



**INSTITUT TEKNOLOGI SEPULUH NOPEMBER
PROGRAM PASCASARJANA
PROGRAM STUDI
MAGISTER MANAJEMEN TEKNOLOGI**

PROSIDING A

MANAJEMEN INDUSTRI

SEMINAR NASIONAL MANAJEMEN TEKNOLOGI XXII

**PELUANG DAN TANTANGAN MENGHADAPI
MASYARAKAT EKONOMI ASEAN (MEA) 2015**

Surabaya, 24 Januari 2015



ISBN : 978-602-70604-1-8



KATA PENGANTAR DARI KETUA PROGRAM STUDI

Dengan mengucapkan syukur ke hadirat Allah SWT, Program Studi Magister Manajemen Teknologi ITS selama sebelas tahun terakhir telah menyelenggarakan Seminar Nasional untuk yang kedua puluh dua kalinya. Tema Seminar Nasional Manajemen Teknologi kali ini adalah *Peluang dan Tantangan Menghadapi Masyarakat Ekonomi ASEAN (MEA) 2015*.

Era Masyarakat Ekonomi ASEAN (MEA) 2015 tidak hanya mendatangkan peluang ekonomi, melainkan juga tantangan. MEA 2015 akan ditandai oleh adanya liberalisasi modal, jasa, dan investasi. Oleh sebab itu Indonesia memerlukan SDM yang cerdas, profesional, berdisiplin tinggi, mampu berinovasi, ulet, dan berwatak agar mampu bersaing. Kemampuan SDM yang bersertifikasi dengan standar internasional menjadi sangat penting artinya. Untuk itu diperlukan titik temu antara visi-misi perguruan tinggi dengan kebutuhan dunia usaha, khususnya SDM, agar dapat menghadapi era MEA.

Program Studi MMT-ITS memandang perlu untuk mengangkat permasalahan tersebut di atas dalam Seminar ini. Untuk itu dihadirkan dua Pembicara Utama, yang membahas topik tentang peluang dan tantangan MEA, dan pentingnya revitalisasi tata kelola dan kepemimpinan di Perguruan Tinggi untuk menghadapi MEA. Untuk itu Program Studi MMT-ITS mengucapkan terimakasih dan penghargaan yang setinggi-tingginya kepada kedua Pembicara Utama, yaitu:

1. Dr. Maria Anityasari, ST, ME, Head of International Office ITS. Topik makalah: *Peluang dan Tantangan Perguruan Tinggi dalam Menghadapi MEA 2015*
2. Dr. Ir. Gembong Baskoro, MSc, Dekan Fakultas Teknik dan Teknik Informatika, Swiss German University. Topik makalah: *Revitalisasi Tata Kelola dan Kepemimpinan di Perguruan Tinggi Guna Meningkatkan Keunggulan Bersaing dalam Rangka Menghadapi MEA*.

Akhir kata, kami mengucapkan penghargaan dan terimakasih kepada seluruh peserta Seminar, moderator dan pihak sponsor. Semoga semua artikel yang disajikan dalam Seminar ini nantinya dapat memberikan manfaat bagi semua pihak.

Surabaya, 24 Januari 2015

Ketua Program Studi MMT-ITS,
Prof. Dr. Yulinah Trihadiningrum, MappSc



**SUSUNAN PANITIA SEMINAR NASIONAL
MANAJEMEN TEKNOLOGI XXII
PROGRAM STUDI MAGISTER MANAJEMEN TEKNOLOGI
PROGRAM PASCASARJANA ITS**

| | | |
|---------------------------|---|--|
| Pelindung | : | Prof. Dr. Ir. Adi Soeprijanto, MT |
| Penanggung Jawab | : | Prof. Dr. Yulinah Trihadiningrum, MAppSc |
| Panitia Pelaksana | | |
| Ketua | : | Ir. I Putu Artama Wiguna, MT, PhD |
| Sekretariat | : | Sri Wahyuni, SE M. Kamil Hari Mulya |
| Bendahara | : | Titien Eriyanawati Indriyani Puspitasari |
| Acara | : | Sidarta Gautama, SE Nur Sofi Farida, AMd |
| Persidangan | : | Prof. Dr. Ec. Ir. Riyanarto Sarno, MT, PhD Daniel O. Siahaan, SKom, MSc, PDEng Dr. M. Yusak Anshori, MM, CSEP Ir. I Putu Artama Wiguna, MT, PhD Gogor A. Handiwibowo, ST, MMT Gita Widi Bhawika, SST, MMT |
| Informasi dan Dokumentasi | : | Nur Sofi Farida, AMd Mukhammad Zanis Bagus Nugroho Ahmad Enggal Maossyara |
| Makalah dan Prosiding | : | Waluyo Prasetyo, ST Widya Kusumawardhani, ST M. Kamil Hari Mulya Maulita Nahdiyah |
| Konsumsi | : | Titien Eriyanawati Indriyani Puspitasari M. Nor Suparno Sukar |
| Logistik | : | Erwina Adhyarini, SPi Sidarta Gautama, SE Sholehan M. Nor Sukar Eko Marendra Amrin |



