# Quality Development of Islamic Religious Colleges: Changing the DNA of Higher Education

Imam Tabroni<sup>1\*</sup>, Siti Yumnah<sup>2</sup>, Siful Arifin<sup>3</sup>, Ibnu Rawandhy N. Hula<sup>4</sup>, Fakhrul Rijal<sup>5</sup>, Nurhayati<sup>6</sup>, Nanda Saputra<sup>7</sup>

<sup>1</sup>STAI Dr. KH. EZ. Muttaqien Purwakarta, Indonesia
<sup>2</sup>IAI NU Bangil, Indonesia
<sup>3</sup>Institut Kariman Wirayudha Sumenep, Indonesia
<sup>4</sup>IAIN Sultan Amai Gorontalo, Indonesia
<sup>5</sup>STIS Nahdlatul Ulama Aceh, Indonesia
<sup>6</sup>Universitas Tadulako, Indonesia
<sup>7</sup>Sekolah Tinggi Ilmu Tarbiyah Al-Hilal Sigli, Indonesia

**Abstracts:** This study aims to develop the quality of Islamic religious colleges. The purpose of this study was to develop the quality of STAI Dr. KH. EZ. Muttaqien Purwakarta, West Java. The literature used to analyze the potential uses the theory of Quality Management in Education, Innovative Universities and Implementation Guidelines: finding the DNA of Higher Education. The research method uses a mixed method, namely Research and Development. Respondents are academic elements, amounting to 150 people. Research and development steps are carried out to find and develop the quality of STAI Dr. KH. EZ. Muttaqien. The results of the research are higher quality products which are the implementation of all national higher education standards, which have 24 standards, 4 national accreditation standards, Purwakarta, West Java, Indonesia.

Keywords: Quality Development, DNA, Islamic Religious College.

# 1. INTRODUCTION

Private Islamic Religious Universities are institutions under the guidance of the Directorate General of Islamic Education of the Ministry of Religion of the Republic of Indonesia. Based on data from the Directorate of Islamic Religious Higher Education in 2022 there are approximately 847 PTKIS consisting of 94 Institutes, 637 Colleges, and 116 Islamic Faculties. All PTKIS are spread out in the Coordinator of Islamic Religious Colleges areas 1-15. This data provides information for all PTKIS managers to be serious in managing this institution so that it can provide benefits to the community and the productive assets of the Ministry of Religion.

All PTKIS must be able to implement the National Higher Education Standards which are 24 standards (Permendikbud RI Nomor 3 Tahun 2020 Tentang Standar Nasional Pendidikan Tinggi, n.d.). This is a minimum standard that must be able to be implemented by taking into account the relevant cycles of quality improvement. 24 standards which are the Main Performance Indicators of higher education plus 4 standards set by the National Accreditation Standards. The minimum number of standards that must be implemented properly is 28 standards covering national standards for education, research, community service and 4 standards covering student standards, cooperation, vision and mission, and derived standards for university vision and mission. (PERBANPT No. 2 Tahun 2017 Tentang Sistem Akreditasi Nasional Perguruan Tinggi, 2017). The implementation of all higher education national standards plus the standards set by the higher education national accreditation body must become a quality standard that is used as a culture by all higher education institutions (Herman et al., 2023). One of PTKIS that has been able to implement all these standards is STAI Dr. KH. EZ. Muttagien Purwakarta, West Java, which is the target area of Kopertais Region II West Java. The indicator of the implementation of all standards which are the main performance indicators of this university is the accreditation of the institution and all the study programs in it. There are 7 study programs that are well accredited and B. 6 undergraduate study programs: Islamic Religious Education, Arabic Language Education, Early Childhood Islamic Education, Islamic Broadcasting Communication, Islamic Family Law, and Sharia Economics plus 1 postgraduate program in Islamic religious education.

