Leadership Strategies in Improving Higher Education Graduates' Competitiveness

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Abstract: Strong, visionary, and effective leadership are the main pillars in developing and improving competitiveness of educational institution. This research focused on the leadership strategies in improving higher education graduates' competitiveness in Faculty of Education and Teacher Training of UIN Antasari Banjarmasin and Polytechnic of Hasnur Banjarmasin. This research employed a descriptive qualitative approach with a case study method to obtain an overview about the implementation of millennial leadership characters to improve the Higher Education competitiveness: 1) strategies for building sustainable competitiveness excellence; 2) implementing strategies through Leadership and Culture; 3) Strategies for sustainable supervision and improvement; 4) strategic steps to overcome problems and weaknesses; 5) creative and innovative ideas in increasing Higher Education graduates' competitiveness. Finally, this research found out that leadership strategy in improving University graduates' competitiveness had been implemented based on the national Higher Education standards and the stipulation of the Educational Quality Assurance Council. Nevertheless, supervision strategies had not demonstrated maximum efforts, especially in the development and improvement of graduates' quality and competitiveness.

Keyword: Leadership, Competitiveness, Educational Quality.

1. Introduction

The development of industry revolution 4.0 has incurred heartbreaking problems amidst society. Moreover, these problems are related to the prolonged multidimensional crisis. People are longing for certainty on how this nation can face this global competition (Pucciarelli & Kaplan, 2016). Furthermore, several social and economic indicators have shown that Indonesia is getting left behind in the global competition compared to other nations (Lemasters et al., 2020). To face the global competition, Higher Education as an educational institution functioning to develop skills and build characters as well as civilization of the nation, and also to educate nation should improve the academic quality amidst the limited resources, concern, and support (Kufaine, 2014).

The Higher Education roles to prepare the nations' competitiveness as an agent of change in the society requires fundamental changes to be able in competing globally (Novita et al., 2021). Furthermore, Higher Education should have viable strategies to accomplish great competitiveness by transforming its institution into a more complex institution rather than just organizational development. In fact, a Higher Education is an institution having a collegial academic community and upholding academic value to educate the nation (Petrovskiy & Agapova, 2016).

Therefore, higher education should commence fundamental changes to generate good academic, social, and economic values in transforming the institution (Salimin et al., 2021). Institutional transformation covers harmony or redesigns strategies, structure, system, stakeholders' relation, staff, skill, leadership style, and shared value (Mukhtar et al., 2020). These institutional transformation efforts are expected to revitalize the higher education roles to be capable of playing its role optimally in achieving academic excellence for education, industrial relevance, a contribution for new knowledge, and empowerment (Taufik Rahman et al., 2021).

In addition, higher education management has become a challenge, especially in its effort to recruit student candidates (Petrovskiy & Agapova, 2016). On the other hand, higher education institutions face competitiveness in recruiting student candidates (Pazyura, 2017). This is the crucial point of higher education institutions to identify institutional factors as the considerations for student candidates in choosing a university (Siemens et al., 2013). It should be admitted that it is not easy to understand the students' considerations in choosing a university (Makbuloh, 2017). For them, choosing a university is such a big

decision (Siregar & Sihombing, 2021). Not only in finance, but also because it is a long-term decision that affects the lives of students. The right choice of university will affect the future career of the students, friendship, and social life, as well as personal satisfaction (Lemasters et al., 2020).

Currently, the competitiveness of higher education is a problem that must be faced by higher education leaders (Lemasters et al., 2020). Furthermore, competition does not only occur between public and private universities but also between faculties, departments, and programs of study. Likewise, the faculties at UIN Antasari Banjarmasin and Polytechnic of Hasnur Bajarmasin always strive to improve the competitiveness of education along with the current millennial era. The two research locations were selected with the consideration that the Faculty of Education and Teacher training is the faculties with the highest number of students among other faculties at UIN Antasari Banjarmasin. Meanwhile, Polytechnic of Hasnur is a private university that is considered to have quite good innovation power. Indeed, it is reasonable to see the competitiveness of the two universities with a millennial leadership character approach.