DAFTAR ISI

| | |
|-----------------------|-----|
| Kata Pengantar | i |
| Susunan Panitia | ii |
| Daftar Isi | iii |

MAKALAH UTAMA

1. Peluang dan Tantangan Perguruan Tinggi dalam Menghadapi MEA 2015 MU-1-1
Dr. Maria Anityasari, ST, MEngSc - Fakultas Teknologi Industri, ITS
2. *Revitalization of Governance and Leadership of (Private) Higher Education Institution (HEI) Towards AEC* MU-2-1
Dr. Ir. Gembong Baskoro, MSc - Fakultas Teknik dan Teknologi Informasi, SGU University

MANAJEMEN INDUSTRI

1. Pengembangan Skenario Perencanaan Produksi Padi Organik dengan Metode Material Requirement Planning (MRP) di CV Sirtanio Organik Indonesia A-1-1
Ahmed Tessario Eka N., I Nyoman Pujawan – Program Studi MMT ITS
2. Kontribusi Kecerdasan Emosional dan Kecerdasan Spiritual Terhadap Kinerja Karyawan yang Dimoderasi Kepemimpinan Transformasional Didi Asmadi, Bambang Syairudin, dan Erwin Widodo – Jurusan Teknik Industri ITS A-2-1
3. Design Framework Quality Risk Management for Supply Chain at PT Coca-Cola Amatil Indonesia, Surabaya Plant A-3-1
Anantamurti Hapsari, I Nyoman Pujawan, dan Putu Dana Karningsih – Jurusan Teknik Industri ITS
4. Faktor-faktor yang Mempengaruhi Pelaporan Keuangan Melalui Internet (Internet Financial Reporting) Pada Perusahaan Trade & Service di Bursa Efek Indonesia A-4-1
Anny Widiasmara - Program Studi Akuntansi, STIE Dharma Iswara Madiun
5. Pemodelan dan Analisis Simulasi Pengaruh Peredam Non-Linear Kubik dan Asimetri Terhadap Respon Dinamis Kendaraan A-5-1
Ardi Noerpamoengkas dan Harus Laksana Guntur – Program Magister Teknik Mesin ITS
6. Analisa Risiko Rantai Pasok dan Mitigasinya dengan Metode FMEA dan QFD di Perusahaan Daerah Air Bersih (PDAB) A-6-1
Aris Zamrozi Fahrudin dan Iwan Vanany - Program Studi MMT ITS
7. Prediksi Cuaca Menggunakan Metode Bayesian Berbasis Big Data A-7-1
Bayu Setyatmoko, Mochamad Hariadi, dan I Ketut Eddy Purnama - Teknik elektro ITS