The implementation of all standards which are indicators of the quality of STAI Dr. KH. EZ. Muttaqien Purwakarta is a potential PTKIS that needs to be developed to find a quality development model that can exceed the national standards of higher education. Additional performance indicators were developed based on the analysis and interpretation of STAI's vision who provides general guidance on data literacy, technology literacy, and Islamic-based human literacy. This first step is used as an initial standard product model developed through research and development design. (Creswell, 2012), (Sugiyono, 2019). The purpose of writing this research report is to discover the potential of standards STAI. Dr. KH. EZ. Muttaqien who exceeds the national standards of higher education and national accreditation standards that are reviewed through Islamic vision and values which are used as motivation for sustainable quality. The vision standard product development process includes data management standards, technological innovation standards, and values and Islamic standards. The development of this standard is the standard that becomes the genetic or DNA STAI Dr. KH. EZ. Muttaqien. The standard product research and development process can be explained with the following flow:



Picture 1.1. Standard Product Development Process.

The research process was carried out to find the process of determining, implementing, evaluating the implementation of standards, controlling, and improving the minimum standards set by the Ministry of Education and Culture and Technology and BANPT at STAI Dr. KH. EZ. Muttaqien. The second step is to design a standard product that is developed from the literature and vision implementation data. This step is processed in strict stages, namely design validation, design revision to making designs that are ready for production. The final step is to create the product. The products that are tested first are data management standards, technological innovation, and values and Islamic values. The production process of this standard goes through the revision stage, main field trials, further revisions, operational tests, latest revisions, and the application of standard products as a hallmark or genetic standard of STAI Dr. KH. EZ. Muttaqien Purwakarta who surpassed SNDIKTI.

## 2. RESEARCH METHODOLOGY

## 2.1. Data Literacy

Data literacy is the ability of universities to manage data so that they can analyze weaknesses and strengths on a regular basis (Cramer, 2017), (Silalahi et al., 2022), (Hulten & Ramey, 2018). STAI Dr. KH. EZ. Muttaqien made a vision determination with careful planning. The involvement of various parties to provide input on the vision provides a vision that is relevant to the needs of potential users. The vision is related to Islamic-based data, technology and human literacy. The parties involved in setting the vision are elements of the foundation, leaders, lecturers, staff, students, prospective users, associations of study programs at STAI, higher education development experts, related parties from the education office, and prospective users of graduates. The implementation of the data literacy vision can be seen from 2019 until now experiencing good changes. Data changes can be seen in the STAI Dr. KH. EZ. Muttaqien database.

ekap	Pelapor	an PDDIKTI																								÷
ist Dat	a Pelapora	m PDDIKTI - STAI Dr. KH. EZ. Mutt	agien Purwakart																							
No	Kode	Program Studi	Status	Semester Awal	200		20		201		20	12	20	13	20		20		20	16 2		17	20		201	
1	66130	Pendidikan Agama Islam 52	A	20171	-			43	-		24		-	-			-	-	-	-	0	0	0	0	0	0
2	74230	Ahwal Al Syakhshiyah S1	A	20121	2	8		•		۲	0	0	o	0	0	0	0	44	62	73	0	0	o	0	۰	0
з	60206	Ekonomi Syariah S1	A	20141		×.	100	÷.	$(\mathbf{r}_{i})$	19	28		- 63		o	0	o	61	94	100	0	o	0	0	0	ø
4	70233	Komunikasi dan Penyiaran Islam S1	~	20151													0	50	100	100	0	0	0	0	0	0
5	86208	Pendidikan Agama Islam S1	*	20121	•			$\mathbf{z}_{1}$	$\pi \epsilon$	*	٥	0	0	٥	0	0	0	46	60	64	0	٥	0	٥	٥	٥
6	88204	Pendidikan Bahasa Arab S1	*	20151		×		$\mathbf{e}^{i}$	$(\mathbf{r}_{i})$			1960	-	*			0	78	93	100	0	0	0	٥	0	0
7	06233	Pendidikan Islam Anak Usla Dini S1	A	20161				÷			•		•	×	×	× )		*	76	100	0	٥	o	٥	٥	0

Picture 2.1. Database 2019.

