



## SWOT ANALYSIS ON TRANSFORMATION OF STATE ISLAMIC UNIVERSITY OF NORTH SUMATRA MEDAN

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**Abstract.** *This SWOT analysis is carried out to encounter the strengths, weaknesses, opportunities and challenges of UIN of North Sumatra in relation to the transformation of its status changes. As is known, before the transformation, this institution had been dealing with the problem of Religion study programs that were quiet. The addition of the Faculty and the New Public Study Program after the transformation certainly added to the difficulty in resolving the study program problem. Because the problem of lonely interest is closely related to the availability of employment, the most effective way to overcome the problem of lonely interest is by opening an employment opportunities for the alumni. The MoU was conducted with various institutions prioritized to market the alumni. Then internally the academicians of UIN of North Sumatra Medan must have the same spirit of realizing a professional education program and a Combined degree so that every alumni of UIN of North Sumatra Medan has a wider opportunity to obtain employment. The conclusion of this study is that in carrying out the transformation of UIN of North Sumatra Medan is supported by several strengths including assets owned, support from the government, community, trustees and alumni. Meanwhile, weaknesses appear on separate campus locations so that student administration services become ineffective and inefficient. The toughest challenge for the transformation of UIN of North Sumatra Medan is the source of funds, because the budget given by the government every year is very limited while the need for fulfillment of facilities and infrastructure cannot be delayed. As a university located in a strategic area with potential natural resources, UIN of North Sumatra Medan has the opportunity to develop its financial resources from several sectors, such as business, hospitality, plantation, fisheries and tourism.*

**Keywords:** *SWOT, Transformation, State Islamic University of North Sumatra,*

### INTRODUCTION

Before the transformation was actually carried out, STAIN and the IAIN had kept problems related to the religious study program which was quiet. They are Faculty of Ushuluddin with the Philosophy of Aqidah Study Program, Comparative Religion and Hadith Interpretation. Then Faculty of Da'wah with the Islamic Community Development Study Program, Islamic Counseling Guidance and Da'wah Management.

Faculty of Shari'ah with Ahwal al-Syakhsiyah Study Program and Comparison of Schools as well.

A number of factors can be considered as the reasons why do religious studies programs, especially in State Islamic University of North Sumatra are quiet. *First*, the saturation factor because from the beginning of the establishment of the faculty of religion was the first born in this institution, so that in its old age lost its attractiveness. Moreover, the dynamics of religious studies are not as fast as the general studies that have developed to address the needs of the community. *Second*, the factor of availability of employment is getting narrower. It is undeniable that the orientation of the majority of IAIN alumni has been to become Civil Servants. While in recent years the government of the Republic of Indonesia restricted the acceptance of Civil Servants and then followed a moratorium for several years, so that the chances of alumni to become Civil Servants were very limited. *Third*, lately there are more universities in North Sumatra, both public and private, with religious or general backgrounds, so that prospective students get many choices. *Fourth*, moreover the fact that the choice of Higher Education is favorite for prospective new students is still around University of North Sumatra and State University of Medan.

In accordance with the above explanation, the transformation of IAIN into UIN on the one hand provides development opportunities, especially the development of non-religious studies within the Islamic University. But on the other hand it does not provide a solution to the problem of lonely enthusiasts for religious studies because the general study that becomes a competitor, now has stood firm as new faculties on campus.

Based on the explanation above, although the transformation provides many opportunities for the development of UIN SU Medan in the future, but it risks poorly to the Faculty and the Religion Study Programs. The optimism of the transformation of UIN SU Medan seemed to turn a blind eye to the negative potential of the transformation. For instance, concerns about the gloomy future of the Faculty, Study Program and Islamic studies because of the lack of interest.

## **LITERATURE REVIEW**

The sources of data in this study are divided into two, namely primary and secondary. The primary data source is a book entitled "Strengthening the Existence of

Expanding Contribution", IAINPRESS, 2015. The work of the Professor of UIN SU Medan. Secondary data sources include: 1). Perpres No. 131 of 2014; 2). Academic Guidebook for State Islamic University of North Sumatra 2016/2017 Academic Year and; 3). Curriculum Book of Islamic Thought Study Program for Postgraduate State Islamic University North Sumatra Medan 2015.