Moreover, military leadership character is required in this era, including leadership in the Faculty of Education and Teacher Training of UIN Antasari and Leadership at Polytechnic of Hasnur Banjarmasin. As a higher education institution, obviously, it always strives so that the institution can compete with other higher education institutions.

As a matter of fact, becoming a good leader in the current and future generation of millennial society is a critical challenge (Haji et al., 2020). Along with the times, many leaders emerge due to the demands and environmental conditions at that time. In the era of the millennial generation, an effective government will be achieved if leaders can meet the qualifications as credible, capable, intelligent, and visionary leaders. Nevertheless, a good leader must also have integrity, honesty, and loyalty to the people. Millennial leadership needs to support the independence and spirit of millennial generation entrepreneurship. Building a nation must have the main foundation, namely independence, and entrepreneurship.

Millennial leadership needs to encourage innovation, creativity, and the spirit of the new generation of entrepreneurship. All channels of innovation, creativity, and entrepreneurship must be well designed and concrete. Not only does it contain discourse, but there is also a process that the millennial generation can enjoy to develop themselves.

Based on the above research problems, this research aimed to discover leadership strategies conducted in the Faculty of Education and Teacher Training of UIN Antasari and Polytechnic of Hasnur Banjarmasin in the implementation of millennial leadership characters to improve the higher education competitiveness. Thus, this research obtained an overview of the implementation of millennial leadership characters to improve Higher Education competitiveness. The implementation of millennial leadership characters to improve the Higher Education competitiveness is as follows:

a. How is the strategic analysis in building sustainable competitiveness excellence?
b. How to implement strategies through Leadership and Culture?
c. How are the strategies of sustainable supervision and development strategies?
d. How do the strategic steps overcome problems and weaknesses?
e. How are innovative and creative opinions in improving the Higher Education Graduates competitiveness?

2. Methods

The present research is a case study descriptive research. The researchers employed a case study descriptive method to obtain information on the implementation of millennial leadership characters to improve the Higher Degree competitiveness conducted in the Faculty of Education and Teacher Training of UIN Antasari Banjarmasin and Polytechnic of Hasnur of South Kalimantan.

This research was conducted in the Faculty of Education and Teacher Training of Universitas Islam Negeri Antasari Banjarmasin and Polytechnic of Hasnur of Banjarmasin, South Kalimantan. Research subjects or research respondents were selected purposively; namely, the informants selected were people who had sufficient knowledge and experience related to the research problem. The subjects in this study are 1) The Dean of Faculty of Education and Teacher Training of Universitas Islam Negeri Antasari Banjarmasin; 2) The Director of Polytechnic of Hasnur Banjarmasin; 3) Dean Assistant I, II, and III of the Faculty of Education and Teacher Training of Universitas Islam Negeri Antasari Banjarmasin; 4)The Dean Vice of Polytechnic of Hasnur of Banjarmasin.

We collected the data through interviews. Some informants were selected in this research and some important data were collected to complete the research

data, namely: The Dean of the Faculty of Education and Teacher Training of UIN Antasari Banjarmasin and the Director of Polytechnic of Hasnur Banjarmasin. Some information discovered by the researchers and participants were 1) information on leadership strategy; 2) information on the policy of the improvement of Higher Degree competitiveness and quality.

Supervision and observation objects in this research were the University condition, infrastructure availability, and objects observed. The observation conducted during the class is an active activity in the University. Documentation technique was employed to obtain data that was not provided in the interview and observation technique. The result obtained from the documentation technique was media used to improve the competitiveness, alumni tracking data, MoU, and documents of cooperation between the University and other parties to improve the graduates' quality, photo, images, graph, structure, and notes gained from the research subjects. The grid and data collection instruments from this study are presented in Table 1 below.