8. Identifikasi Critical Success Factors Pada Bisnis Pemasaran dan Distribusi Buku Cetak (Studi Kasus di PT. Niaga Swadaya) A-8-1
Berto Mulia Wibawa dan Muhammad Saiful Hakim - Jurusan Manajemen Bisnis ITS
9. Pengaruh Kualitas Pelayanan Terhadap Kepuasan dan Loyalitas Pelanggan Studi Kasus di PT.XYZ Sebagai Dealer Resmi Mobil Merk X A-9-1
Berto Yusuf Nugroho dan Fuad Achmadi – Program Studi MMT ITS
10. Perbaikan Layout Pabrik dengan Algoritma Corelap, MST, Craft dan Pertimbangan Material Handling (Studi Kasus di PT. XYZ) A-10-1
Deddy Christyono dan Moses Laksono Singgih – Program Studi MMT ITS
11. Analisis Sistem Manajemen Persediaan PT. MPI Cabang Surabaya dengan Metode EOQ A-11-1
Dedik Ardian dan Fuad Achmadi – Program Studi MMT ITS
12. Analisa Pemilihan Suplai Daya Listrik 6mw untuk Program Peningkatan Produksi Minyak di Sukowati Field (Studi Kasus: Job PPEJ) A-12-1
Deny Setyawan dan I Ketut Gunarta - Program Studi MMT ITS
13. Strategi Rationing Pada Situasi Rasio Demand Terhadap Supply Berfluktuasi A-13-1
Evi Nurhayani, I Nyoman Pujawan, dan Erwin Widodo - Jurusan Teknik Industri ITS
14. Implementasi Lean Thinking dalam Peningkatan Kualitas Pelayanan Gangguan Speedy di PT. Telekomunikasi Indonesia, Tbk. (Telkom) Divisi Regional-V A-14-1
Prita Lukitasari dan Udisubakti Ciptomulyono - Program Studi MMT ITS
15. Aplikasi Pendekatan Konsep Lean Untuk Mengurangi Non Value Added Activity Pada Lembaga Konsuil (Komite Nasional Keselamatan Untuk Instalasi Listrik) di Banyuwangi A-15-1
Harliwanti Prisilia - Jurusan Teknik Industri, Universitas 17 Agustus 1945 Banyuwangi
16. Pengaruh Ekspansi Jumlah Cabang dan Jumlah Pegawai Terhadap Kinerja Industri Perbankan di Indonesia A-16-1
Hery Prasetyo dan Sony Sunaryo - Program Studi MMT ITS
17. A Multi Criteria Decision Analysis for Reinvestment Action Portfolio Selection Problem in An Indonesian Real Estate Company A-17-1
I Made Ronyastra, I Ketut Gunarta, dan Udisubakti Ciptomulyono – Jurusan Teknik Industri ITS
18. Perancangan Strategi untuk Meningkatkan Kinerja Inovasi Pada Klaster Industri Kreatif Batik Laweyan A-18-1
Jumie Sephy Rahayu, Bambang Syairudin, dan Sri Gunani Pertiwi – Jurusan Teknik Industri ITS
19. Aplikasi Pendekatan Lean Six Sigma untuk Meningkatkan Kualitas Kue Malkist di PT. X A-19-1
Lilla Ayudyaswara dan Suparno – Program Studi MMT ITS



20. Membangun Loyalitas Nasabah Usaha Kecil dan Menengah Melalui Penciptaan Manfaat Relasional dan Kualitas Hubungan dalam Layanan Kredit Pada Perbankan Islam A-20-1
Lusi Diajeng Tapratiwi dan Tatik Suryani – Program Studi Magister Manajemen STIE Perbanas Surabaya
21. Analisa Pemilihan Pihak Ketiga Penyedia Pembiayaan Program Kepemilikan Rumah untuk Karyawan A-21-1
Muhamad Hasan Ismail dan Udisubakti Ciptomulyono – Program Studi MMT ITS
22. Simulasi Proses Pemuatan Kapal di Pelabuhan PT. Wina Gresik dengan Tujuan Mengurangi Demurrage A-22-1
M. Husni Rizal, Nurhadi Siswanto, dan Bobby Oedy P. Soepangkat – Program Studi MMT ITS
23. Pengembangan Model Performance Measurement dengan Integrasi Metode Balance Scorecard, ANP dan Topsis (Studi Kasus PT.XYZ) A-23-1
Maria Yuli E. P. dan Suparno – Program Studi MMT ITS
24. Optimalisasi Kontroler Pd-Lqr dengan Algoritma uPSO untuk Meningkatkan Performansi Crane Anti Ayun A-24-1
Muh. Chaerur Rijal, Mochammad Rameli), dan Rusdhianto Efendi – Jurusan Teknik Elektro Politeknik Negeri Ujung Pandang, Makassar
25. Klasifikasi Mutasi Jabatan Struktural Pegawai Negeri Sipil Menggunakan Metode Decision Tree A-25-1
Yanti, I Ketut Edy Purnama, dan Surya Sumpeno - Teknik Elektro ITS
26. Pengembangan Model Kelembagaan Klaster Industri Pengolahan Hasil Laut A-26-1
Nurul Hudaningsi, Nurhadi Siswanto, dan Sri Gunani Partiwani - Teknik Industri ITS
27. Analisa Keputusan Proyek Investasi Pemasangan Booster Kompresor Sebagai Upaya Mempertahankan Produksi Gas Bumi Lapangan Offshore L-Parigi di PT. Pep dengan Metode AHP dan TOPSIS A-27-1
Risang Raheditya dan Suparno - Program Studi MMT ITS
28. Manajemen Resiko Kerusakan di Unit Pengemasan PT. Semen Indonesia, Tbk, Pabrik Tuban A-28-1
Ari Basuki - Teknik Industri, Universitas Trunojoyo Madura
29. Corporate Strategy Formulation to Sustain the Competitiveness of PT. APX A-29-1
Sanggam P P Lumban Gaol and Buana Ma'ruf – Program Studi MMT ITS
30. Air Cargo Capacity Purchasing Management Under Uncertain Demand A-30-1
Sanno Santosa dan Ahmad Rusdiansyah – Program Studi MMT ITS
31. Pengaruh Kepemimpinan Pengetahuan Diselaraskan dengan Kepemimpinan Transformasional Pada Proses Pembentukan Tim Proyek Konstruksi Studi Kasus Perusahaan Konstruksi Sidoarjo-Surabaya A-31-1
Seta Wirawan, Bambang Syairudin, dan Udisubakti Ciptomulyono - Teknik Industri ITS
32. Model Koordinasi Lampu Lalu-Lintas dengan Interupsi A-32-1
Tomi Tristono, Setiyo Daru Cahyono, Sutomo, dan Pradityo Utomo – Manajemen Informasi, Universitas Merdeka Madiun



