

## Rector's Strategy Creates a Global Competitive Person

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### *Abstract*

The relocation of the capital of the archipelago to East Kalimantan provides many benefits and provides opportunities and challenges in development and encourages economic growth in the region and the surrounding region. Especially at universities in East Kalimantan and especially around the Balikpapan area. Balikpapan Institute of Technology is the only institute that has strategic importance in preparing its graduates to be able to have advantages and be able to compete globally. The Rector plays a very important role in realizing the goals of the organization he leads. To produce superior graduates with global competitiveness cannot be separated from the challenges faced and how the program is made to overcome these challenges. This study aims to describe the rector's strategy to create superior people with global competitiveness and describe the challenges faced. The type of research used is qualitative with a case study approach. The data collection method uses interviews, observations, and documentation. The results of the study stated: 1) the rector has two programs to improve community competence in the fields of technology and environment, as well as promote a holistic approach to community development in the fields of technology, environment, and economics. 2) multiply research and publish in the journal Scopus, focusing on smart governance, branding, economy, life, society, and environment. And 3) empower quality assurance agencies to optimally manage community-related programs.

**Keywords:** Rector's Strategy, Superior People, Global Competitiveness

### **Abstrak**

Pemindahan ibukota nusantara ke Kaltim memberikan banyak manfaat dan memberikan peluang dan tantangan dalam pengembangan serta mendorong pertumbuhan ekonomi di wilayah tersebut dan wilayah sekitarnya. Terlebih pada perguruan tinggi yang berada di Kalimantan Timur dan khususnya di sekitar wilayah Balikpapan. Institut Teknologi Balikpapan satu satunya institut yang memiliki kepentingan strategis untuk menyiapkan lulusannya mampu memiliki keunggulan dan mampu bersaing secara global. Rektor memegang peranan sangat penting dalam mewujudkan tujuan organisasi yang dipimpinnya. Untuk menghasilkan lulusan unggul berdaya saing global tidak terlepas dari tantangan yang dihadapi dan bagaimana program dibuat untuk mengatasi tantangan tersebut. Penelitian ini bertujuan menggambarkan strategi rektor mewujudkan insan unggul berdaya saing global dan menggambarkan tantangan yang dihadapi. Jenis penelitian yang digunakan adalah kualitatif dengan pendekatan studi kasus. Metode pengumpulan data menggunakan wawancara, pengamatan dan dokumentasi. Hasil penelitian menyatakan: 1) rektor memiliki dua program untuk meningkatkan kompetensi masyarakat di bidang teknologi dan lingkungan, serta mempromosikan pendekatan holistik dalam pengembangan masyarakat di bidang teknologi, lingkungan, dan ekonomi. 2) memperbanyak penelitian dan dipublikasikan di jurnal Scopus, dengan fokus pada tata kelola pemerintahan yang cerdas, branding, ekonomi, kehidupan, masyarakat, dan lingkungan. Dan 3) memberdayakan Lembaga penjaminan mutu mengatur program yang berhubungan dengan masyarakat secara optimal.

**Kata Kunci:** Strategi Rektor, Insan Unggul, Daya Saing Global

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## **PENDAHULUAN**

The role of universities in producing graduates who fear God Almighty and are competent in their fields of knowledge is in the spotlight. This is partly due to the large number of unemployed college graduates. Indeed, the problem of *education mismatch* does not only occur in our country. However, this problem should not be allowed to drag on without a solution. Our campuses must immediately take

concrete strategic steps to ensure a strong relevance between the curriculum and the nation's needs for the role of graduates in the future. Indonesia needs to immediately have a *manpower need for the national economy* and services based on the scenario of economic growth and public services. Based on this scenario, campuses then determine what study programs are open and the number of new students who will be accepted into each study program (Maros & Juniar, 2016).

Universities need to generate an academic atmosphere that awakens a love of science, strengthens motivation, and stimulates the creativity of its students. In addition, the approach applied in the teaching and learning process also needs to be adjusted to bring the campus closer to the institution and the field of work of graduates. Germany's experience in developing a dual system curriculum for vocational education can be a reference. In the learning process, the main portion is given in the company according to its work with learning time arranged differently but under one coordinated regulation (Haryanto, 2020).