No	Research Objectives	Research Indicators	Data Source	Research Technique		
				I	PO	DS
1	Strategic analysis in building a sustainable competitive excellence	1) What strategy will be most effective in building sustainable competitive excellence for higher education marketing? 2) How to implement the strategy through the higher education institution's short-term goals? 3) How are higher education policies formulated in building competitiveness?	1. Dean of the Faculty of Education and Teacher Training, Universitas Islam Negeri Antasari, Banjarmasin 2. Director of Polytechnic of Hasnur Banjarmasin 3. Assistant Dean I, II and III of the Faculty of Education and Teacher Training, Universitas Islam Negeri Antasari, Banjarmasin 4. Deputy Director of Polytechnic of Hasnur Banjarmasin	√	√	√
2	Implementing strategy through Leadership and Culture	1) How leadership is carried out by involving changes in telecommunications, computers, and the internet 2) How does leadership design the organization needed to implement the	1. Dean of the Faculty of Education and Teacher Training, Universitas Islam Negeri Antasari, Banjarmasin 2. Director of Polytechnic of Hasnur Banjarmasin 3. Assistant Dean I, II and III of the Faculty of Education and Teacher Training, Universitas	√	√	√

				√	-	√
		strategy? 3) How does leadership develop the values and beliefs of higher education organizations? 4) How does leadership seek to manage and create different cultures in various ways?	Islam Negeri Antasari, Banjarmasin Deputy Director of Polytechnic of Hasnur Banjarmasin			
3	The strategy of sustainable supervision and improvement	1) How is the supervision strategy implemented to track the strategy being implemented and detect problems or changes in the underlying improvements? 2) What supervisory standards do higher education have? 3) How are the results of supervision managed and used as a reference for sustainable improvement?	1. Dean of the Faculty of Education and Teacher Training, Universitas Islam Negeri Antasari, Banjarmasin 2. Director of Polytechnic of Hasnur Banjarmasin 3. Assistant Dean I, II and III of the Faculty of Education and Teacher Training, Universitas Islam Negeri Antasari, Banjarmasin 4. Deputy Director of Polytechnic of Hasnur Banjarmasin	√	-	√
4	Strategic steps to overcome problems and weaknesses	1) What problems and weaknesses does higher education have? 2) How does leadership determine strategic steps in overcoming these problems and weaknesses? 3) How can higher education institutions maintain the preservation of cultural values as a form of a tendency to face future conditions?	1. Dean of the Faculty of Education and Teacher Training, Universitas Islam Negeri Antasari, Banjarmasin 2. Director of Polytechnic of Hasnur Banjarmasin 3. Assistant Dean I, II and III of the Faculty of Education and Teacher Training, Universitas Islam Negeri Antasari, Banjarmasin 4. Deputy Director of Polytechnic of Hasnur Banjarmasin	√	-	√
5	Creative and innovative ideas in increasing the competitiveness of higher education graduates	1. What are creative and innovative ideas in increasing the competitiveness of higher education graduates? 2. How are creative and	1. Dean of the Faculty of Education and Teacher Training, Universitas Islam Negeri Antasari, Banjarmasin 2. Director of Polytechnic of Hasnur Banjarmasin 3. Assistant Dean I, II and III of the	√	-	√

| | | innovative steps in increasing the competitiveness of higher education graduates? 3. What is the creative and innovative hypothetical model in increasing the competitiveness of higher education graduates? | Faculty of Education and Teacher Training, Universitas Islam Negeri Antasari, Banjarmasin 4. Deputy Director of Polytechnic of Hasnur Banjarmasin | | | |

Note (I) Interviews, (PO) Participant Observation, and (DS) Documentation Study.

