MANAGEMENT OF ISLAMIC UNIVERSITY IN INDONESIA: A LITERATURE STUDY

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Abstract. *This study aims to analyze and describe the management of Islamic universities in Indonesia. This research is qualitative with the type of library approach (library research). The management of Islamic universities plays a crucial role in advancing Islamic education and producing a young generation of Muslims who are knowledgeable, moral, and ready to face the challenges of the Times. With good management and adaptive to change, PTAI can continue to grow and provide great benefits for the people and nation. The management of Islamic universities plays a very important role in ensuring the success of Islamic education. By facing challenges and implementing the right strategies, PTAI can continue to develop and make significant contributions to society and the nation the management of Islamic universities is a complex field and demands attention to various aspects of Education, Resource Management, as well as interaction with stakeholders. Improving the quality and relevance of education, effective and efficient management, and student character development are some of the key factors to achieve the goals of the institution. Through the right strategy and the implementation of good governance, Islamic religious universities can become institutions that excel in providing quality education, producing useful research, and contributing positively to society. Thus, Islamic universities will be able to produce graduates who are not only academically competent, but also with integrity and noble character, ready to face global challenges while still holding fast to Islamic values.*

Keywords: *Management Education, Islamic University, Islamic Education*

1. INTRODUCTION

It should be noted that Islamic Higher Education has history since the time of Prophet until the era of Islamic glory. It has characteristics of Islamic teaching values. This can be seen from the curriculum which emphasizes comprehensive and integrated Islamic based courses [1]. The basic concept of Islamic higher education used is Al-Qur'an and Al-Hadith. In this case, God says;

وَمَا كَانَ الْمُؤْمِنُوْنَ لِيَنْفِرُوْا كَآفَّةً فَلَوْلَا نَفَرَ مِنْ كُلِّ فِرْقَةٍ مِّنْهُمْ طَآئِفَةٌ لِّيَتَفَقَّهُوْا فِى الدِّيْنِ وَلِيُنْذِرُوْا قَوْمَهُمْ اِذَا رَجَعُوْٓا اِلَيْهِمْ لَعَلَّهُمْ يَحْذَرُوْنَ

"And it is not for the believers to go forth [to battle] all at once. For there should separate from every division of them a group [remaining] to obtain understanding in the religion and warn their people when they return to them that they might be cautious"

The basic concept of the development of college education is not only taken from the Qur'an as mentioned above, in the Hadith is also mentioned, as the Prophet Muhammad said;

"Rasulullah SAW said, Whoever wants good in the world then with knowledge. Whoever wants good in the hereafter with knowledge. Whoever wants the good of both then with knowledge "(Narrated by Bukhari and Muslim)[1].

From Al-Qur'an's verse and Al-Hadith mentioned above, it can be captured that Islamic higher education must be in a good management. Definition of good here means it is managed sincerely and full of resignation, because good deeds are raised to be accepted and given the reward by God. Therefore, according to technological development and the work world, Islamic higher education must deal with various challenges, However, it should be understood that in accordance with technological developments and the world of work, especially challenges regarding global life

Management of Islamic religious universities (PTAI) is a management process that involves planning, organizing, directing, and controlling various operational aspects in educational institutions that focus on the study of Islamic religion [2]. Islamic University aims to produce scholars who are competent in Islamic sciences and have good moral and spiritual [3]. Islamic University in Indonesia began to develop since the establishment of the state Islamic Institute (IAIN) in the 1960s [4]. Over time, several state Islamic institutes transformed into the state Islamic University (UIN) and the state Islamic College (STAIN), with the aim of providing quality higher education in the field of Islamic studies. This transformation shows the commitment of the government and society in advancing Islamic education in Indonesia [5].

Islamic Univeristy has a strategic role in shaping the character and intellectual young generation of Indonesian Muslims. In addition to offering education in general science and Islam, Islamic University also serves as a center for the development of experts and leaders in various Islamic fields such as da'wah, Islamic law, Islamic education, and Islamic economics. Thus, Islamic University focuses not only on academic aspects, but also on the moral and spiritual development of students [6]. The management of Islamic universities plays a crucial role in advancing Islamic education and producing a young generation of Muslims who are knowledgeable, moral, and ready to face the challenges of the Times [7]. With good management and adaptive to change, Islamic Univeristy can continue to grow and provide great benefits for the people and nation. Changing times that are moving very quickly require educational institutions to be fast, precise in changing learning patterns from manual to digital. The changing times that are turning to the era of increasingly complex information and technology sources or the era of Society 5.0 is a challenge and even an opportunity for the specialized education segment of Islamic religious universities (PTAI) [8].

