

# STRATEGIC MANAGEMENT OF HIGHER EDUCATION BASED ON LOCAL MALAY WISDOM (Case Study of STAI TEBINGTINGGI DELI)

**M. Alang Khairun Nizar**  
STIE Bina Karya Tebing Tinggi

Received : 12 December 2024	Published : 05 February 2025
Revised : 29 December 2024	DOI : <a href="https://doi.org/10.54443/ijset.v4i3.680">https://doi.org/10.54443/ijset.v4i3.680</a>
Accepted : 08 January 2025	Publish Link : <a href="https://www.ijset.org/index.php/ijset/index">https://www.ijset.org/index.php/ijset/index</a>

## Abstract

**Research based on** Most of the people of Tebing Tinggi no longer remember the history and values of the culture. Therefore STAI Tebingtinggi Deli, which is a college under the auspices of the Ministry of Religion which has been operating since 1999, is located in Tebingtinggi City. STAI Tebing Tinggi As a college that focuses on Islamic studies, STAI Tebing Tinggi Deli plays a role in maintaining and preserving culture by making local wisdom the main vision and mission in the master plan for developing higher education. **This research aims** Disclose Formula, implementation and evaluation of Higher Education Strategy based on Malay local wisdom at STAI Tebingtinggi Deli. In order to obtain a complete, in-depth and comprehensive understanding of the focus of this research, the researcher uses a phenomenological paradigm with a qualitative approach and case study type. Data were collected with a natural setting as a direct data source. This research is expected to reveal phenomena and symptoms in depth, find out comprehensively and completely and describe Higher Education Strategy Management Based on Malay local wisdom at STAI Tebingtinggi Deli. The results of the study show that the Curriculum Formulation of STAI Tebingtinggi Deli in realizing the achievement of knowledge, insight and personality according to Malay local wisdom produces a course on the History of Malay and Islamic civilization. Therefore, all study programs at STAI Tebingtinggi Deli (PAI, BKPI, MBS, PIAUD and KPI) require all students to take 2 credits of lectures in semester 2. In addition, to support higher education institutions based on Malay local wisdom, STAI Tebingtinggi Deli has established cooperation with the sultanate or Malay traditional leaders in the city of Tebing Tinggi and its surroundings.

**Keywords:** *Strategic Management, Higher Education, Malay local wisdom*

## A. Background

Higher education is an institution of higher education that has a strategic role in building a nation. The results of studies on Higher Education in various countries show a strong relationship between educational success and the level of progress of these nations. (Irianto, 2012). Through the Tri Dharma of Higher Education and collaborating with the government, quality higher education is able to build civilization, can create and find solutions to problems of society and the state. Currently, the existence of higher education in Indonesia is in a low position, far behind compared to higher education in other countries. (Sartika, 2020). This has an impact on the low quality of competitiveness of resources and the standard of living of the Indonesian people in various aspects.

The leader's far-sightedness gives birth to a dream (dream) that becomes a guide and reference for all members of the organization. The dream called vision, said Tichy and Devana as quoted by Susanto, must consider two important elements. One, a conceptual framework to understand the goal as it achieves it. Two, is the emotional side, which can inspire and raise spirits. In addition, the vision, said Nanus, must be realistic, believable, and have future appeal. Related to visioning, it is closely related to strategic management. As its understanding concerns two things that must be done by a manager, formulating and implementing or implementing a strategy to realize the organization's dream. After visioning (formulating the vision and mission) then it is time for the organization to design and formulate a precise strategy to realize the dream which is stated in strategic management. (TALENT, 2021). Based on this, as the highest institution in the national education system, universities with all their dreams are expected to be able to realize

## STRATEGIC MANAGEMENT OF HIGHER EDUCATION BASED ON LOCAL MALAY WISDOM (Case Study of STAI TEBINGTINGGI DELI)

M. Alang Khairun Nizar

their dreams with various efforts made in the form of strategic management to achieve the goals of the institution's dreams as stated in the vision and mission of the university. In addition, the vision is also a test for great leaders. Because in the hands of a leader, the vision is expected to be able to become energy and give birth to the enthusiasm of his subordinates to carry out operational strategy activities. In other words, universities that want to reach the top, excel, and be competitive must have a vision that is far into the future and be able to design its implementation in strategic management. Universities have a very important role in society and the development of a country. The main role of universities is not only in the implementation of Tridharma, more than that universities must participate in Character and Ethics Development and Preservation and Development of Culture (Mentari et al., 2021). Seeing the large autonomy rights of higher education institutions, we should see this as an opportunity to create superior higher education institutions that are integrated with cultural identity. (Rahman, 2021).