33. Pengembangan Program Perbaikan Kualitas Pada Usaha Jasa Menggunakan Quality Function Deployment (QFD) A-33-1
Tri Juwita N. dan Moses L. Singgih – Program Studi MMT ITS
34. Model Pengambilan Keputusan Perencanaan Sandaran Kapal Integrasi dengan Layanan Kereta Api Barang (Studi Kasus: PT.Terminal Teluk Lamong Surabaya) A-34-1
Ivan Akhmad dan Ahmad Rusdiansyah – Program Studi MMT ITS
35. Optimasi Gas Lift dalam Manajemen Alokasi Gas Injeksi dengan Menggunakan Metode Particle Swarm Optimization (Studi Kasus PT. XYZ) A-35-1
Hannan Fatoni, Mauridhi Hery P., dan Ardyono Priyadi - Program Studi MMT ITS
36. Model Lean-Green Assessment untuk Pelabuhan: Studi Kasus Pelabuhan-Pelabuhan di Papua Barat A-36-1
Iwan Vanany, Duha Awaluddin Kurniatullah, dan Edi Jatmiko – Jurusan Teknik Industri ITS
37. Pengolahan Air Limbah Rumah Makan (Restoran) dengan Unit Aerasi, Sedimentasi dan Biosand Filter A-37-1
Afry Rakhmadany dan Nieke Karnaningroem - Teknik Lingkungan ITS
38. Perencanaan Pengolahan Air Limbah Domestik dengan Alternatif Media Biofilter (Studi Kasus: Kejawan Gebang Kelurahan Keputih Surabaya) A-38-1
Arga Santoso, Nieke Karnaningroem, dan Didik Bambang Supriyadi - Program Studi MMT ITS
39. Analisis Risiko dan Optimasi Kinerja IPAL Lumpur Aktif Menggunakan Metode Fault Tree Analysis (FTA) A-39-1
Aria Suparmadja dan Nieke Karnaningroem - Teknik Lingkungan ITS
40. Penentuan Faktor Emisi Spesifik untuk Estimasi Tapak Karbon dan Pemetaannya dari Sektor Permukiman di Kota Malang A-40-1
Asri Hayyu Rinpropadebi, Joni Hermana, dan Rachmat Boedisantoso - Teknik Lingkungan ITS
41. Analisis Identifikasi dan Inventarisasi Sumber Pencemar di Kali Surabaya Ayu Kumala Novitasari dan Eddy Setiadi Soedjono - Jurusan Teknik Lingkungan ITS A-41-1
42. Stabilisasi Solidifikasi Limbah Mengandung Krom dan Hidrokarbon Menggunakan Semen Portland dan Bentonit A-42-1
Ayu Nindyapuspa, Masrullita, dan Yulinah Trihadiningrum - Jurusan Teknik Lingkungan ITS
43. Peningkatan Efektifitas Proses Koagulasi-Flokulasi dengan Menggunakan Aluminium Sulfat dan Superfloc A-43-1
Bernaded Oka Anggarani, Nieke Karnaningroem, dan Atiek Moesriati - Jurusan Teknik Lingkungan ITS
44. Inventarisasi Serapan Karbon oleh Ruang Terbuka Hijau di Kota Malang, Jawa Timur A-44-1
Cesaria Wahyu Lukita, Joni Hermana, dan Rachmat Boedisantoso - Jurusan Teknik Lingkungan ITS
45. Model Hubungan Karakteristik Vegetasi Mangrove terhadap Atenuasi Gelombang (Studi Kasus di Wilayah Pantai Ujung Pangkah) A-45-1
Clara Puspita dan Nieke Karnaningroem - Jurusan T. Lingkungan ITS