3. Results and Discussion
   a. Leadership strategies in Improving the Graduates' Competitiveness of the Faculty of Education and Teacher Training of UIN Antasari Banjarmasin
      1) Strategic Analysis in Developing Sustainable Competitive Excellence
         a) Effective Strategies in Developing Sustainable Competitive Excellence for Higher Education Marketing

Based on the result of interview and document study in the research focus, it is stated that in stipulating Strategic Plan, the Faculty of Education and Teacher Training (FTK) referred to the Higher Education Strategic Plan, in this case, UIN Antasari Banjarmasin by involving all leaders in FTK, start from the Deans, Program of Study Manager, and Head of Division and Head of Sub-Division. The university policy was formulated in the quarterly Strategic Plan. Meanwhile, the implementation, the Operational Plan was designed annually. Likewise, the evaluation conducted for Strategic Plan and Operational Plan was based on the period.
         b) Strategic Implementation through Short Term Goal of Higher Education Institutions

In implementing strategies through short term goal in the Faculty of Education and Teacher Training of UIN Antasari, from the interview result, it was identified that the formula of Strategic Plan and Operational Plan stipulated by the FTK would be socialized by the Dean to the leaders of FTK and the Vice Deans, Program of Study, and Academicians. Each of the Vice Dean would arrange programs based on the Strategic Plan and Operational Plan and also other tasks, to fulfill the demands of accreditation or Higher Education Standard.

c) University Policies are Formulated in Developing the Competitiveness

From the result of the interview conducted with the research respondents, the policy in Higher Education or university may be different from the policies at the faculty level. University activities cover all activities at the faculty level. Universities or faculties are demanded to fulfill the minimum National Standard of Higher Education. These standard covers graduate competency standards, learning content standards, learning process standards, learning assessment standards, lecturers and education staff standards, learning facilities and infrastructure standards, learning management standards, and learning financing standards.

2) Strategies Implementation through Leadership and Culture

a) Leadership was Implemented by Involving Telecommunication, Computer, and Internet Transformation

From the result of the interview, it indicated that there was not significant leadership change in the leadership implementation by involving telecommunication, computer, and internet transformation. However, only the communication pattern between leaders is slightly different.

b) Leadership Built Organization Needed to Implement Strategies

From the result of the interview with respondents, it obtained information that the leadership at the faculty level had been stipulated in the Work Governance Organization of the University. Likewise, the organization structure in the faculty referred to the Work Governance Organization of the University. Apart from that, the Faculty could build a working unit that could help leaders to perform their duty and workload. In FTK, for example, a PPL (Field Practice) unit was established to conduct field practice for students of Education who would perform teaching practice in schools.

c) Leadership Developed Values and Faith of University Organization

Based on the result of the interview with the respondents, the leadership in FTK translated the philosophy integration into various fields; learning supporting knowledge integration, and research and community services expected to be integrated with knowledge and Islamic teaching.

d) Leadership Tried to Manage and Create Different Culture Through Various Ways

From the interview result with various respondents, the researchers obtained information that in managing and creating culture, leaders at the university level tried to socialize the faculty's vision and mission, Strategic Plan, and Operational Plan of FTK towards all stakeholders in FTK started from the leaders, lecturers, academicians, students, and alumni.

3) Strategies of Sustainable Supervision and Development

a) Supervision Strategies was Conducted to Track Strategies Being Implemented, Detect Problems or Changes Underlying Development

According to respondents of the interview conducted, the supervision strategy was conducted to track strategies being implemented, detect problems or changes underlying development. Moreover, the interview result with the respondents stated that the leadership management ability could be a controller for the organization's existence. The controlling here refers to the leaders; ability to supervise their subordinates. In addition, supervision was an effort or activity to discover and assess whether the task implementation or activities had run properly.

b) Supervision Standards of the Higher Education

Based on the result of the interview and document study, it is identified some steps of supervision implementation related to the task of UPM FTK UIN Antasari Banjarmasin in detail, (1) Implementing an Internal Quality Assurance System in a sustainable, consistent, efficient, and accountable manner; (2) Managing data and information relevant to faculty quality improvement; (3) Facilitating and assisting the Program of Study in preparing, compiling, and sending accreditation documents until visitation activities to apply for Program of Study accreditation; (4) Providing guidance to the Faculty Academic Community regarding the readiness and implementation of the Internal Quality Assurance System; (5) Carrying out an Internal Quality Audit (AMI) in the Faculty environment periodically and programmatically; (6) Compiling and providing recommendations to Faculty Leaders regarding quality assurance in the Tri Dharma of Higher Education

aspects; (education and teaching, research, and community service), including cooperation services, student affairs, and alumni; (7) Developing and implementing quality policies and documents at the faculty level; (8) Encouraging the functionalization of the Department/Program of Study of Quality Assurance Group; (9) Preparing reports and recommendations to the Quality Assurance Agency (LPM) UIN Antasari Banjarmasin and the Dean to improve quality at the Faculty level continuously.