## **METHODOLOGY**

This study uses the swot analysis method, which is a strategic planning method used to evaluate strengths (weaknesses), weaknesses, opportunities and threats both internally and externally.

## **FINDINGS AND DISCUSSION**

### **Findings**

1. Internal strength, namely 4 campuses, 8 undergraduate and postgraduate faculties. The number of lecturers is 500 people with 50 professors / professor qualifications, 200 doctorates, 200 doctorates, 300 doctoral students, 1,000 doctoral students and 200 doctoral students.
2. Internal weakness is a separate campus in four locations that are far from ideal size. Campus I on Jl. Sutomo Ujung / Jl. IAIN covers 4 ha, campus II on Jl. Willeam Iskandar 7 ha, campus III at Pondok Surya Complex 4 ha, campus IV on Jl. The advantage is 17 ha. Likewise, even though UIN SU already has 8 faculties, there are three faculties with low interest problems that are still difficult to find a solution. Campus facilities are also still minimal, including lecture buildings, facilities and infrastructure that are still very limited.
3. External opportunities are support from the government and Muslim community, especially in North Sumatra, towards the existence of UIN SU. That support has existed since the birth of Islamic Higher Education (PTI). Even support from the Muslim community has begun since the colonial period. Dr. Satiman Wirjosandjojo in the Community Manual No.15 Year IV (1938) has raised the idea of the importance of Islamic Higher Education institutions in an effort to lift the self-esteem of Muslims in the occupied Dutch East Indies. Satiman, among other things, wrote that while Indonesia was still asleep (onderwijs) religious teachings in Pesantren were enough for public needs.

4. Treats are problems with low interest because of the low interest of the community to make UIN SU a choice. Even if used as an option, only the third alternative after USU and UINMED. In addition, the loan status using my campus landed on Jl. Sutomo / IAIN No. 1 Medan still cannot be occupied to become the property of UIN SU so that at any time it can become a threat to the continuity of SU UIN activities in that location

### **Discussion**

The strength in the form of a campus located in four places is maximized its use to become a modern campus because of its strategic position, namely :

1. Campus at Jl. Williém Iskandar Pasar 3 Medan Estate is located within the Muslim community and is adjacent to the toll road which facilitates access to various locations such as Kuala Namu Airport and Belawan Sea Port. The campus is also close to several elite housing complexes and UNIMED, UMA and AMIR HAMZAH campuses
2. Campus at Jl. Sutomo / IAIN No.1 Medan is located in the center of Medan so it is very strategic with a very high economic value potential to be developed into an elite campus with upward development into several levels so that in addition to being used as a center for academic activities is also potential to be the center of Islamic Business activities, cooperatives, hotels, and meeting and wedding receptions. The campus is also close to several star hotels in the core of Medan. Inside the campus is the Ulul Albab mosque which has long been a place of worship for Muslims both from local residents and employees from government agencies and police whose offices are close by.
3. Campus at Jl. Helvetia near the Pondok Surya housing complex is also of very high economic value, the potential for building multistory buildings for academic activities or hospitality because of its position in the core of the city. Even save economic power to be exchanged with other locations with a wider size around Kuala Namu Airport. Even potential is also combined with a 100 ha grant plan from the Governor and PTP II to UIN SU which is around Kuala Namu Airport.
4. Campus at Jl. Tuntungan covers an area of 17 ha adjacent to the road to Berastagi Tourism City with cool natural conditions surrounded by local agricultural gardens so that it is strategically used as a beautiful campus and has the potential

to be developed within the Faculty of Agriculture and Medicine. Moreover, the location is very close to the Rumor of Adam Malik Hospital Medan making it easier for the MOU to accelerate the establishment of the Faculty of Medicine.

Based on the facts above, the transformation must have given birth to changes in the presence of new faculties such as the faculty of engineering, the faculty of economics, the faculty of psychology and the faculty of communication for example as a continuation of scientific integration that had already occurred in the STAIN and IAIN circles.

In this connection, from the academic side, the change of IAIN to UIN is an achievement as well as pretise because of the great potential for the development of this institution in the future to go to world class University.

Separate campus locations can result in ineffective administrative operations and the teaching and learning process because between one campus and another requires a lot of mileage, but on the other hand there are opportunities for developing campus expansion especially in areas that are not densely populated such as around the Airport Kualanamu and Tuntungan.