46. Analisis Peran Serta Masyarakat dalam Pengelolaan Penyediaan Air Bersih Distrik Abepura A-46-1
Dian Priska D Bless dan Ellina S Pandebesie - ITS
47. Penentuan Faktor Emisi Spesifik untuk Estimasi Tapak Karbon dan Pemetaannya dari Sektor Transportasi di Kota Malang A-47-1
Gianina Qurrata Dinora, Joni Hermana, dan Rahmat Boedisantoso – Jurusan Teknik Lingkungan ITS
48. Potensi Co-Composting untuk Bioremediasi Tanah Terkontaminasi Polycyclic Aromatic Hydrocarbon (Pah) A-48-1
Gina Lova Sari, Andy Mizwar, dan Yulinah Trihadiningrum - Teknik Lingkungan ITS
49. Pola Perubahan Kadar N-Anorganik Pada Proses Pengomposan Limbah Padat Rumah Potong Hewan dengan Sistem Aerobik A-49-1
Intan Dwi Wahyu Setyo Rini, Rhenny Ratnawati, dan Yulinah Trihadiningrum - Teknik Lingkungan ITS
50. Inventarisasi dan Penentuan Kemampuan Serapan Emisi CO₂ Oleh Ruang Terbuka Hijau di Kabupaten Sidoarjo, Jawa Timur A-50-1
Izzati Winda Murti, Joni Hermana, dan R. Boedisantoso - Teknik Lingkungan ITS
51. Tipikal Perencanaan Pengolahan Air Limbah Domestik dengan Seri Biofilter Melalui Proses Pengendapan (Studi Kasus: Perumahan Dian Regency Sukolilo Surabaya) A-51-1
Siburian, Jimmi P., Karnaningroem, Nieke dan Supriyadi, Didik B. - Jurusan Teknik Lingkungan ITS
52. Penentuan Faktor Emisi Spesifik untuk Estimasi Tapak Karbon Beserta Pemetaannya dari Penggunaan Bahan Bakar untuk Memasak di Kabupaten Sumenep, Jawa Timur A-52-1
Nurfakhrina Ramadhani Ardedah, Rachmat Boedisantoso, dan Joni Hermana - Jurusan Teknik Lingkungan ITS
53. Evaluasi Pengelolaan Sampah Kota Kediri Menggunakan Solid Waste Management Tool (SWMT) A-53-1
Praditya Sigit Ardisty Sitogasa dan Eddy Setiadi Soedjono - Jurusan Teknik Lingkungan ITS
54. Analisis Risiko dan Optimasi Kinerja IPAL Lumpur Aktif Menggunakan Penentuan Faktor Emisi Spesifik dari Sektor Transportasi untuk Estimasi Tapak Karbon dan Pemetaannya di Kabupaten Sumenep-Jawa Timur(Qorry Nugrahayu, Rachmat Boedisantoso dan Joni Hermana - Jurusan Teknik Lingkungan ITS) A-54-1
55. Kajian Penentuan Fase Pertumbuhan Kapang dan Bakteri Selulolitik Pada Media Pertumbuhan A-55-1
Raynard Sanito, Rizka Novembrianto, Ellina S. Pandebesie - Jurusan Teknik Lingkungan ITS
56. Evaluasi Efisiensi Kinerja Unit Clearator di Instalasi PDAM Ngagel I Surabaya A-56-1
Anjar P, RB Rakhmat, dan Karnaningroem, Nieke - Teknik Lingkungan ITS