   c) Supervision Result was Managed and Used as Sustainable Development Reference

The interview result indicated that supervision result management would be used as a performance achievement document of FTK UIN Antasari as a complete reference towards the education process in one academic year.

4) Strategic Steps to Overcome Problems and Weaknesses

   a) Problems and Weaknesses of the University

According to the respondents, the problems and weaknesses that FTK UIN Antasari Banjarmasin had faced so far was the competition between other religious universities opening the same program of study offered by the Faculty of Education and Teacher Training. The easy access and affordable price in that area attracted student candidates. It became a challenge for FTK to develop a new program of study and to improve the output quality of its students.

   b) Leadership Determined Strategic Steps to Overcome Problems and Weaknesses

From the interview result conducted with several respondents and from the document study in the Faculty of Education and Teacher Training of UIN Antasari, it was revealed that in determining strategic steps to overcome problems and weaknesses, the leaders of FTK UIN Antasari had conducted cooperation with various parties in local, regional, national, and international level. Most of the cooperation had been conducted at the university level or rectorate. However, there were only a few cooperations followed up to faculty level, thus, it could be implemented that the concrete activities contributing to the development for both parties. The cooperation had not also touched all parties related to FTK and academicians.

c) The Higher Education Ways to Maintain Cultural Values Sustainability as a Tendency to Face Future Condition

The interview with some respondents discovered several ways related to FTK UIN Antasari to maintain the sustainability of the cultural value related to the tendency to face future conditions through policies of independent colleges. Moreover, the government provides many spaces for universities to innovate and generate high-quality graduates, administer and manage universities with a good business process.

5) Creative and Innovative Ideas in Improving University Graduates Competitiveness

a) Creative and Innovative Ideas in Improving University Graduates' Competitiveness

Based on the interview result of supervision and document study of creative and innovative ideas in improving Univesity graduates' competitiveness, it was indicated that 1) Islamic education and learning had been properly administered; 2) it can generate excellent graduates of education in implementing integrated knowledge and Islamic knowledge; 3) it produced researches in education field integrated with Islamic knowledge and local wisdom; 4) it actively involved in community service, especially in education and learning; 5) it built cooperation through broad and quality connection with multiple stakeholders and 6) it had good service based governance structure.

b) Creative and Innovative Steps in Improving Higher Education Graduates' Competitiveness

Creative and innovative steps to improve the graduates' competitiveness are outlined in Kepmendiknas No. 045/U/2002 and President Regulation of Republic of Indonesia, No. 8 of 2012 on the Indonesian Qualification Framework (KKNI), namely: 1. Personality basis; 2. Mastery of knowledge and skills; 3. Ability to work; 4. Attitudes and behaviors in work according to a skill level based on knowledge and skills mastered; and 5. Understanding the rules of social life according to the choice of expertise in work.

b. Leadership Strategies in Improving Graduates' Competitiveness of Polytechnic of Hasnur Banjarmasin
   1) Strategic Analysis in Building Sustainable Competitiveness Excellence
      a) Effective Strategies in Building Sustainable Excellent Competitiveness for Higher Education Marketing

      One of the interview respondents stated that an effective strategy in building sustainable competitive excellence for higher education marketing was to strengthen the link and match cooperation with industry. Furthermore, in building a Higher Education having a sustainable competitive advantage related to Higher Education marketing, it could not be separated from internal and external factors. The internal strategy was closely related to the improvement strategy of the Higher Education capabilities, including human resources, place, infrastructure, costs, skills, and management control through the quality assurance unit. Meanwhile, external strategies included strategies to improve graduates, networking, and partnership which could be done through increased cooperation with the industrial world.

