STRATEGIES FOR PARTNERSHIP WITH WORLD-CLASS PARTNERS TO ACHIEVE PIONEERS OF EDUCATIONAL EXCELLENCE

aNur Qudus, bVirgiawan Adi Kristianto, cLulu April Farida, dZainal Abidin

ABSTRACT

Introduction: Universitas Negeri Semarang (UNNES) has a vision of "World Reputable University and Pioneer of Educational Excellence with Conservation Insight". The field of Partnership has an important role in the strategy of realizing the vision and mission of Universitas Negeri Semarang in achieving its strategic goals. Partnership at UNNES in its implementation includes planning, implementation, monitoring and evaluation, and control. Practical implementation of international Partnership by promoting innovative products and services owned by strategic partners through exposure visits to partners, websites, social media, and other media, forming a task force to initiate and promote, as well as assisting the implementation process of Partnership through a partnership implementation and commercialization assistance team to world-renowned partners.

Method: This research employs a qualitative approach. A literature review of sources related to the collaborative efforts between universities and partners at the national and international levels serves as the primary data source for the researcher.

Results: Internationalization strategies can be implemented by providing international experience and competence in collaborative research and learning. Development towards internationalization with various methods, namely providing international teaching certificates, curriculum, planning, implementation process, and learning assessment. Partnership with reputable partners connects students and alumni with international partners to get experience and work in their fields of education and expertise.

Conclusion: Practical implementation of international Partnership by promoting innovative products and services owned by strategic partners through exposure visits to partners, websites, social media, and other media, forming a task force to initiate and promote, as well as assisting the implementation process of Partnership through a partnership implementation and commercialization assistance team to world-renowned partners.

Keywords: partnership strategy, world-class partners, educational brilliance.

Received: 02/09/2024
Accepted: 04/12/2024
DOI: https://doi.org/10.55908/sdgs.v12i5.3639

aN Doctoral in Environmental Science, Universitas Negeri Semarang, Semarang, Central Java, Indonesia.
E-mail: nurqudus@mail.unnes.ac.id Orcid: https://orcid.org/0000-0003-4021-5391

E-mail: virgiawan.adikristianto@mail.unnes.ac.id

E-mail: lulu.farida@mail.unnes.ac.id

dPh.D in Computer science, Universitas Negeri Semarang, Semarang, Central Java, Indonesia.
E-mail: z.abidin@mail.unnes.ac.id
RESUMO

Introdução: A Universitas Negeri Semarang (UNNES) tem a visão de “Universidade de reputação mundial e pioneira em excelência educacional com visão de conservação”. O campo da Parceria tem um papel importante na estratégia de concretização da visão e missão da Universitas Negeri Semarang na consecução dos seus objetivos estratégicos. A parceria na UNNES na sua implementação inclui planeamento, implementação, monitorização e avaliação e controlo. Implementação prática da Parceria Internacional, promovendo produtos e serviços inovadores pertencentes a parceiros estratégicos através de visitas de exposição a parceiros, websites, redes sociais e outros meios de comunicação, formando um grupo de trabalho para iniciar e promover, bem como auxiliar o processo de implementação da Parceria através de um equipa de assistência à implementação e comercialização de parcerias para parceiros de renome mundial.

Método: Esta pesquisa utiliza abordagem qualitativa. Uma revisão da literatura de fontes relacionadas aos esforços colaborativos entre universidades e parceiros nos níveis nacional e internacional serve como fonte primária de dados para o pesquisador.

_resultados_: As estratégias de internacionalização podem ser implementadas proporcionando experiência e competência internacional em investigação e aprendizagem colaborativa. Desenvolvimento para a internacionalização com vários métodos, nomeadamente fornecimento de certificados internacionais de ensino, currículo, planeamento, processo de implementação e avaliação de aprendizagem. A parceria com parceiros de renome conecta estudantes e ex-alunos com parceiros internacionais para obter experiência e trabalhar em suas áreas de educação e especialização.