57. Studi Replikasi IPAL Grey Water Tepat Guna Berbasis Surabaya Green and Clean A-57-1
Sarah Intan Pratiwi dan Eddy Setiadi Soedjono – Jurusan Teknik Lingkungan ITS
58. Penentuan Faktor Emisi Spesifik untuk Estimasi Tapak Karbon dan Pemetaannya dari Sektor Permukiman di Kabupaten Malang A-58-1
Siti Rahmatia Pratiwi, Joni Hermana, dan Rachmat Boedisantoso - Jurusan Teknik Lingkungan ITS
59. Penentuan Faktor Emisi Spesifik untuk Estimasi Tapak Karbon dan Pemetaannya dari Sektor Transportasi di Kabupaten Malang A-59-1
Ummy Arofah Agustina, Joni Hermana, dan Rachmat Boedisantoso - Teknik Lingkungan ITS
60. Penentuan Faktor Emisi Spesifik untuk Estimasi Tapak Karbon dan Pemetaannya dari Penggunaan Bahan Bakar di Kabupaten Sidoarjo A-60-1
Veny Rachmawati, Rachmat Boedisantoso, dan Joni Hermana - Teknik Lingkungan ITS
61. Penentuan Faktor Emisi Spesifik (FES) untuk Estimasi Tapak Karbon dan Pemetaannya dari Sektor Industri dan Transportasi di Wilayah Kabupaten Sidoarjo A-61-1
Yonnet Hellian Kresna, Rachmat Boedisantoso, dan Joni Hermana - Jurusan Teknik Lingkungan ITS
62. Desain Bangunan Pengolahan Limbah Cair Peternakan Babi dan Pemanfaatan Kembali Hasil Pengolahannya A-62-1
I Komang Adi Putra, Nieke Karnaningroem, dan Mas Agus Mardyanto - Jurusan Teknik Lingkungan ITS
63. Penjadwalan Multi Proyek Pembangunan Tower Pemancar PT Smartfren Telecom di Surabaya Menggunakan Metode Critical Chain A-63-1
I Putu Dodi Irawan dan Bambang Syairudin - Program Studi MMT ITS
64. Optimasi Biaya Personil Tim Manajemen Proyek Pada Multi-Proyek Infrastruktur Gas Bumi PGN Di Wilayah II dengan Menggunakan Kombinasi Critical Path Method dan Algoritma Genetika A-64-1
Budi Priswanto dan Budi Santosa - Program Studi MMT ITS
65. Optimasi Penggunaan Air Bersih Pada Industri Penyamakan Kulit Dengan Metode Fault Tree Analysis (Studi Kasus: PT ECCO Tannery Indonesia) A-65-1
Nadhilah Dhina Shabrina dan Nieke Karnaningroem - Jurusan Teknik Lingkungan ITS



REVITALIZATION OF GOVERNANCE AND LEADERSHIP OF (PRIVATE) HIGHER EDUCATION INSTITUTION (HEI) TOWARDS AEC

*Gembong Baskoro^{1, *)}*

*1) Department of Master of Mechanical Engineering, Swiss German University
Edu Town BSD City, Tangerang, 15339, INDONESIA
e-mail: gembong.baskoro@sgu.ac.id*

** Corresponding author*

ABSTRACT

Asean Economic Community (AEC) 2015 has been ratified among 10 Asean Countries. AEC, especially related with HEI, will increase mobility of human capital between Asean countries, with purpose to foster single regional market among Asean countries. It is unsurprisingly that workforces, in any fields, of at least 10 ASEAN countries will compete and move freely in available market without tight restriction as before. This paper underlined that the impact of AEC will inevitably increase fierce of competition for the workforces. In order to be competitive, workforce must acquire factors of competitiveness such as a. Language, b. (Hard and Soft) Skill, c. Work culture understanding, d. Rules of countries, etc. Therefore, to ensure that university graduates can enter into AEC market with competitive modality, (Private) Higher Education Institution (HEI) must revitalize its governance and leadership. This paper elaborates concept towards fostering international based education to nurture competitive graduates that meet global market demand.

Keywords: University, HEI Governance and Leadership, AEC, Competition

INTRODUCTION

Higher Education Institution (HEI) is a higher level or tertiary or post-secondary education that prepare students before they enter into market or pursuing higher degree. In its operation, each HEI use its own system whether adopted from other or own invention/improvement. It is possible that the system, for example curricula, is a combination of government controlled curricula and additional curricula defined by each HEI.