	Reka	n Pelar	ooran PDDIK	TI																									4-		
_																															-9
	List D	ata Pelaj	poran PDDIKTI -	STAI Dr. P	OH. EZ. Mut	taqien	Pun	vakart																							
			Program		Semeater	2001		2010	2	011	201	2	20	13	20	14	20	15	20	016	21	17	20	18	20	19	20	20	202		
	No	Kode	Studi	Status	Awal	1	2	1 2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2		2	1		
	•	86130	Pendidikan Agama Islam S2	^	20171		-		-	-	-		-	÷	-	-	-	-			100	100	100	100	100	100	100	100	100	¢	1
	2	60206	Ekonomi Syariah S1	^	20141	-	-	• •	-	-		-	-	-	93	75	۰	70	92	95	30	29	29	29	25	25	20	20	39	¢	
	з	74230	Hukum Keluarga Islam (Ahwal Syakhshiyyah) S1	Â	20121		-			-	100	100	78	78	100	61	100	100	76	70	53	53	61	61	60	60	52	51	46	¢	
	4	70233	Komunikasi dan Penyiaran Islam \$1	*	20151		-						-		-		100	100	100	100	100	100	100	100	100	100	100	100	100	¢	
	5	86208	Pendidikan Agama Islam S1	*	20121	-	-			-	0	0	۰	۰	0	0	۰	50	64	67	19	19	16	16	14	14	12	12	44	¢	1
	6	65204	Pendidikan Bahasa Arab S1	*	20151		-		-	-			-	-	-		100	100	100	100	100	100	100	100	100	71	77	74	68	¢	J.
	7	66233	Pendidikan Islam Anak Usia Dini S1		20161	-				-				-					100	100	100	100	100	100	100	100 Acti	100 Vate	100 Wind	100		

Picture 2.2. Database 2022.

Changes in the data prove that the implementation of the data has been realized properly. In addition, data literacy is strengthened by a learning process and a supportive culture. Students and lecturers together are able to read data, analyze data, and find useful data in solving developing problems. Evaluation is done once a week during the meeting on Thursday. Data that is still not properly inputted is evaluated periodically and looks for appropriate and fast solutions to meet data shortages. Data operators provide information to all staff of each study program to provide information on data that is still incomplete. Data is classified by study program staff based on data type. After completing the data classification, it is then analyzed to avoid data errors. The final data is submitted to the database operator for input as needed. One-stop data for higher education databases assisted by the Academic System application.



Picture 2.3. Data management process flow.

Data literacy is also related to the ability of all leaders, staff, lecturers, and students to seek and find valid data based on research mechanisms. The technique used to obtain data is strongly influenced by their ability to determine what data to search for and what types of data to analyze based on needs.

## 2.2. Tech literacy

Literacy is the first international standard that must exist based on current needs (Broucker et al., 2021). This technological literacy is used as a program and developed based on the needs of STAI Dr. KH. EZ. Muttagien. The first development carried out was to create a website with features of STAI profile information, academic information, administration, publications, accreditation information, student affairs, and libraries. Website development can be described as follows:



Picture 2.4. STAI Dr. KH. EZ. Muttagien Website View.

Technological literacy development includes the development of digital literacy such as academic and non-academic information listed on the website. Digital platform management is a facility that has been developed by STAI which includes history, vision and mission, organizational structure, galleries, undergraduate and postgraduate information, excellent programs, academic information, scientific publications, accreditation of study programs and institutions, student affairs consisting of student executive bodies, student associations of majors, student development activities, and digital libraries. All listed on the STAI website.