At present, there is a tendency for more and more young people to work in other countries (Handayani, 2015). In this increasingly fierce competition, the competence of college graduates greatly determines the role of those concerned in the community. This is because the momentum of technological progress, the economy, and various aspects of life often comes suddenly and cannot be predicted long in advance. Who is most competent and best prepared to face such uncertainty, will have the greatest opportunity to play a role in society and become the most beneficial human being for others. Relocation of the capital of the archipelago alternative solutions (Saputra et al., 2021).

Therefore, universities are required to be responsive in facing the dynamics of change and uncertainty that will continue. Students must constantly improve their competencies, including foreign language skills needed to face business competition and tougher labor market competition. If we are not alert, instead of being able to enter the labor market in other countries, the opposite is true we will see more and more foreign workers working in our country. The flow of social change that always occurs along with the dynamics of society requires college graduates to have a responsive nature to various social phenomena that develop. Competition in providing quality higher education services is a challenge as well as an opportunity to make internal changes in higher education if you want to continue to play a role in the community (Maisah et al., 2020).

The key to the success of higher education autonomy is a dignified and participatory decision-making process based on truth based on data and facts (Lasambouw, 1970). In PTN Legal Entities, opportunities are open for the community to play a role in the governance process through members of the Board of Trustees (MWA). MWA has an important role in important and strategic decision-making (Anwar, 2014). With the issuance of seven Government Regulations on statutes for seven Legal Entity PTNs which are implementations of Law Number 12 of 2012 concerning Higher Education, there has been a legal basis to provide certainty and a stronger foundation regarding the guarantee of campus independence in expressing academic freedom and autonomous campus management.

Thus, the Rectors in carrying out the process of transforming universities into autonomous universities can continue. By providing quality higher education, our autonomous universities can more freely and effectively educate their students and give birth to innovations for the future of our nation through efforts to build an academic culture that can ensure the importance of the role of universities in the long run. The curriculum needs to be developed to always be relevant to the needs of the nation through efforts to encourage innovation because of the creative, innovative, and imaginative thinking process. A culture of research and innovation must be developed on campuses to contribute to the transformation of the national economy from an efficiency-driven economy to an innovation-driven economy. Higher education needs to transform from a teaching university to a research-based university (Fattah & Gautama, 2017).

This means that universities must be able to build postgraduate education systems and research-based learning resources, be able to build collaborative networks that focus on the synergy of research in various disciplines or effective inter/trans disciplines, be able to provide funds and facilities for science, technology, and art needed in the development of science and provide solutions for society in the process of ecological change, Economic, social, and cultural that is sustainable, and able to create a good research climate to produce solutions that are very useful for the community.

Our campuses must always measure the degree of relevance of the academic programs they run to the needs of the nation. Academic programs that are increasingly relevant to the needs of the nation will increase the role and reputation of the universities concerned. Higher education must also have a real role and a good reputation in the field that is its main competence, master the determinants of change, and be a reference in the uncertainty and complexity of change to present answers to the great challenges of human life on earth today and in the future.

Higher education needs to develop new ideas that are outside the box and different from scientific traditions that are often reduced to development by certain individuals who are too lazy to learn. This will encourage the transformation of universities so that their academic programs can produce superior and globally competitive people. A superior person can be seen from a character who has five basic philosophies, namely 1) can think and likes to explore knowledge, 2) is good at taking wisdom, and lessons from every natural and social phenomenon, 3) always sticks to goodness and justice, 4) has broad knowledge, is critical and meticulous in receiving information, theory and proportionality, 5) and can prioritize the benefit of the people (Dahlan, 2020).

In encouraging an innovative superior culture, superior individuals must prioritize noble values and advanced culture, and have the spirit of *scientific* nationalism and scientific patriotism. Superior and competitive people need to have a spirit of struggle, nationality, courage, and patriotism. This spirit is the key to strength in facing a very tight global era of competition (Abbas, 2022). All elements of higher education must have this spirit and transmit it to students so that we can catch up with developed countries (Saputra et al., 2021).

We have to get out of the comfortable condition of the soft zone and immediately enter the competition zone. We must be aware of the possibility of outbreaks of mediocrity diseases that often land among resource-rich nations but do not have qualified human resources to manage. The traits of lack of empathy, lack of competence in judging, too demanding, and superficiality of thinking should be avoided. Superior and globally competitive people who graduate from our universities must strengthen their character with civility, morals, culture, and responsibility.