The purpose of this paper is to elaborate concept of revitalization of especially private HEI so that HEI can respond rapidly to the changing of external factors, in this case due to AEC implementation. However, it is also important to note that revitalization should not deform the true objective of higher education as a non-profit institution. It is expected that revitalization can reinforce the goal of education but at the same time able to prepare student to live in the new competition zone due to establishment and ratification of the so called AEC.

The Asean Economic Community 2015 (AEC) is the realization of ASEAN goal of economic integration envisioned in the ASEAN vision 2020 and the ASEAN Concord II. The objective of AEC is to improve competitiveness of ASEAN community and to remain outward looking with the following inter-related and mutually reinforcing key characteristics: (a) a single



market and production base, (b) a highly competitive economic region, (c) a region of equitable economic development, and (d) a region fully integrated into the global economy (AEC Blueprint 2008).

First key characteristic is to transform ASEAN into a single market and production base region that comprise five core elements (i) free flow of goods, (ii) free flow of services, (iii) free flow of investment, (iv) free flow of capital, and (v) free flow of skilled labor. Transforming ASEAN into a single market and production base will ensure ASEAN more dynamic and competitive with new mechanisms and measures to strengthen the implementation of its existing economic initiatives; accelerating regional integration in the priority sectors; facilitating movement of business persons, skilled labour and talents; and strengthening the institutional mechanisms of ASEAN (AEC Blueprint 2008).

Among five core elements of single market and production base of ASEAN, this paper will elaborate the elements of free flow skilled labor that is considered having more impact to the readiness of Higher Education Institution. Although the concept and blue print of the AEC give promising overview and scenarios, it is still the readiness of the ASEAN country is important to ensure the unpredictable circumstances when implementing AEC. Free flow of skilled labor indicated that ASEAN countries will allow mobility or facilitated entry for the movement of natural persons engaged in trade in goods, services, and investments, according to the prevailing regulations of the receiving country. Simply, AEC will reduce restriction of people from ASEAN countries to look for business and job opportunities in the country they intended to go (AEC Blueprint 2008). It is also will increase mobility of academicians within ASEAN countries. Consequently, this situation will increase competition of workforce in the receiving country. This condition can become opportunity for country with high competitive human resources or become threats for receiving country with less competitive human resources.

Related to elements of free flow of service, capital, and investment we can predict that the cross border education will increase due to the momentum of AEC. This situation will increase competition and cooperation at the same time among universities in ASEAN countries. Therefore, HEI needs to define ways of standardizing its quality equal to or above other universities in ASEAN.

METHOD

Reasoning

This paper uses action base and descriptive method to develop concept of revitalization of governance and leadership of HEI based on comprehend knowledge and experience of the author. The construct is structured by studying several literatures related to the topic then combine it with knowledge developed by the author during his tenure at leadership position in HEI. As a result, the concept in this paper reflect strategic thinking of the autor related to leadership and management of HEI to repond the AEC which will be commenced in 2015.

Questions

This paper is to find answer of the following questions:

1. What are threats of AEC
2. What are the predicted weaknesses

ISBN :



3. What is the role of HEI to overcome #2
4. What is the concept of HEI revitalization to ensure highly competitive graduates to face the challenges and opportunities of AEC.

Literature Study

Leadership and Management of HEI

The role of leadership in HEI is to define vision and to set direction and to use all resources available to achieve the vision and to ensure HEI operation according to government regulations. Therefore, the role of leadership is very crucial to anticipate the future changing of the environment so that HEI can be competitive in any environment changes. In the rapid changing environment, leadership plays very crucial role to enable HEI organization to be flexible to adapt to the situation. Not surprisingly that to become a flexible HEI the role of leadership is to set prioritization of the elements of the strategic planning. This is a way of revitalization of the elements that is needed to repond to the external factors. For example, if the strategic planning of HEI is to define key strategic issues i.e. (i) Academic Quality, (ii) Student Service, (iii) resources, (iv) research & community service, (v) Internationalization, (vi) partnership etc. then leaders can define different weight of each element to set prioritization after carefully considering external changing, strenghts and weaknesses.