While the solution to the problem of quiet study program enthusiasts who are most appropriate is to establish cooperation with various institutions that can open up access to employment. The more open job opportunities for alumni of study programs, the less enthusiastic enthusiasts will be able to increase the spirit and public interest in entering the study programs because the main problem for alumni now and in the future is employment. The more open employment opportunities for alumni of a Study Program, the higher the interest in the study program.

During this time the most favorite choice at UIN SU Medan is the Tarbiyah Faculty and Teacher Training (FTIK), especially the Islamic Education Study Program (PAI) then the Islamic Faculty of Economics and Business (FEBI). This choice relates symbiosis to employment issues. FTIK alumni are targeted to be the teachers and alumni of FEBI to become sharia banking employees. Based on this, students on both faculties have clear work objectives. In contrast to FUSHI and FDK alumni whose target areas of work are still vague so that there is an uncertainty that subsequently affects prospective new students each year.

Among the solutions that can be made to the above problem is to realize a professional education program for all UIN SU Medan students so that each alumni has the right to become a teacher. This professional education is very strategic in providing job opportunities for alumni of study programs with low interest. Predicted by this professional education program, the interest in entering the study programs deserted enthusiasts as stated above will increase so that the deserted study program enthusiasts at UIN SU Medan can be saved. Another solution that can be done is also a combined degree program by giving the choice to each student at a Faculty to attend lectures and take courses in other Faculties in the Medan UIN SU so that an alumni will later obtain two diplomas that make him get a wider job opportunity. This combined degree can also be done between universities through the MOU

Four UIN SU campus fields as well as high appreciation from Muslim communities for Islamic sciences are strengths that can be used to overcome the threat of lonely interest in Religion Study Programs. These campuses have the potential to be developed not only for the academic sector but also for the business sector, such as supermarkets and hotels which certainly require labor. In this context there must be a commitment from policy makers to accept the study program alumni quietly as employees so that each student has hope for his future.

Campus Development should not only be sideways. Land limitations such as on campus I on Jl. Sutomo / Jl. IAIN, for example, can no longer be done side by side but upwards. Campus UIN SU Medan is located on Jl. Sutomo must be built on a 40-level level, for example, so besides being able to be used for academic activities it is also at the same time a center for business and hospitality.

In the meantime, as a Public Service Agency (BLU) in the future UIN SU Medan must have a variety of financial resources that are not only from dependence on government funds but from their own funds by establishing business centers, Hospitals, plantations, fisheries and sources finance from various sectors including tourism.

Various weaknesses as mentioned above can be minimized by a variety of strategies, such as finding wider campus land according to the needs of the integrated campus. As a state higher education institution lack of facilities and infrastructure can be overcome by submitting a budget to the government so that in time various deficiencies can be met. Likewise with assistance from various parties such as the Islamic Development Bank (IDB) which has agreed to fund campus construction in Tuntungan,

the community in general, alumni and the Trustees Council in various forms are also open for use.

Because the location of the UIN SU campus that is available now is still separated, in each location lecturer housing and student dormitories are provided which can facilitate the academic community to carry out their activities. Especially for guest lecturers who come from various countries or regions will be greatly helped by the availability of housing or dormitory.

As it is known that in North Sumatra there are a number of State and Private Universities that can become partners as well as competitors for Medan UIN SU. Good cooperation between universities has the potential to make UIN SU Medan can fix various deficiencies, both in the availability of human resources (HR) and the utilization of various facilities such as laboratories and libraries owned by partner universities. On a broader scale cooperation can also be done on various academic and student activities. The collaboration between UIN SU Medan and various universities and other institutions, formal and non-formal, can also be a means of socialization that can shape the public's perception of the alignment of UIN SU with other universities in North Sumatra.

As a State University, UIN SU Medan also actually competed with other State Universities, especially USU and UNIMED. As a newcomer university, of course UIN SU Medan can still be seen at the lowest level of the other two universities, especially if it is associated with facilities and infrastructure. If the UIN SU Medan has just started to establish several Faculties and the General Study Program, USU and Unimed have gone far before even the alumni have been spread in various walks of life.