## 2.3. Literacy of values and Islam

Values are the spirit of higher education innovation (Bui et al., 2019; Herman et al., 2022). Values literacy is the implementation of the value system developed by STAI based on the characteristics of this university. The values that are the reference and motivation for developing quality are the values contained in the Qur'an and the hadith of the Prophet Muhammad. This value upholds the spirit and struggle of the founders of STAI which was later immortalized as the name of this university. Dr. KH. EZ. Muttaqien is the founder of STAI Dr. KH. EZ. Muttaqien Purwakarta. The brief history of the establishment of this college started from the distant class of the Islamic University of Bandung (UNISBA) before this distant class was no longer allowed by the government. On July 1, 1987, referring to the Decree of Kopertais Region II West Java No. 03/1987 on the operational permit of Tarbiyah High School Dr. KH. EZ. Muttaqien dated July 1, 1987 under the UNISBA Foundation. Furthermore, an Islamic education foundation was established with the notarial deed of Rahayu Benny Sofian Number: 02 dated July 08, 1988 as the institution that oversees this university.

The human values, communication, and scientific design of all existing study programs refer to the values of the Qur'an and hadith. This value system provides high motivation to all academics to carry out their respective duties with passion and hard work based on the dharma of education, research, and community service and the standards set by STAI (mujahid), continue to strive optimally to provide change and solutions faced by the community through the tri dharma of higher education based on established standards (mujtahid), and making changes and innovations in the dharma of education, research, and community service based on the standards set by STAI. Performance standards that refer to the spirit of Islamic values (mujahid), thorough performance standards (mujtahid), and innovation standards based on user needs and the harmony of Islamic values (mujaddid) are the three standards that become the common spirit to continue to develop STAI Dr. KH. EZ. Muttagien Purwakarta.

## 3. RESULTS AND DISCUSSIONS

## 3.1. Specific description of product development

Implementation and quality development of STAI Dr. KH. EZ. Muttaqien Purwakarta according to the standards set by the Ministry of Education and Technology and Higher Education in the National Higher Education Standards. The standards include 8 education standards, 8 research standards, and 8 community service standards. In addition, the standards developed by STAI are standards derived from the vision and mission. This standard is a characteristic and genetic that distinguishes STAI from other universities. Data management, technological innovation, and Islamic values are additional standards that become characteristics that surpass SNDikti. The process of making 3 product standards that become standards that exceed the SNDikti standard is explained as follows:

## 3.1.1Product research process.

Product potential research is identified by literature and qualitative data collection through observation, interviews, and documentation on the implementation of all higher education standards and the potential for developing standards of STAI. KH. EZ. Muttaqien Purwakarta derived from the vision and mission of STAI. The potential for product development is seen from the vision of data literacy which becomes the standard for data management, the vision of technological literacy which becomes the standard of technological innovation, and the vision of human literacy which becomes the literacy standard of Islamic values (mujahid, mujtahid, and mujaddid). (AI-Youbi et al., 2021).

The design model made includes the classification of raw data based on the study program. The study program receives, processes, and analyzes data. Data is classified according to its type, such as student and permanent lecturer data. Data management must be a policy that controls from the bottom up until the data is ready to be input in the university data base. This requires the commitment of leaders, lecturers, and staff (Scott et al., 2017). Data management management system includes establishment, implementation, evaluation, control, and improvement. According to Terry (Terry, 1977) need planning, organization, coordination, data control on a regular basis by involving the data manager. This process can be explained using the following flow:



Picture 3.1. College data management.

The standard of technology innovation also covers matters relating to appropriate management. This is needed to create a technology platform that fits the needs of STAI. Technological innovation requires several things related to appropriate technology development planning, organization, coordination and implementation, and control that can provide improvements and enhancements to the developed technology. (Sharpe et al., 2022). This concept has been previously developed by Mrityunjoy (Mrityunjoy, 1995). The development of technological innovation standards can be explained as follows:



Picture 3.2. Technology Innovation Standard Management.

The standard of Islamic values refers to the implementation of the dharma of education, research, and community service based on the motivation and spirit of mujahid, mujtahid, and mujaddid. The spirit of conducting education in accordance with university standards is based on sincerity and professionalism, research that is beneficial to the community, and service that can improve the standard and quality of life of the community by adding all the knowledge possessed by lecturers who collaborate with students and elements of the community.