_conclusuao_: Implementação prática da Parceria Internacional, promovendo produtos e serviços inovadores pertencentes a parceiros estratégicos através de visitas de exposição a parceiros, websites, redes sociais e outros meios de comunicação, formando um grupo de trabalho para iniciar e promover, bem como auxiliar o processo de implementação da Parceria através de uma equipa de implementação de parceria e assistência à comercialização para parceiros de renome mundial.

_palavras-chave_: estratégia de parceria, parceiros de classe mundial, brilho educacional.

RESUMEN

Introducción: Universitas Negeri Semarang (UNNES) tiene la visión de “Universidad de renombre mundial y pionera en excelencia educativa con conocimientos de conservación”. El campo de la asociación tiene un papel importante en la estrategia de hacer realidad la visión y la misión de Universitas Negeri Semarang para lograr sus objetivos estratégicos. La asociación en UNNES en su implementación incluye planificación, implementación, seguimiento y evaluación, y control. Implementación práctica de la Asociación internacional mediante la promoción de productos y servicios innovadores propiedad de socios estratégicos a través de visitas de exposición a socios, sitios web, redes sociales y otros medios, formando un grupo de trabajo para iniciar y promover, así como también ayudando al proceso de implementación de la Asociación a través de un equipo de asistencia para la implementación y comercialización de asociaciones a socios de renombre mundial.
Método: Esta investigación emplea un enfoque cualitativo. Una revisión de la literatura de fuentes relacionadas con los esfuerzos de colaboración entre universidades y socios a nivel nacional e internacional sirve como fuente principal de datos para el investigador.

Resultados: Las estrategias de internacionalización se pueden implementar proporcionando experiencia y competencia internacional en investigación y aprendizaje colaborativo. Desarrollo hacia la internacionalización con diversos métodos, a saber, proporcionar certificados de enseñanza internacionales, plan de estudios, planificación, proceso de implementación y evaluación del aprendizaje. La asociación con socios acreditados conecta a estudiantes y ex alumnos con socios internacionales para obtener experiencia y trabajar en sus campos de educación y especialización.

Conclusión: Implementación práctica de la Asociación internacional mediante la promoción de productos y servicios innovadores propiedad de socios estratégicos a través de visitas de exposición a socios, sitios web, redes sociales y otros medios, formando un grupo de trabajo para iniciar y promover, así como también ayudando en el proceso de implementación de la Asociación. a través de un equipo de asistencia en implementación y comercialización de asociaciones a socios de renombre mundial.

Palabras clave: estrategia de asociación, socios de clase mundial, brillantez educativa.

1 INTRODUCTION

Based on UNNES's vision, one of the main areas of development is to become a World Reputable University. This pillar requires self-development towards state universities that are parallel to world-class universities. One of the main strategies to realize this vision is to develop strategic partnerships and Partnership networks at the international level. International Partnership is carried out in the form of activities up to the study program level to share potential partners with other study programs so that Partnership does not only stop at one study program (Perosyah, 2022). Access to international partners to get to know UNNES through the website is also very limited, so it requires increased information on its advantages.

A Partnership strategy needs to be implemented by institutions to build or improve the institution's condition to achieve certain benefits and goals for both parties. The strategy contains the long-term goals of the organization as well as the utilization and allocation of all related resources to achieve those goals. In strategy formulation, "goals and planning" must be emphasized (Diana & Hakim, 2021)

The correlation of Partnership between universities and partners at the international level is one of the strategies for achieving goals in realizing the common interests of both parties (Todeva & Knoke, 2005). Transfer of knowledge and technology between universities as a place to gain knowledge with industrial partners, government
and non-governmental organizations is necessary for students who will implement the knowledge gained during lectures in the world of work (Oviawe, Uwameyiye, & Uddin, 2017).