      b) Strategic Implementation through Short Term Goal of Higher Education Institutions

      From the information obtained from the respondents, it is stated that strategic implementation through short-term goals of Higher Education institutions was planning, implementation, and coordination by referring to a short-term Strategic Plan of five years. This strategic implementation through short-term goals had been stipulated in the Strategic Plan of Higher Education describing stages that should be done and achieved every year. The achievement benchmark from each indicator would be re-evaluated every year as a development and improvement reference.

      c) Goals of Higher Education were Formulated in Building Competitiveness

      The results of the interview with the respondents and document study carried out identified that there was no special policy for competitiveness formula. Everything was outlined in the target and strategy of the Strategic Plan of Polihasnur of 2019-2023. It was a guideline in administering and developing an education program in Polihasnur for five years ahead. Higher education policies in building

competitiveness were formulated in quality documents such as statutes, Strategic Plan, Development Master Plan, and quality assurance unit documents. Competitiveness should consist of three principles of higher education, namely teaching, research, and community service. The description of this Tri Dharma policy was included in standard documents and manuals owned by Polytechnic of Hasnur.

2) Implementing Strategies through Leadership and Culture
   a) Leadership was Implemented by Involving Telecommunication, Computer, and Internet Transformation

   The result of the interview indicated that leadership was carried out by involving changes in telecommunications, computers, and the internet. In general, leadership was still running and following the developments of the changes. Obviously, it involved the IT team under the coordination of Deputy Director II. Leadership at Polytechnic of Hasnur was carried out by embracing all parties. In today's modern era, technology utilization is crucial in supporting existing leadership patterns. It is supported by the ease of implementation and management by involving sufficient telecommunication networks, computer, and internet access.

   b) Leadership Built Organization Needed to Implement Strategies

   According to respondents, leadership to build an organization required was to compile a Strategic Plan and socialize it to the organization's officials. Then it should be coordinated with Quality Assurance for supervision and evaluation. Furthermore, the organization was built based on the needs analysis at Polytechnic of Hasnur. The existing needs were based on evaluations carried out in previous years. The organization in Polytechnic of Hasnur was called a management team consisting of elements of leadership, academic and student affairs, general administrative personnel, external service elements, service, and improvement elements. Meanwhile, the top leadership was held by the Director, assisted by 2 deputy directors.

   c) Leadership Developed Values and Faith of University Organization

   The results of the interview identified that regular coordination regularly was conducted through meetings and discussions in the WA group. Furthermore, every activity was always reminded to all teams. The values development at Polytechnic of Hasnur was carried out by

frequent coordination and communication between the leaders and all staff, lecturers, and units. The coordination was scheduled and ongoing. If problems were found, they would be resolved immediately together with the unit concerned.

d) Leadership Tried to Manage and Create Different Culture Through Various Ways

Based on the interview result, it was stated that leadership sought to build the mindset of the organizational team to have different cultures and beliefs. Thus, it made Polytechnic of Hasnur different. These different cultures were the pride of lecturers and staff working at Polytechnic of Hasnur.

3) Strategies of Sustainable Supervision and Development

a) Supervision Strategies was Conducted to Track Strategies Being Implemented, Detect Problems or Changes to Underlie Development

Supervision strategies to track strategies being implemented to detect problems and changes underlying the development was done by forming audit teams under Quality Assurance Unit. Hence, supervision in Polytechnic of Hasnur was a part of institution quality assurance. Thus, supervision strategies were conducted by Quality Assurance Unit were internal assurance audit to investigate whether steps done so far had been suitable with the procedure and goal. If it was not suitable, then the evaluation and development process in that part would be conducted.

b) Monitoring Standards of Higher Education

According to the results of interviews and document studies, it was found that Polihasnur did not have special supervision standards. The supervision standards owned by Polytechnic of Hasnur were listed in the documents of the Quality Assurance Unit.

c) Supervision Result was Managed and Used as Sustainable Development Reference

The results of interviews with respondents indicated that supervision results in the form of internal and external audits were used as evaluation materials for future work program improvements. Furthermore, the supervision results or audits carried out by the quality

assurance team would be evaluated together with the leadership and related units for improvements and work enhancements.