Basically, Islamic religious universities are universities in Indonesia whose management is under the Ministry of Religious Affairs. Technically academically, the development of State Islamic universities is carried out by the Ministry of Education and culture, while functionally carried out by the Ministry of Religious Affairs. While the Output of Islamic universities that are meant here are the graduates or the results of the output produced from the Islamic University. The efforts of Islamic leaders to empower Muslims in Indonesia in the path of education is also realized by establishing Islamic religious universities as an advanced institution. This effort is continuously perfected from the beginning until now with various breakthroughs. Perguruan Tinggi Agama Islam has a characteristic that is clearly visible in the study load offered to students and the products it produces, Perguruan Tinggi Agama Islam consistently strives to produce products that have various competencies. One thing that needs to be underlined that the development of PTAI in Indonesia

today, can not be separated from institutional changes. The change in question is a religious college, formerly solely pursue the religious sciences, into a college that also pursue the general sciences. Islamic universities under the umbrella of PTAI have opened general faculties, such as medicine, communication and other branches of science. The opening of these faculties became a momentum, ending the scientific dichotomy that had been an obstacle and often debated.

In the Islamic perspective, Muhammad Ali argued that this integration contains at least two important things: first, academically it is necessary to develop a mutual understanding or mutual understanding to strengthen the exchange of substantive and relevant information between science and religion. Exchange of information is intended to produce building or philosophical constructions of the conceptions of rationality and of the direction for practical decisions. Second, it is culturally that this integration becomes a shared consciousness. The dichotomy between general sciences and religious sciences is no longer relevant to be practiced as it once was in Islamic educational institutions (PTAI) [9]. The existence of this reform is of course in accordance with the demands of the Times that motivate intellectual sharpening. Thus, ideally, the output produced by Islamic Universities has a reliable quality and is able to compete in the community. In addition as a vehicle that is oriented to improving the quality of output a key capability of high competitiveness, Islamic universities are also built as a vehicle for the transfer of technology and its development as well as partner institutions in planning and solving the problems of the Ummah. The resulting Output of Islamic universities is expected to have advantages in scientific development and moral or noble character. This study aims to analyze and describe the management of Islamic universities in Indonesia.

2. RESEARCH METHODS

This research is qualitative with the type of library research. The source of the analysis was obtained from book reviews and scientific articles (journals) through Google Scholar. Related to this literature research, involves the ability to collect, document and analyze all findings related to this research topic. Popularly, in every discussion of the study lies in the literature and sources, or modern evaluation of the management of Islamic religious universities (PTAI). These needs are mostly met by reading texts in review (textual content reading), analyzing, reviewing, and proposing literature that has to do with the problems mentioned in this scientific article from various sources that have been collected through the reading of textual content, such as books, papers, or journals relevant to the topic under study [10].

3. RESULTS AND DISCUSSION

Management of Islamic Religious University

Islamic higher education is one standard of Islamic Education in the highest level. The existence of Islamic education in various fields of education has a very large urgency as a pillar for comprehensive Islamic education. This Islamic College has a center of excellence mission to create scholars who are beneficial to the education of the ummah

Good management is management that has a concept and in accordance with the object and place of the organization. The management process is a circular activity, ranging from planning, organizing, directing, to supervising. Management in education is very important, especially in Islamic educational institutions. Islamic educational institutions must be able to create how the implementation of effective and efficient educational management. To obtain maximum results, managers of Islamic educational institutions must be able to utilize every available resource in accordance with the plan [11]. Islamic religious college management is the process of planning, organizing, implementing, and supervising which aims to achieve the vision, mission, and objectives of Islamic religion-based higher education institutions. Here are the key concepts in Islamic religious college management.

The existence of management in any institution is necessary to achieve the goals of an institution. Management has been presented in the scope of Islamic education. It shows that management is needed to promote Islamic educational institutions. Efforts to improve the quality of Education depend on the management used by an institution. The efforts used include all those involved in Islamic educational institutions. Thus, if managed properly, the effectiveness of Islamic educational institutions is expected to be optimal [12]. Improving the quality of education is a requirement that must be applied by every education provider, including academic programs and professional education programs. Improving the quality of education depends on various elements, namely educators, administrators and students. These three elements must be separated from each other to support the vision, mission and goals of higher education can be realized.

Improving the quality of education is a demand that must be made by every education provider, both academic education programs and professional education programs. The quality of education is determined by various elements, namely educators, administrative personnel and learners. These three elements must support each other for the vision, mission and goals institution can be reached [13].

Islamic-based universities are expected to produce people who are experts in the field of Science and technology and understand, Live and practice the values of Islam. In the long run, pesantren graduates can participate in managing natural resources in this country. With a higher education system, pesantren not only has academic ability, but can still maintain the values of life skills or mental attitudes that exist in others, so that the instinct of praying *thalabul 'ilmi* is always awake. Management of pesantren-based universities differ from each other, especially in terms of structure and who holds one wing as the holder of "absolute power" and who both wings hold "relative power".