The word "strategy" comes from the Greek "strategos" (stratos = military and ag = lead), meaning "generalship" or something that war generals do in making plans to win wars. The definition was also put forward by an expert named Clausewitz. He stated that strategy is the art of fighting to win wars. Therefore, it is not surprising that the term strategy is often used in the warfare scene. The term strategy was first used in the military world (Rajiman, 2023).

Strategy is a big plan that is increasing, efficient, and productive to effectively achieve goals. Strategy is a long-term plan developed in detail in the form of tactics and strategies that are operational in nature accompanied by measurable targets and steps (Maisah et al., 2020).

In the era of globalization, all universities compete fiercely. One factor that can help achieve higher education goals is students who have high-quality abilities that allow them to compete in the face of increasingly difficult challenges. Therefore, universities must support each other in terms of creativity and innovation to achieve the expected goals (Sulaiman, 2016).

Now, the issue of higher education is becoming a real topic of discussion among academics in our country. To overcome the decline in the overall quality of education, various efforts have been made, including various programs to train teachers, improve educational components such as curriculum, and improve physical infrastructure such as libraries and laboratories. Furthermore, they concentrate on improving quality to deal with the challenges of globalization.

Related to the relocation of the capital to East Kalimantan, the Kalimantan Institute of Technology has a great responsibility to support, and prepare superior human resources who can compete in this global era. To face and find solutions to problems and challenges that exist in the world of higher education, especially at the Kalimantan Institute of Technology, several strategies will be outlined to answer these problems and challenges.

## **METHOD**

The type of qualitative research used is Phenomenological educational research, and the aim is to describe and describe various conditions and phenomena that currently occur in the general public by making qualitative research projects into real objects and interestingly presenting their findings. which highlights the main characteristics of the condition or phenomenon under consideration. Qualitative research is a process of understanding carried out through the method of finding out in search of the meaning of social or humanitarian problems (Rusandi & Muhammad Rusli, 2021). In analyzing data, Miles & Huberman data analysis techniques are used with the flow of activities, namely

collecting, reducing, presenting, and verifying. Reducing means simplifying data records in the field. The records are then categorized and verified to be inferred (Dahlan, 2020).

## **RESULTS AND DISCUSSION**

### ***Institut Teknologi Kalimantan Balikpapan***

The ideals of the university can be from its vision and mission. The vision describes the direction and goals of the institution. Based on the vision and mission of the Kalimantan Institute of Technology, it can be seen that this university focuses on international-class, world-class universities capable of becoming pillars of the economic strength of the Indonesian nation through the fields of education, through research, community service, developing food industry innovations, developing energy, agriculture, maritime affairs and helping the region become an environmentally friendly smart city.

This university has the motto ITK MAPAN (Advanced and Leading). To achieve the vision, the college is carrying out a mission. The mission of Kalimantan Institute of Technology is to become an entrepreneurial university based on 4IE (internal Enhancement, Innovation Action, International collaboration, Worship (spiritual culture), and Environmental Insight).

The Rector plays an important role in determining the strategic direction of the university which must be in line with the vision and mission. The rector's leadership in implementing this strategy is very influential in the achievement of the university's vision and mission. The strategy taken by the rector should reflect the vision and mission of the university. This includes academic program development, research, community service, and university operations (Maisah et al., 2020).

The Rector is responsible for setting performance indicators that are in line with the vision and mission of the university. It is important to evaluate how effective the strategies are in achieving the goals of the university. The allocation of resources by the rector should support initiatives and programs that are in line with the vision and mission of the university. This includes the allocation of funds, human resources, and infrastructure.

The Rector must involve various stakeholders, including lecturers, students, and the community, in the development and implementation of strategies to ensure that the vision and mission of the university are effectively realized. The Rector must be able to adapt existing strategies to respond to changes in the external and internal environment.

### ***Cooperation***

Within 8 years of the establishment of the Kalimantan Institute of Technology, it has collaborated with international research institutions from Germany, Japan, Korea, China, and ASEAN countries.