2 THEORETICAL FRAMEWORK

2.1 HIGHER EDUCATION PARTNERSHIP STRATEGIES

The strategic partnership in higher education encompasses a wide range of collaborations between universities and external entities such as other educational institutions, government bodies, industry, and international organizations (Pucciarelli & Kaplan, 2016). These partnerships are essential for aligning educational outputs with societal needs, fostering innovation, and enhancing the educational experiences of students (Tan, et al, 2021). The primary rationale for these partnerships often revolves around leveraging external expertise and resources to enrich curriculum design, research capabilities, and student employability (Ankrah & Omar, 2015. Moreover, such collaborations can significantly extend a university's influence and impact on global education standards and practices. As Simard, & West, (2006) point out, strategic partnerships can serve as vital conduits for knowledge exchange, enabling institutions to remain at the forefront of educational advancements and to cultivate a more globally competent student body.

In the context of global education, strategic partnerships are increasingly viewed through the lens of internationalization. Knight (2004) defines the internationalization of higher education as the process of integrating an international, intercultural, or global dimension into the purpose, functions, or delivery of post-secondary education. Strategic international partnerships allow universities to provide students with international exposure, promote cross-cultural understanding, and prepare them for global careers (Woodroffe, et al, 2017). These partnerships often manifest in the form of student and faculty exchange programs, joint research projects, and dual degree programs. Crucially, such initiatives not only enhance the educational offerings of the institutions involved but also contribute to the broader goal of fostering global citizenship and understanding. Through these collaborative efforts, universities not only expand their educational
horizons but also reinforce their reputations as globally engaged institutions committed to addressing complex international challenges (Dentoni & Bitzer, 2015).

2.2 INTERNATIONALIZATION PROCESS

Internationalization of higher education is defined as a process in higher education that integrates international components into the goals, functions, and directions of education to be achieved (De Wit, et al, 2015). The internationalization of higher education primarily aims to enhance academic clusters, propelling them toward World Class University (WCU) status (Kang, 2015). This objective is pursued through various initiatives, including curriculum development and innovation, exchange programs for lecturers and students, expansion of academic offerings, integration of information technology in education, provision for international students, and cultural training (Knight, 2005). Additionally, these institutions actively engage in research, community service, and collaborative publishing. Furthermore, the internationalization process seeks to achieve harmonization and standardization across educational institutions, encompassing accreditation, quality assurance, and the establishment of complex qualification frameworks (Alsharari, 2018).

The 2023-2028 Strategic Plan of Universitas Negeri Semarang articulates a vision as outlined in Government Regulation Number 36 of 2022, concerning State Universities Legal Entities. This vision captures the collective aspirations of the UNNES academic community: 'To Become a World Reputable University and a Pioneer of Educational Excellence with a Conservation Perspective.' Being globally reputed signifies that Universitas Negeri Semarang maintains a positive image and prominent status within international academic circles and serves as a benchmark in the tripartite mission of higher education—teaching, research, and public service—at an international level. To enhance its global standing and excel in these areas, the university aims to improve its competitive edge in the realm of higher education. A key indicator of success for Universitas Negeri Semarang, in achieving a world reputation, will be its performance in global rankings such as the Quacquarelli Symonds (QS) World University Ranking and Times Higher Education (THE) World University Rankings.
2.3 INTERNATIONAL PARTNERSHIP PROCEDURES

One strategy to engage the academic community and work units at Universitas Negeri Semarang in enhancing partnerships involves the preparation of various activities and work programs aimed at boosting academic quality, advancing human resource management, and augmenting contributions to global educational development (Tran & Marginson, 2018). These initiatives are anticipated to significantly elevate the reputation of Universitas Negeri Semarang, as evidenced by rankings from domestic and international institutions, both nationally and globally.