Universities need to be present in overcoming moral decline in society, where data shows that it is increasingly eroding moral ethics, erosion of cultural values, declining sense of nationalism and patriotism, loss of family and mutual cooperation, and lifestyles that are not in accordance with Indonesian culture and the occurrence of moral degradation due to the presence of information technology and communication technology that accelerates the process of globalization. Data from Kompasiana shows that of the 87 million children in Indonesia, 5.9 million of them are addicted to drugs. And what is even more concerning is that 24 percent of drug users have the status of students. In addition, the occurrence of physical bullying cases (55.5%), verbal bullying (29.3%), and psychological bullying (15.2%) and sexual violence as a form of violence against women that is dominant (2,228 cases / 38.21%) followed by psychological violence (2,083 cases / 35.72%). As shown by various studies that exist today, the crisis of local culture, national identity and moral degradation to the nation's children requires immediate handling, one of which is through the process of education based on local wisdom.

Looking from the historical perspective of Tebing Tinggi City, Although the sultanate was officially abolished during the Japanese occupation and the early days of Indonesian independence, the legacy of the sultanate remains an important part of the cultural and historical identity of the people of Tebing Tinggi and its surroundings. The people of Tebing Tinggi City, like many people in North Sumatra, have a strong connection to Malay history, especially the history of the Deli Malay Sultanate which is an integral part of their identity and culture. However, it is very unfortunate that almost the majority of the people of Tebing Tinggi City no longer remember the history and values of this culture. STAI Tebingtinggi Deli, which is a college under the auspices of the Ministry of Religion which has been operating since 1999, is located in Tebingtinggi City. STAI Tebing Tinggi As a college that focuses on Islamic studies, STAI Tebing Tinggi Deli plays a role in maintaining and preserving this culture by making local wisdom the main vision and mission in the master plan for developing higher education institutions Based on the description above, there is a need for research that focuses on how the role of higher education institutions participates in maintaining cultural values, a sense of nationalism and patriotism in accordance with Indonesian culture. Therefore, the researcher is interested in raising the title of Higher Education Strategy Management based on Local Wisdom with a case study of STAI Tebingtinggi Deli.

### B. RESEARCH METHODOLOGY

**Research Approach** In order to obtain a complete, in-depth and comprehensive understanding of the focus of this research, the researcher uses a phenomenological paradigm with a qualitative approach and a case study type. Data were collected in a natural setting as a direct data source. This research is expected to reveal phenomena and symptoms in depth, find comprehensively and completely and describe the Management of Higher Education Strategy Based on Malay Local Wisdom at STAI Tebingtinggi Deli. The researcher does not only stop at substantive findings in accordance with the focus of the research but also formal findings or thesis statements. The researcher's consideration in using this qualitative approach is because the researcher wants to understand (how to understand) in depth what is being studied, not to explain (how to explain) the cause and effect relationship as quantitative researchers do. Another consideration is also wanting to explore in depth (bunkulan) the focus being studied, not just seeing fragments of the focus being studied

The researcher used a case study research type. Case studies are conducted on ongoing events or symptoms, not symptoms or events that have already occurred (ex post facto). The unit of analysis of this study is individuals and

groups at STAI Tebingtinggi Deli. Thus, the researcher collects ongoing events or symptoms, including activities arranged by the college management in designing a college based on Malay local wisdom. Therefore, the researcher tries to collect data, take meaning and gain understanding from the case. Although more than one unit or more cases, involving more than one informant from the leadership, employees, lecturers and students.

### **C. Discussion**

Vision as a series of words that contain the meaning of dreams, ideals or core values of an institution or organization. In addition, it can be said that this vision is the future goal of an organization or institution. Therefore, the vision usually contains the thoughts of the founders or members of the organization (Pujawardani et al., 2023). As well as STAI Tebing Tinggi Deli, which basically the college has named itself identical to Malay. This is the dream of the founder who wants to realize a college that can participate in preserving local Malay wisdom. Over time, the end of STAI Tebing Tinggi Deli emphasized the management and development of colleges based on local Malay wisdom through a decree of the chairman of STAI Tebing Tinggi Deli.