In this context, of course, UINSU Medan must have the spirit of catching up with offering various features that are not found in other universities. One of the best programs for UIN SU Medan is the Islamic Faculty of Economics and Business (FEBI). The development of Islamic banking with the shari'ah system in recent years is in line with the flagship program so that the Islamic Economy and Sharia Banking in the past few years has become the second most favorite Study Program in UIN SU Medan after the Religious Education Study Program (PAI) in the Faculty of Tarbiyah and Eradication.

In addition to FEBI, various new faculties in UIN SU Medan such as the Faculty of Social and Public Health have also received sympathy from the community so that the student admission program in the new 2017/2018 school year can be fulfilled. The

problem then was different from the Faculties and the New Study Programs, in the transformation of UIN SU Medan Religion Study Programs, such as the Interpretation of Hadith and Comparative Religion in the Faculty of Ushuluddin and Islamic Studies (FUSHI), Comparison of Mazhab and Al-Akhwah al-Syakhshiyah on the Faculty Syari'ah and Law Sciences (FASIH), still remain in the quiet category of enthusiasts.

The scholarship program for students studying at the study programs is not yet able to boost popularity so that the number of interested in various study programs is far below those of various new study programs as mentioned above.

In connection with this, there must be commitment and seriousness from the UIN SU Medan to save the study programs from these enthusiasts. One of the most effective ways seems to be the provision of employment. Such a large MOU between UIN SU Medan and various parties must prioritize the interests of these study programs. It is time for the MOU to focus on agreements that can open jobs for alumni of Medan UIN SU, especially those with low interest in study programs..

## **CONCLUSION**

The transformation of UIN SU Medan opened a vast development opportunity at the State Islamic University in North Sumatra. While still in the form of the chosen Institute, Study Programs at religious universities are still limited to the Islamic Studies Program. When it has become a university, there are opportunities to build new faculties and study programs, both public and religious.

Indeed, when I was at the Institute, IAIN SU Medan had an Islamic Faculty of Economics and Business (FEBI) which became the basic capital for the University. After the transportation permit was obtained, all components of the Medan IAIN SU academics moved to realize the goal of transformation. Then several new faculties were established as a form of transformation.

Now UIN SU Medan already has 8 Faculties with various Study Programs which are no longer limited to the Islamic Studies Program. Stretching and the spirit of transformation also took place at various IAINs throughout Indonesia. The philosophical basis of the transformation of Islamic Higher Education in the Ministry of Religion is one of them is the Islamization of Science. As long as it is still in the form of a scientific dichotomy institution that separates general science and religious science is very clear. Whereas in Islam all knowledge is considered the same, originating from



Allah SWT. Because the source is the same, in fact all knowledge is positioned equally, that is, both are from God Almighty.

In terms of its urgency, for all Muslims, science is very urgent for world affairs and the hereafter. The old paradigm when it was still in the form of a limited study institution on the IAIN was realized or did not make this College far behind other universities. Rapid development in science and technology in various parts of the world has also made Muslim countries like Indonesia unable to compete with other developed countries in the field of science and technology. Even though it's too late, the transformation of the University is seen as something that must be done because Higher Education is the spearhead of community change.

The problem then, the phenomena that occurred in several UIN including UIN SU Medan were full concentration at the opening of the Faculty and the New Study Program but were not followed by efforts to save the calm Religion Study Program. It is estimated that if there is no real effort to save various Religion Study Programs at UIN SU Medan, in the future the Religious Studies Study Program will only have a name.

There should be no negligence about the problem of lack of interest in the Religion Study Program at the State Islamic University of Medan. One of the best solutions to increase public interest in the Religion Study Program is the provision of employment. It is no longer enough to attract students in various Religion Study Programs by providing scholarships because student orientation is more focused on work problems after later becoming alumni. In connection with that, real action is needed between UIN SU Medan through an MOU with various institutions to be willing to accept UIN SU medan alumni, especially quiet study programs, as laborers in their institutions.

It is estimated that if there are no real rescue actions to change the image of the Religious Study Program in the next few years the study program will be forced to close because they are no longer interested. The main problem of a number of problems related to the Religion Study Program is the work problem. Therefore, the most appropriate solution for the Religion Study Program at UIN SU Medan is to provide employment opportunities for alumni. Job opportunities can be started internally, namely to realize professional education programs, joint degrees and through UIN SU MoU with various formal and non-formal institutions.

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