The strategy to enhance the quality and quantity of partnerships at Universitas Negeri Semarang is crucial for supporting the implementation of the Merdeka Belajar Kampus Merdeka (Emancipated Learning Program) initiated by the Ministry of Education. This is in accordance with the Regulation of the Minister of Education and Culture Number 3 of 2020 concerning National Higher Education Standards. These standards are applied in various aspects of independent learning, which include: student exchanges; internships or fieldwork practices; teaching assistance in educational units; research; humanitarian projects; entrepreneurial activities; independent studies or projects; and building villages through thematic real work lectures. Within this framework of Emancipated Learning Program, enhancing both the quality and quantity of partnerships is a key component for successfully carrying out these activities.

The Partnership carried out is an activity in one of the efforts to improve the quality and quantity of the implementation of the Tri dharma of higher education, namely education, research, and community service. In addition, it is an effort to strengthen other supporting administrative services such as financial management, personnel, institutions, and other administration. The implementation of the Partnership process is based on the Strategic Plan and the Organization and Work Procedure of UNNES, which are the main reference in realizing the main indicators of success of the institution's vision and mission. Indicators of Partnership performance achievements in stages with the conformity of the work unit level that produces outputs and impacts for the institution. The Universitas Negeri Semarang Partnership program aims to increase the effectiveness, efficiency, productivity, creativity, innovation, quality, and relevance of the Tri dharma of Higher Education to improve the nation's competitiveness.
3 METHODOLOGY

This research employs a qualitative approach. A literature review of sources related to the collaborative efforts between universities and partners at the national and international levels serves as the primary data source for the researcher. The stages conducted by the researcher are as follows:

3.1 LITERATURE REVIEW STAGE

In this stage, data is collected from various sources such as books, articles, relevant legislation, and national or international scientific journals. Additionally, documentation related to the collaboration process is gathered to complement the findings of this research.

3.2 DATA COLLECTION

The data were collected using online interviews with partners of Universitas Negeri Semarang and stakeholders.

3.3 DATA ANALYSIS STAGE

The collected data were analyzed using coding techniques, which are then utilized to formulate themes.

4 RESULTS AND DISCUSSIONS

4.1 ACHIEVEMENTS OF INTERNATIONAL PARTNERSHIP

The achievement of internationalization must have international experience and competence shown by international certification is very important for a student. Currently, a total of 22 international class study programs have been implemented. The development of international classes includes various aspects such as international teacher certificates, curriculum, planning, learning implementation and assessment.
processes, as well as classroom facilities that are different from regular classes. The beginning of the implementation of international study programs at UNNES began with the preparation of an international curriculum through financing from Islamic Development Bank (IDB) grants. There were 10 study programs selected at that time to implement the grants financed by the grants.

Currently, UNNES already has 4 AUN-QA internationally certified study programs published on September 29, 2019 and in 2021-2022, UNNES has also succeeded in obtaining international accreditation with unconditional value achievements for 15 German AQAS accredited Study Programs. The positive impact and academic climate felt after the international Partnership program, one of which is the increase in lecturers with Doctoral (S3) educational qualifications until 2022, the number has increased when viewed starting from 2017, from 288 people to 426 people (37.1%). To improve S3 Education qualifications until 2022, 279 lecturers are currently studying further, thus, it can be predicted that in 2023 there can be an increase of 146 people.

In 2022, there were 380 publications indexed by Scopus, an increase of 4.1% from 2021. The number of reputable international journals owned by UNNES continues to increase. Currently, there are 8 reputable international journals consisting of 6 Scopus indexed journals and 1 Web of Science indexed journal.

UNNES' international reputation is also realized through obtaining a 2-star QS Star rating (**) and QS Rank 700+ AUR, UI Greenmetric UI 6 National ranking and UI Greenmetric UI 42 International ranking, Webometric rank number 31 National and 14th rank 4ICU version. Publication works in proceedings and reputable international journals increase significantly from year to year. In 2017 the number of publications in reputable international journals and reputable international proceedings was 284 articles, in 2018 there was also an increase in the number of publications in reputable international journals and international proceedings as many as 408 articles. In 2019 the number of publications reached 557 articles, in 2020 there was also a trend of a high increase in the number of publications in reputable international journals and proceedings as many as 748 articles and in 2021 it achieved publication performance of 666 article titles, and in 2022 there were 1,155 articles.