Rector of the Kalimantan Institute of Technology to create superior people with global competitiveness in responding to the move of the capital of the archipelago in East Kalimantan. Here is the description:

1. Cooperation with Government and industry.
2. Education. Provide opportunities for lecturers to improve higher education levels both at domestic and foreign universities.
3. Research Field. Conducting research related to the national capital with international cooperation in as many as 20 countries. Conducting collaborative studies related to Smart City with government institutions, educational institutions, private, etc.; develop electric cars, design catamarans as a mode of water transportation on the Mahakam river in Samarinda, develop *fly ash* and *bottom ash* as construction support materials, etc.
4. Improve the competence of graduates. Collaborate with the government and industry by creating a teaching or laboratory factory. Students study in integrated laboratories with Julong Company related to machine automation, image processing, and palm oil processing. And learn about modern logistics with the Volvo company.

Solusi untuk menghadapi faktor penghambat tersebut dapat disimpulkan sebagai berikut:

Solutions to deal with these inhibiting factors can be summed up as follows:

1. Conduct international accreditation in all study programs.
2. Conducting joint and double degrees with China, Japan, and ASEAN countries.
3. Conducting *domestic and foreign student exchanges* in the context of internationalization of the Kalimantan Institute of Technology.
4. Improve the education of lecturers and administrative personnel through international education.

The Kalimantan Institute of Technology Rector's strategy is to increase superior human resources through 8 strategies, namely: 1) Improving the quality of education. Increase academic support. 2) Improve accessibility of education. 3) Strengthening industry ties. 4) Developing research and innovation. 5) Focus on character building. 6) Improve administrative efficiency. and 7) Improve the image of the university.

Improving the quality of education The Rector can develop strategies to improve the quality of education at the University, such as updating the curriculum, improving teaching standards, and facilitating the training and development of teaching staff. Increased academic support The Rector can provide better support to students in terms of learning and research, such as providing modern learning facilities, involving students in research projects, and supporting mentoring programs. Improve educational accessibility. The Rector can take steps to improve the accessibility of education for all levels of society, including by providing scholarships or financial assistance to outstanding but financially disadvantaged students.

Strengthening industrial relations The Rector can establish close cooperation with industry or the business world to help prepare University graduates to be ready to face challenges in the world of work, this can be done through internships or joint project collaborations. Research and innovation development The Rector should encourage the development of research and innovation at the university

by providing research funding and providing complete research facilities for researchers and graduate students.

Focus on character building, in addition to focusing on academic aspects, the Rector must also pay attention to building student character through leadership development programs, community development, and extracurricular activities. Improve administrative efficiency The Rector can implement an efficient and integrated administrative system at the university to facilitate academic and administrative processes for staff and students. Improving the Image of the University The Rector must play an active role in promoting the University positively to the wider community, either through social media, cooperation with the mass media, or participation in national and international academic events.

The strategy of the Kalimantan Institute of Technology rector in preparing superior resources cannot be separated from the tridharma of higher education. In the field of education and teaching, the rector improves providing opportunities for lecturers to improve higher education levels both at domestic and foreign universities. Here's an excerpt:

*“Our strategy to improve the competence of lecturers and education staff is we involve lecturers and staff in pieces of training according to needs and provide opportunities to improve their education levels.”*

Globalization has made competition among universities even fiercer. The Rector needs to develop a strategy to improve the quality of human resources so that the university can compete globally. This increase in competitiveness includes improving the quality of lecturers, research, and teaching. Globalization raises the need for high-quality lecturers. Universities need to have competent teaching staff, have a deep understanding of their field of study, and be able to face global challenges. Improving the quality of lecturers involves developing expertise, participating in research activities, and applying innovative teaching methods.

In the knowledge society, universities are expected to be centers of innovation and research. The Rector needs to ensure that there is a strategy that supports human resource development to encourage high-quality research and innovation that can have a positive impact on society. The University is considered a center of knowledge and discovery in the knowledge society. This includes the university's role as a place to pioneer new ideas, develop innovation, and conduct research that can enhance our understanding of the world. The Rector is responsible for designing Human Resources development strategies involving lecturers, researchers, and support staff. This includes the selection, development, and management of human resources capable of contributing to research and innovation activities. The strategy should be focused on creating an environment that supports high-quality research. This involves providing adequate facilities, resources, and financial support to support significant research activities. Increased innovation in universities should be directed towards having a positive impact on society. This can involve developing solutions to social, economic, or environmental problems, as well as commercializing inventions that can improve people's well-being.