Main Components Management of Islamic Religious University

1. Strategic planning

    Strategic planning in Islamic religious universities involves establishing the institution's long-term vision, mission, goals, and objectives [14]. This process includes analysis of the internal and external environment to identify strengths, weaknesses, opportunities and threats. The strategy formulated must be able to answer the needs of education and changes in global dynamics [15].
    a) Vision and Mission: establish a clear vision and mission and in accordance with Islamic values to direct all activities of the institution
    b) Long-term plan: develop a long-term plan that includes strategic goals and steps to achieve them
    c) SWOT analysis: perform Strengths, Weaknesses, Opportunities, and Threats analysis to identify strengths, weaknesses, opportunities, and threats facing the institution.
2. Organizing

    Organizing in Islamic religious universities involves a clear and functional organizational structure to support effective operations. It includes a well-structured division of duties, authorities and responsibilities. A good structure will help in coordination and communication between parts [16].
    a) Organizational structure: establish a clear organizational structure with a well-defined division of tasks and responsibilities
    b) Human Resources: managing human resources well, including recruitment, development, and performance evaluation of faculty and administrative staff.
    c) Task sharing: assigning specific tasks and responsibilities to each member of the organization to ensure operational effectiveness and efficiency.
3. Implementation
    a) Curriculum implementation: implementing a well-planned curriculum, integrating General Science and Religious Science
    b) Lecturer and staff development: conducting training and development programs to improve the competence and professionalism of lecturers and staff
    c) Facilities and technology: providing adequate facilities and utilizing information technology to support the teaching and learning process
4. Supervision and Evaluation
    a) Assessment system: implement a comprehensive performance assessment system to evaluate the work of faculty, staff, and students
    b) Continuous Monitoring: conduct regular monitoring of the implementation of programs and activities to ensure compliance with the plan
    c) Evaluation and feedback: conduct evaluation of the running program and collect feedback from various stakeholders for continuous improvement
5. Financial Management
    a) Budget planning: drawing up a detailed and realistic budget to support all academic and non-academic activities
    b) Funding sources: identify and manage various funding sources, both from the government, private sector, and other sources
    c) Financial transparency: maintaining transparency and accountability in the financial management of institution
6. Cooperation and networking

    a) External Cooperation: establish cooperation with other institutions, both at national and international level, to support the development of the institution
    b) Relationships with industry: build strong relationships with industry to ensure the relevance of education to the needs of the job market.
    c) Exchange Program: developing student and faculty exchange programs to enhance international insight and experience

7. Research and Community Service
    a) Focus on research: encourage research activities that are of quality and relevant to the needs of society
    b) Community service: implement a service program that focuses on community empowerment and the application of research results.

8. Soft Skills and Character Development
    a) Character building: developing programs that aim to shape the character of students in accordance with Islamic values.
    b) Soft Skills Development: provides soft skills training such as communication, leadership, and teamwork to complement students ' technical competencies

9. Innovation and adaptation
    a) Technology adaptation: adopt the latest technology in the learning and administration process to improve efficiency and effectiveness.
    b) Learning innovation: developing innovative learning methods that can improve student engagement and learning outcomes

By applying these management concepts, Islamic universities can improve the quality of education, curriculum relevance, and competitiveness of their graduates, while upholding Islamic values.

Challenges in the management of Islamic Universities (PTAI)

1) Human Resource Management

Managing human resources at PTAI includes recruitment, training, and development of competent staff [16].The main challenge is to ensure that the recruited human resources have the appropriate qualifications and are able to adapt to the demands of the Times. Continuous training is essential to improve staff competence and performance

2) Curriculum Development

The curriculum at PTAI must continue to be developed to remain relevant to the development of Science and community needs. The challenge in curriculum development is to ensure integration between Islamic and general sciences without compromising the quality of both. A good curriculum should be able to equip students with the knowledge, skills, and attitudes needed in professional and social life

3) Financial Management

Effective financial management is the key to the success of PTAI management. The challenge is to ensure that funds are sufficient to support the institution's operations and development. Transparency and accountability in financial management are essential to maintain the trust of all parties involved.

Islamic College Management Development Strategy

To overcome these challenges, Islamic universities (PTAI) need to implement effective management development strategies. Some strategies that can be applied include:

1) Improving the Quality of Human Resources

Conduct training and development programs to improve staff competence and performance. The Program should be designed based on the actual needs and potential of Human Resources Development

2) Curriculum Innovation

Developing an innovative and relevant curriculum with the Times. This includes the integration of technology in the learning process to increase effectiveness and efficiency

3) Strengthening Cooperation Networks

Build and strengthen cooperation with various parties, both domestically and internationally. A strong network of cooperation will provide benefits in the form of exchange of knowledge, resources, and experience

4. CONCLUSIONS

The management of Islamic universities plays a crucial role in advancing Islamic education and producing a young generation of Muslims who are knowledgeable, moral, and ready to face the challenges of the Times. With good management and adaptive to change, PTAI can continue to grow and provide great

benefits for the people and nation. The management of Islamic universities plays a very important role in ensuring the success of Islamic education. By facing challenges and implementing the right strategies, PTAI can continue to develop and make significant contributions to society and the nation the management of Islamic universities is a complex field and demands attention to various aspects of Education, Resource Management, as well as interaction with stakeholders. Improving the quality and relevance of education, effective and efficient management, and student character development are some of the key factors to achieve the goals of the institution.

Through the right strategy and the implementation of good governance, Islamic religious universities can become institutions that excel in providing quality education, producing useful research, and contributing positively to society. Thus, Islamic universities will be able to produce graduates who are not only academically competent, but also with integrity and noble character, ready to face global challenges while still holding fast to Islamic values.

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