Starting from the decision to affirm higher education based on local Malay wisdom, then the next step is to make the right formulation so that the dream can truly come true. SoA manager must be able to formulate and implement strategies to realize the organization's dreams. (Yunus, 2016), universities with all their dreams are expected to be able to realize their dreams with various efforts made in the form of strategic management to achieve the goals of the institution's dreams as stated in the vision and mission of the university. In addition, the vision is also a test for great leaders. Because in the hands of a leader, the vision is expected to be able to become energy and give birth to the enthusiasm of his subordinates to carry out operational strategy activities (Chaerudin et al., 2020). In other words, universities that want to reach the top, excel, and be competitive must have a far-sighted vision and be able to design its implementation in strategic management.

STAI Tebingtinggi Deli in formulating the strategic management by formulating it in the form of a vision, mission, goals, targets and long-term strategic plan until 2042, The current strategy implementation is curriculum development with courses on the history of Malay and Islamic civilization with 2 credits. Curriculum development is the right and obligation of each university, the development of the university curriculum must be based on the 1945 Constitution, Law No. 12 of 2012, the National Standards for Higher Education as outlined in Permendikbud No. 3 of 2020, and other applicable provisions. The curriculum should be able to deliver students to master certain knowledge and skills, as well as form noble character, so that they can contribute to maintaining national values, diversity, encouraging a spirit of concern for fellow nations and humanity to improve social welfare that is just and the glory of the Indonesian nation (Wafa et al., 2023). a curriculum that is able to facilitate students to learn according to their era; a curriculum that is able to inherit the cultural values and golden history of past nations, and transform in the era in which they are studying; a curriculum that is able to prepare students to be able to live better in the 21st century, have an active role in the industrial era 4.0, and be able to read the signs of its development (Anggrawan et al., 2023).

Basically, every educational unit has a system to produce quality graduates. The higher education system in Indonesia has four main stages, namely: (1) input; (2) process; (3) output; and (4) outcomes. The input of Higher Education (HE) is graduates of SMA, MA, and SMK equivalents to gain learning experience in the learning process that has been offered. A good learning process has good elements in several aspects, namely: (1) clear learning outcomes; (2) healthy HE organization; (3) transparent and accountable HE management; (4) availability of HE learning designs in the form of clear curriculum documents and in accordance with the needs of the labor market; (5) the ability and skills of reliable and professional academic and non-academic HR; and (6) the availability of adequate learning facilities and infrastructure. The formulation of graduate competencies is used for the development and implementation of the study program curriculum, which is compiled in the form of a formulation of learning outcomes, learning content, learning processes, and assessment of learning outcomes. (Haris, 2019). The evaluation mechanism implemented by STAI Tebingtinggi Deli refers to the evaluation guidelines implemented by WAKA I and LPM in seeing the achievement of curriculum development in the course of Malay civilization history and Islamic cooperation. To measure the level of success of a program and policy, it is necessary to prepare an evaluation guideline. The evaluation mechanism implemented by STAI Tebingtinggi Deli refers to the evaluation guideline implemented by WAKA I and LPM in seeing the achievement of curriculum development in the course of Malay and Islamic civilization history and cooperation.

#### **D. Conclusion**

STAI Tebingtinggi in the preparation certainly sees and analyzes the needs and views not only from the internal side, but also sees the external side. STAI Tebingtinggi Deli which is located in the city of Tebing Tinggi, historically views that the city of Tebing Tinggi is a Malay sultanate area and has a Malay regional government identity. So STAI Tebingtinggi Deli is present in maintaining and preserving Malay culture, where the people of Tebing Tinggi city themselves do not really know and recognize Malay culture. The vision of STAI Tebingtinggi Deli is *To become a center for Islamic education based on local Malay wisdom, moderate, innovative in 2042 in Indonesia*. Furthermore, the results of the meeting decisions were stated in a decree of the Chairperson of STAI Tebing Tinggi Deli with letter number: KS/B.3/038/VII/2023.

