Said State Islamic University has developed a lecturer development program through developments in science and technology and by the vision, mission, and objectives of Raden Mas Said State Islamic University.

The implementation of Raden Mas Said State Islamic University in the lecturer development strategy process includes namely, lecturers at Raden Mas Said State Islamic University providing opportunities and abilities to conduct research for undergraduate students. In one way, namely holding course programs that focus on improving research abilities and demonstrating the benefits of research in the student learning process, holding courses that stimulate the growth of innovation and entrepreneurship by using case studies, provocative challenges, or experiential learning. Raden Mas Said State Islamic University has promoted and added several non-curricular opportunities for lecturers and students to be involved in experiential learning, learning in the community, as well as innovation competitions at national and international levels.

Raden Mas Said State Islamic University seeks to increase research opportunities and capabilities for postgraduate students with initiative activities, namely the emergence of postgraduate student awareness of the importance of translational research, providing funding for research projects or initiatives with an interdisciplinary or translational approach, holding an internship-like program on campus for students to have experience joining lecturer research groups professionally, and holding classes that allow students from various disciplines to meet to work on interdisciplinary problems.

CONCLUSION

Lecturer development strategies require data analysis related to internal strengths in quality and quantity. Quantitatively, the number of lecturers continues to increase every year, while the weakness from the internal aspect is that there are still many lecturers who are not yet doctoral, and integration-based learning has also not materialized. The quality of research and publication aspects is also not maximized based on the publication date of research results mostly in local journals. The implementation of community service by lecturers is still conventional so it does not provide a base core for the study program. The external analysis that becomes an opportunity is that the transformation of IAIN to UIN opens opportunities in implementing integration-based learning and increasing the productivity of research, publication, and community service. The external factor that is a challenge is the development of information and communication technology so there is a demand for the availability of professional lecturers. The strategy for developing lecturers at Raden Mas Said State Islamic University is a guide in implementing and developing activities, especially the dharma of higher education that is relevant to the needs of society, nation, and state. The development strategy for lecturers at Raden Mas Said State Islamic University is written based on the values and identity of Raden Mas Said State Islamic University and pays attention to strategic issues both internal and external, universal educational and scientific values, and can be reviewed for suitability according to the facts at Raden Mas Said State Islamic University.

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PROFIL SINGKAT

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