4) Strategic Steps to Overcome Problems and Weaknesses

   a) Problems and Weaknesses of Higher Education

Based on the results of the interview with the respondents, problems and weaknesses found out were the limited human resources, the academicians who did not have professional certification, a limited facility to practice, in terms of quality and quantity.

   b) Leadership Determined Strategic Plan in Overcoming Problems and Weaknesses

The results of interviews with respondents stated that leadership determined strategic steps in overcoming problems and weaknesses, namely by planning annual budget to recruit human resources required, increase cooperation with industry both through cooperation in education, research, and community service, and design curriculum needed by industry and improve students' entrepreneurship skills.

   c) How Higher Education Maintained Cultural Values Sustainability as a Tendency to Face Future Condition

From the results of interviews with the respondents, higher education maintained the sustainability of the cultural value as a tendency to face future conditions through education, namely including cultural values in lectures. Moreover, it was conducted by raising cultural values in lecturers' research and so on. The most emphasized thing was the culture underlying the establishment of Polihasnur adapted to the ideals of its founder.

5) Creative and Innovative Ideas in Improving University Graduates' Competitiveness

   a) Creative and Innovative Ideas in Improving University Graduates' Competitiveness

From the results of interviews and document studies carried out, Polihasnur had creative and innovative ideas in increasing the competitiveness of its graduates by designing internship programs in the industry besides Professional Placement. The idea was carried out by equipping students with the necessary skills such as English, work experience, and additional skills needed in the world of work. From the results of document studies and observations, Polytechnic of Hasnur

has various channels and collaborations, especially with companies owned by Hasnur Group in channeling their graduates to work in companies.

b) Creative and Innovative Steps in Improving University Graduates' Competitiveness

According to the results of an interview with one of the respondents, it is stated that creative and innovative steps in increasing the competitiveness of graduates of Hasnur Polytechnic College were conducted through training and tests on students before graduating.

4. Conclusion

From this research related to leadership strategies in improving the competitiveness of Higher Education graduates, there are some points that can be concluded, as follows: (1) Strategic analysis in building sustainable competitiveness excellence. In building sustainable competitive excellence, Higher Education conducted a strategic analysis based on strategic plans and operational plans compiled within a certain period of time. In its implementation, strategic analysis had not involved all HIgher education resources. (2) Implementing strategy through leadership and culture. Higher Education Leadership, consisting of Dean/Director and Dean representatives, emphasizes a formal-juridical-based relationship pattern. The strategy pattern implemented is assumed to be still very rigid and less dynamic in facing the various challenges faced by higher education institutions in the future. (3) Sustainable supervision and improvement strategy. The supervision strategy implemented by the Higher Education Institution runs based on the functions and tasks of the existing Quality Assurance Agency and Quality Assurance Unit. Higher education tends to less involve External Quality Assurance. The results of Higher Education supervision have not been used as a full reference in making improvements. These things are linear with various weaknesses and limited resources of Higher Education. (4) Strategic steps to overcome problems and weaknesses. To overcome various problems and weaknesses in Higher Education, it was analyzed based on a SWOT analysis. However, various recommendations from the analysis results were not followed up in the form of Higher Education policies. Strategies in overcoming problems and weaknesses of Higher Education tends to emphasize more on collegial leadership among leaders. (5) Creative and innovative ideas in improving the competitiveness of higher education graduates. To support the

development and enhancement of competitiveness, creative and innovative ideas are formulated in the document of the strategic plan and operational plan of Higher Education. These creative and innovative ideas include guidelines in terms of planning, mobilizing, evaluating, and supervision that has not been used as ideas and innovations that are coherent with efforts to develop and improve the quality of higher education and the graduates.

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