# 3.2.2 Design, validation, and revision of product designs

The design design has been validated by means of consultation and assessment from experts with doctoral degrees in the field of development of higher education standards. There are several designs that need to be improved, such as the standard of data management contained in prospective student data to be analyzed based on the latest diploma and conformity with family cards. Standards of technological innovation carried out by universities internally or carried out by external experts who are able to quickly and precisely develop optimally on the technicalities of making certain applications. The standard of Islamic values specifically has not provided concrete steps related to high motivation (mujahid), finding the right solution to developing problems (mujtahid), continuous innovation (mujaddid). Some of these inputs are then revised over the course of one week with communication and design improvement discussions.

# 3.2.3 Product creation, revision, testing and implementation

After the design revision, the next step is to create a standard product for data management, technological innovation standards, and Islamic values standards by means of a limited field test for 3 days, a main field trial for 5 days, and an operational field trial for 1 week. The results of standard production to operational tests can produce products that can be disseminated and implemented. The product results are detailed and valid data management standards in accordance with careful planning, proper data organization, coordination between units for data selection and classification, and data control so that before input to the one-stop database at PDDikti there are no errors.

Technological innovation standards use a special team in collaboration with third parties gathered in college technology developers (Layne & Lake, 2014). The development of standardized technology includes careful determination and planning, good organization, appropriate coordination flows, and periodic controls. The standard of Islamic values is a step to improve the quality of human resources such as lecturers to maintain quality through a high spirit of struggle (mujahid), solutions (mujahid), and unlimited innovation (mujaddid).

The three standards of development results can be explained as follows:



Picture 3.3. Innovation development of STAI Dr. KH. EZ. Muttagien.

# 4. DISCUSSION

Determination of additional standards that exceed the national standards of higher education at STAI Dr. KH. EZ. Muttaqien Purwakarta was developed from STAI's vision, namely data literacy, technological literacy, and human literacy. Literacy is the ability to read, analyze, and make decisions (Alfarikh, 2017). Literacy skills are an ideal development to foster higher education innovations that become the genetics of STAI Dr. KH. EZ. Muttaqien. This literacy also goes hand in hand with 21st century literacy which is encouraged by the government to all universities (Daly et al., 2016).

The standards developed through research and development have been able to provide optimal changes in data management, appropriate technological innovations, and the values of the academic community based on the struggle of the founders which refers to the spirit and love of implementing the tri dharma of higher education (mujahid), the ability to solve problems effectively and efficient (mujtahid), and continuous innovation (mujaddid). These three standards are developed through the ability to manage human resources and targeted materials and policies that support all developed standards (Wang, 2012).

Data management standards are resources that are managed using sustainable management techniques that refer to the planning of the data management team (Ahmad, 2020). The data manager must meet the needs of STAI Dr. KH. EZ. Muttaqien. It is necessary to carefully consider the data management team at the study program level as the first team that must process data properly (Lanford & Tierney, 2022). The data management team at the study program level must meet adequate numbers, appropriate competencies, and the right qualifications (Kim & Maloney, 2020). This stage is a standard product of data management at the level of careful planning. In addition, standard data management products take into account the costs required, data facilities such as computers, data management techniques, the time required to complete certain data, and data information disseminated to those who need it. (Christensen & Eyring, 2011).

The organization of data management time is carried out by considering the organization of the data management team, the costs organized for data management, the organization of infrastructure, the organization of the methods used, the organization of data management time, and the organization of data information (Mercer &

Swann, 1996), (Babi & Nedelko, 2020). The next stage is to empower, guide, and motivate the data management team in carrying out their duties. The use of finance in the implementation of data management needs to be considered carefully, effective and efficient work methods, the appropriate equipment used so that data management can be realized properly, the proper functioning of data management equipment according to its function (Ahmad, 2020).