The formulation of the STAI Tebingtinggi Deli Curriculum in realizing the achievement of knowledge, insight and personality according to local Malay wisdom has resulted in a course on the History of Malay and Islamic Civilization. Therefore, all STAI Tebingtinggi Deli study programs (PAI, BKPI, MBS, PIAUD and KPI) require all students to take the course for 2 credits in semester 2. In addition, to support higher education institutions based on local Malay wisdom In supporting the success of implementing higher education institutions based on local Malay wisdom, STAI Tebingtinggi Deli has collaborated with the sultanate or Malay customary leaders in the city of Tebing Tinggi and its surroundings. Currently, STAI Tebingtinggi Deli has collaborated with the Raja Adat Diraja of the Padang Kingdom, Tebing Tinggi City, King Sri Paduka King to VIV, His Majesty Tengku Emil Hendra Utama Ibni Tengku Irawan. The cooperation agreement in question aims to increase Malay cultural references and literacy and support educational activities that have an Islamic character and are unique in accordance with local Malay wisdom.

#### **REFERENCES**

- Anggrawan, I. A., Herawati, B. C., ST, M. M., Suhendra, E., & Soraya, S. (2023). *Pendidikan Implementasi Program Merdeka Belajar–Kampus Merdeka (MBKM) di Perguruan Tinggi*. PT. Sonpedia Publishing Indonesia.
- Bakri, M. (2023). *Manajemen Strategik Daya Tarik Sekolah*. PT Arr rad Pratama, IAINU Kebumen Press.
- Barizi, A. (2011). *Pendidikan integratif: Akar tradisi dan integrasi keilmuan pendidikan Islam*. UIN-Maliki Press.
- Chaerudin, A., Rani, I. H., & Alicia, V. (2020). *Sumber daya manusia: pilar utama kegiatan operasional organisasi*. CV Jejak (Jejak Publisher).
- Efferi, A. (2014). Dinamika persaingan antar lembaga pendidikan. *Quality*, 2(1), 96–116.
- Haris, A. (2019). Penerapan Kurikulum Berbasis KKNi Pada Program Studi Pendidikan Agama Islam. *Al-Furqan*, 7(2), 63–81.
- Indrajit, R. E., & Djokopranoto, R. (2006). *Manajemen perguruan tinggi modern* (Vol. 1). Andi.
- Irianto, S. (2012). *Otonomi perguruan tinggi: suatu keniscayaan*. Yayasan Pustaka Obor Indonesia.
- Istiqomah, K., Ulya, A. G., Linsiana, S., & Rofiq, M. (2023). Pendidikan Islam Dalam Sistem Pendidikan Nasional. *Andragogi: Jurnal Pendidikan Islam Dan Manajemen Pendidikan Islam*, 5(01), 51–60.
- Lie, D. (2021). *Buku Manajemen Strategik dan Kepemimpinan*. Yayasan kita menulis.
- Mentari, A., Yanzi, H., & Putri, D. S. (2021). Implementasi Pendidikan Karakter di Perguruan Tinggi. *Jurnal Kultur Demokrasi*, 10(1), 1–8.
- Pujawardani, H. H., Hasan, M., & Saefurridjal, A. (2023). Implikasi Paradigma Aliran-Aliran Filsafat Terhadap Manajemen Sumber Daya Manusia Di Sekolah. *Komitmen: Jurnal Ilmiah Manajemen*, 4(1), 209–224.
- Rahman, Y. A. (2021). Manajemen komunikasi kepemimpinan perguruan tinggi pesantren era belajar merdeka. *Dosen Merdeka*, 179.
- Sartika, D. (2020). Manajemen Pendidikan Tinggi Islam (Upaya Mereposisi dan Merekonstruksi Lembaga Pendidikan Tinggi Islam di Era Globalisasi). *Southeast Asian Journal of Islamic Education Management*, 1(2), 177–194.
- Susanto, A. B. (2014). Manajemen strategik komprehensif. *Jakarta: Erlangga*.
- TALENTA, D. D. A. N. M. P. (2021). FAKTOR KESUKSESAN MANAJEMEN TALENTA. *MANAJEMEN PENGEMBANGAN TALENTA*, 48.
- Wafa, A., Sahri, M., & Fajrin, M. (2023). Landasan Pengembangan Kurikulum Pendidikan Islam: Landasan Filosofis, Sosiologis, dan Teknologis. *AL-ALLAM*, 4(2), 149–158.
- Wahyudi, K. (2019). *Manajemen Strategik*. Penerbit IAIN MADURA PRESS.