This international partnership process, Universitas Negeri Semarang also involves students in its implementation. During the last five-year period, namely from 2018 to 2022, there were 343 foreign students participating in programs at Universitas Negeri
Semarang. Programs attended by foreign students include regular programs (intake), short courses, summer courses, exchanges, and classes on credit (inbound). The number of foreign students from year to year is as follows: 67 students in 2018, 59 students in 2019, 95 students in 2020, and 43 students in 2022.

4.2 INTERNATIONAL PARTNERSHIP STRATEGY

Regulations governing Higher Education Partnership are regulated by Permendikbud No. 14 of 2014. The Directorate of Institutional Development continues to strive to facilitate Partnership between universities in Indonesia in accordance with applicable regulations, with the aim of improving the quality of higher education in Indonesia. Universitas Negeri Semarang as a Legal Entity State University has milestones that are achieved every 5 years in order to realize this partnership.

Figure 1

UNNES Development Milestone Direction

Universitas Negeri Semarang as PTN BH also has targets and performance indicators that refer to the The regulation from The Ministry of Education and Culture Number 3/M/2021 concerning the Main Performance Indicators of PTN and LLDIKTI at the Ministry of Education and Culture and PK Rector. Strategies to encourage the achievement of special targets in the field of Partnership at IKU 6 (Percentage of S1 and D4 / D3 / D2 study programs that carry out Partnership with partners), one of which also uses a Partnership SIM that can display the achievements of Partnership from each
Faculty Work Unit at Universitas Negeri Semarang which can be accessed at: https://apps.unnes.ac.id/46

The outline of the University's Partnership strategy is an impact-driven partnership. UNNES Partnership is carried out with an impact-driven partnership strategy by carrying out four main programs, namely: Program B1: Research and Teaching Partnerships; Program B2: Engage with our Talent; Program B3: Commercialization and Entrepreneurship;
Figure 2

*International Cooperation Strategy (World Class Partners)*

- **International Partnership Strategy (World Class Partner)**
  - Academic Joint Work
  - Education and Research Cooperation with Foreign Partners
  - Education and Research Cooperation with Domestic Partners
  - Business Cooperation
  - Research and Teaching Partnerships
  - Engage with our Talent
- **Non-Academic Cooperation**
  - Community Service Cooperation
  - Service Cooperation
  - Commercialization and Entrepreneurship
Figure 3

Implementation Model of International Cooperation (World Class Partners)

Research and Teaching Partnerships

1. Research based on DUDIS needs
2. Consortium research with partner PT
3. On-campus learning by DUDIS Practitioners
4. Lecturers carry out activities at DUDIS.
5. The preparation of the study program curriculum involves partners

Engage with our Talent

1. Internship program for students
2. Internship program for potential alumni to be recruited as partner employees
3. Job Fair

Commercialization and Entrepreneurship

1. Research based on DUDIS needs
2. Consortium research with partner PT
3. On-campus learning by DUDIS Practitioners
4. Lecturers carry out activities at DUDIS.
5. The preparation of the study program curriculum involves partners

Implementation: Establishment of multidisciplinary Working Groups

Implementation: Establishment of Task Force for program implementation

Implementation: Promotion of innovative products and services owned
5 CONCLUSION

Internationalization strategies can be implemented by providing international experience and competence in collaborative research and learning. Development towards internationalization with various methods, namely providing international teaching certificates, curriculum, planning, implementation process, and learning assessment. Partnership with reputable partners connects students and alumni with international partners to get experience and work in their fields of education and expertise. Practical implementation of international Partnership by promoting innovative products and services owned by strategic partners through exposure visits to partners, websites, social media, and other media, forming a task force to initiate and promote, as well as assisting the implementation process of Partnership through a partnership implementation and commercialization assistance team to world-renowned partners.
REFERENCES