The data management team is controlled and supervised by the relevant leadership so that they are able to carry out the work carried out according to the plan (The John Adair, n.d.). In addition, the financing of data management must also be in accordance with the stipulated financial planning. Controlling and supervising the methods used, controlling the tools used, controlling and supervising the information and methods used to conform to the plan (Crosby, 1995), (Phelan, 2016).

This cycle is also a cycle that exists in products of technological innovation standards and Islamic values standards. The planning, organization, implementation, and control stages must be in accordance with the determination of human resources, costs, facilities, and infrastructure used, appropriate methods, quality of existing tools, information conveyed, and the time specified. Both innovation standards and Islamic values are the implementation of the above management cycle which becomes the innovation of developing standards and characteristics or genetics of STAI Dr. KH. EZ. Muttaqien Purwakarta (Buller, 2014).

No	Resource		Management Function												
		Planning	Organizing	Actuating	Controlling										
1.	Man	1	8	15	22										
2.	Money	2	9	16	23										
3.	Materials	3	10	17	24										
4.	Method	4	11	18	25										
5.	Machines	5	12	19	26										
6.	Markets	6	13	20	27										
7.	Minute	7	14	21	28										
<	<ol> <li>Data Management Standards</li> <li>Technological Innovation Standard</li> <li>Standards of Islamic Values</li> </ol>														

Picture 4.1. Cycle 3 Standard Products Developed.

# **5. CONCLUSION**

The products of this research and development are data management standards, technological innovation standards, and Islamic values standards. This standard product is the hallmark or genetics of STAI Dr. KH. EZ. Muttaqien as a standard that is able to exceed the national standards of higher education. The standard mechanism is appropriate to be implemented in accordance with the management function, namely planning, organizing, implementing, and controlling on a regular basis. Data management standards, technological innovation standards, and Islamic values values are implemented through the 4 stages above. STAI Dr. KH. EZ. Muttaqien is now able to continue to develop up-to-date data in databases, appropriate technological innovations, and enthusiasm (mujahid), solutions (mujtahid), and innovation (mujaddid) which become the standard for Islamic values and kemuttaqienan on a regular and continuous basis. This product is also a quality differentiator from other universities, especially Islamic religious colleges under the guidance and supervision of the Ministry of Religion of the Republic of Indonesia.

STAI Dr. KH. EZ. Muttagien also has other potential to develop other standards. This other standard was created later to respond to user developments and input from the community. In addition, the character of the academic

community of STAI. Dr. KH. EZ. Muttaqien who are imprinted on the spirit, solution, and innovation or mujahid, mujtahid, and mujadid (3M) are potentials that can be standardized that can turn this university into a high-quality university not only at the national level, but can become a quality university at the international level.