The quality of teaching and learning at the university plays an important role in creating a superior educational experience. The Rector needs to develop human resources by providing appropriate training, motivating lecturers to continue to improve teaching methods, and supporting the use of technology in the learning process.

The Rector ensures that human resources at the university are managed effectively. This includes recruitment and selection of qualified academic and administrative staff, employee development, and regular coaching and performance evaluation. The Rector has the primary responsibility to ensure that human resources at the university are managed effectively. This includes planning, organizing, and controlling various aspects related to human resources, to achieve the goals and vision of the university. One of the important steps in Human Resources management is the recruitment process and selection of academic and administrative staff. The Chancellor needs to ensure that this process is carried out transparently, fairly and quality-oriented to attract individuals who have competencies and qualifications that match the needs of the university. The rector should pay special attention to the development of employees. This involves providing training opportunities, workshops, and other development programs to enhance the skills, knowledge, and qualifications of academic and administrative staff. Regular coaching and performance evaluation is an important step in HR management. The Chancellor needs to provide support and guidance to staff to help them reach their maximum potential. In addition, systematic performance evaluations help ensure that each individual makes an optimal contribution to the university's goals.

The rector's strategy must be aligned with government policies related to higher education and accreditation standards. Improving the quality of human resources is a key step in meeting accreditation requirements and ensuring universities comply with government regulations. Quality human resources will contribute greatly to improving the image and reputation of the university. The Rector needs to develop a marketing strategy that involves Human Resources achievements in research, teaching, and community service.

The strategy of the Kalimantan Institute of Technology rector in the field of research and development by conduct research related to the national capital with international cooperation of 20 countries. Here's an excerpt:

*“Our lecturers do a lot of research and have been published in Scopus-indexed journals. Currently, lecturers are conducting research related to smart governance, smart branding, smart economy, smart living, smart society, and smart environment.”*

The lecturers at this institution are active in research and have successfully published the results of their research in journals indexed by Scopus, which is one of the main reference and citation databases for scientific literature. The research being conducted covers various aspects of modern life that are integrated with technology, known as the concept of "smart". These include a focus on the use of information and communication technology to improve decision-making processes and efficiency in governance. Use of advanced technology to develop more effective and innovative marketing and brand

strategies. Includes economic development based on digitalization, innovation, and sustainable technology. Apply technology to improve quality of life, including health, education, and everyday life. Integrate technology in society to increase citizen participation, equality, and social welfare. And Application of technology to protect the environment and promote sustainability.

Similarly, regarding strategies in the field of community service, the rector of the Kalimantan Institute of Technology gave the following explanation:

*"In the field of community service, quality assurance agencies regulate various programs related to the community. Some of them are "Training on the Use of Welding Technology and Micro Business Management in the Musholla Management Group to Increase Entrepreneurial Understanding in the Field of Metal Material Fabrication and Assembly", "Environmentally Friendly Bio-Battery Innovation from Palm Oil Bunches Waste in the Capital City of the Archipelago", and so on."*

Initiatives to improve people's skills and knowledge in engineering, especially welding, and micro business management. This training may be aimed at musholla management groups, indicating an effort to integrate technical learning with the management of religious communities, which can help musholla administrators not only in carrying out religious activities but also provide them with skills for entrepreneurship.

Innovation efforts in the field of renewable energy and waste management. Programs like these not only help in addressing waste problems but also demonstrate the utilization of waste as a valuable resource. Its emphasis on "eco-friendliness" and location in the "Capital of the Archipelago" signifies an awareness of the need for sustainable solutions in growing urban areas.

Overall, both programs demonstrate the efforts of quality assurance agencies in developing community competence in the fields of technology and the environment. They also reflect a holistic approach to community service, where technical, environmental, and economic aspects are emphasized.

## **CONCLUSION**

The study reveals the Kalimantan Institute of Technology's Rector's strategy focuses on improving community competence in technology and environment, promoting holistic development, multiplying research, publishing in Scopus, and empowering quality assurance agencies. Despite resources, many lecturers choose not to continue education, leading to limited scientific publications.

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