#### REFERENCES

- [1] Ahmad, S. T. (2020). Manajemen Mutu Terpadu. Nas Media Pustaka.
- [2] Al-Youbi, A. O., Zahed, A. H. M., Nahas, M. N., & Hegazy, A. A. (2021). The leading world's most innovative universities (p. 106). Springer Nature.
- [3] Alfarikh, A. (2017). Menumbuhkan budaya literasi di kalangan pelajar.
- [4] Nedelko, Z. (Ed.). (2020). Handbook of research on enhancing innovation in higher education institutions. IGI Global.
- [5] Szarucki, M., Rybkowski, R., Bugaj, J., & Bracio, K. (2022). A Comprehensive Review of Research Approaches in the Energy Sector: A Management Sciences Perspective. Energies, 15(22), 8495.
- [6] Bui, H. T., Nguyen, H. T., & Cole, D. (2019). Innovate higher education to enhance graduate employability. England: Routledge.
- [7] Buller, J. L. Change Leadership in Higher Education: A Practical Guide to Academic Transformation.
- [8] Christensen, C. M., & Eyring, H. J. (2011). The innovative university: Changing the DNA of higher education from the inside out. John Wiley & Sons.
- [9] Cramer, S. F. (Ed.). (2017). Shared Governance in Higher Education, Volume 2: New Paradigms, Evolving Perspectives. SUNY Press.
- [10] Creswell, J. W. (2012). Personal copy: Educational research: Planning, conducting, and evaluating quantitative and qualitative research. Pearson Education, Incorporated.
- [11] Crosby, P. B. (1995). Quality Without Tears: The Art of Hassle-Free Management. McGraw-Hill Education.
- [12] Daly, P., Reid, K., Buckley, P., & Doyle, E. (Eds.). (2016). Innovative business education design for 21st century learning. Springer.
- [13] Shara, A. M., & Silalahi, T. F. (2022). Teachers' Attitude towards Minimum Competency Assessment at Sultan Agung Senior High School in Pematangsiantar, Indonesia. Journal of Curriculum and Teaching, 11(2), 1-14.
- [14] Anantadjaya, S. P., Nawangwulan, I. M., Cakranegara, P. A., Sinlae, A. A. J., & Arifin, A. (2023). Development Application of National Curriculum-Based Learning Outcome Assessment. Journal of Higher Education Theory & Practice, 23(2).
- [15] Hulten, C. R., & Ramey, V. A. (Eds.). (2018). Education, skills, and technical change: implications for future US GDP growth. University of Chicago Press.
- [16] Kim, J., & Maloney, E. J. (2020). Learning innovation and the future of higher education. JHU Press.
- [17] Lanford, M., & Tierney, W. G. (2022). Creating a culture of mindful innovation in higher education. State University of New York Press.
- [18] Layne, P. C., & Lake, P. (Eds.). (2014). Global innovation of teaching and learning in higher education: Transgressing boundaries (Vol. 11). Springer.
- [19] Mercer, N., & Swann, J. (1996). Learning English: development and diversity. Routledge.
- [20] Mrityunjoy, B. (1995). Organization Behaviour. Allied Publishers.
- [21] Munthe, B., Arifin, A., Nugroho, B. S., & Fitriani, E. (2021, June). Online Student Attendance System Using Android. In Journal of Physics: Conference Series (Vol. 1933, No. 1, p. 012048). IOP Publishing.
- [22] Permendikbud RI nomor 3 tahun (2020) tentang Standar Nasional Pendidikan Tinggi.
- [23] Mayes, J. (2016). Unrelenting Change, Innovation, and Risk: Forging the Next Generation of Community Colleges. Community College Enterprise, 22(2), 52-55.
- [24] Scott, P., Gallacher, J., & Parry, G. (Eds.). (2016). New languages and landscapes of higher education. Oxford University Press.
- [25] Sharpe, R., Bennett, S., & Varga-Atkins, T. (2022). Introduction to the Handbook of Digital Higher Education. In Handbook of Digital Higher Education (pp. 1-12). Edward Elgar Publishing.
- [26] Silalahi, D. E., Siallagan, H., Munthe, B., & Sihombing, P. S. R. (2022). Investigating Students' Motivation toward the Use of Zoom Meeting Application as English Learning Media during COVID-19 Pandemic. Journal of Curriculum and Teaching, 11(5), 41-48.
- [27] Sugiyono, P. D. (2019). Metode Penelitian Pendidikan (Kuantitatif, Kualitatif, Kombinasi, R&d dan Penelitian Pendidikan). Metode Penelitian Pendidikan, 67.
- [28] Terry, G. R. (1977). Principles Of Management (; RD Irwin, ed.).
- [29] Thomas, N. (2004). The John Adair handbook of management and leadership. Thorogood.
- [30] Wang, V. C. (Ed.). (2012). Technology and Its Impact on Educational Leadership: Innovation and Change: Innovation and Change. IGI Global.

DOI: https://doi.org/10.15379/ijmst.v10i2.1161

This is an open access article licensed under the terms of the Creative Commons Attribution Non-Commercial License (http://creativecommons.org/licenses/by-nc/3.0/), which permits unrestricted, non-commercial use, distribution and reproduction in any medium, provided the work is properly cited.