Governance of HEI

Governance of HEI is the means by which institutions for higher education (tertiary or post-secondary education) are formally organized and managed (wikipedia). Therefore, determination of governance of HEI depends on several consideration including, but not limited to, government rules and regulation, best practice, goals of HEI, efficiency and effectiveness, availability of resources etc. HEI governance model can be classified into unicameral, bicameral, tricameral, and hybrid regardless the adopted management style of collegial, bureaucratic, corporate, or entrepreneurial. Indonesia HEI mostly adopts bicameral system where it has two governing bodies i.e. a governing board/executive and a senate. Governing board is like a foundation and governing executive is organization in the university that manages day to day operation while senate is the highest body in the university composed by representation from civitas academica that deals with strategic issues. Regardless of the governance model, HEI usually consists of traditional organization elements such as Chair/head, Dean, and Rector/President. Especially for Indonesia HEI, the governing board/executive, and senate are commonly regulated in government law and regulation. The central issues related to governance of (private) HEI are (i) Good Governance e.g. transparency, accountability, openness, etc., and (2) Internal conflict of interest in the governing body i.e. internal foundation, or foundation with university executive. If it is happen then HEI may trap into conflict of interest that could last very long.

DISCUSSION

Issues related to Indonesian HEI before and during AEC implementation will be discussed in this section. The issues are important in order to find answer of the previous questions.

Issues in HEI before AEC

The following issues are facing by HEI before implementation of AEC.



Accreditation

For so long Indonesia HEIs struggle to ensure quality of academic process are accredited by government accreditation board. Several changing in government law has been made as well as implementation of sanction to ensure that no study programs in HEI are unaccredited. Until today the new HEI law indicated that every new study programs must directly be accredited. However, accreditation of a study program is not always reflecting graduate competitiveness; in this situation accreditation is only a comparative advantage. This accreditation is also not directly acceptable by overseas HEI; it is because overseas HEI may adopt different accreditation system. In short compatibility of accreditation is also an issue.

Governance

The issues of governance are mostly related to principle of good university governance. It is about adoption of governance principle such as accountability, openness, transparency, responsibility, participation, and so on. The purpose of good governance is to ensure that HEI operated in good governance and clean government culture. It is important to avoid bad practice in university e.g. misconduct of financial management and etc. Several practical cases show that conflict in the governing bodies of HEI is due to bad practice of governance.

Autonomy

Autonomy, especially for academic, is already regulated by government law. So it is clear what is allowed and what is not. However, autonomy is also an issue especially in private HEI related to “power” authority sharing. In Indonesia private HEI this power authority sharing is not surprisingly becoming a source of conflict.

Entrepreneurial

The issue of entrepreneurial university is now become a trend in Indonesia. The entrepreneurial style is now look popular than traditional style such as bureaucratic, or collegial. This style is chosen because private university face pressure of competition more intense than before especially due to large number of private HEI has difficulty to get privilege of student intake like before. Furthermore, pressure of financial backup is also another factor because most private HEI still rely on student body for its financial support. Therefore, it is not surprisingly that private HEI adopt entrepreneurial style.

Internationalization

Internationalization is an issue to several leading HEIs where the benefits of the internationalization, among other are to contribute to people on global and mutual understanding, increase cross-cultural awareness, creates global citizens, dealing with global issues, open mindset, tolerance, improving soft skill and to institution on improving academic quality, branding, learning process, education and research cooperation, possible attracting overseas students, etc. (Murray, D. et. al., 2014). Internationalization also indicates openness of HEI to support academic mobility and to promote cross border education. However, internationalization requires more financial support. Therefore, internationalization can become effective for HEI with strong financial support and having close connection/link with overseas university partners. Several international minded private HEI for example Swiss German University (SGU) has already promoted internationalization since year 2000. Therefore, it is not surprisingly that all study programs in SGU use English as the academic language. SGU has also close collaboration with universities in Europe mostly in Germany and Switzerland. SGU also offered double degree to all its bachelor study programs.



Commercialization

Commercialization is now become an issue because HEIs tend to be more commercialize especially if university operates in improper code of conduct. However, the commercialization term itself is not quite clear. This paper argue that commercialization can not be interpreted as high tuition fee because the tuition fee is determined after considering so many operational factors. Consequently the tuition fee can not be standardized one another. Perhaps commercialization more closely related to improper behavior of HEI that offer diploma earning without attending class.

Predicted issues in HEI during AEC

The following are predictable additional issues during AEC implementation.

Standardization

Gap of quality and service between HEIs in ASEAN countries need to be standardized so that graduates of ASEAN universities can move freely for a job. Consequently only good universities in ASEAN countries can produce good graduates with high market acceptability. This situation is not the purpose of AEC that enables ASEAN to be a single market.

Mobility

Academic mobility during AEC implementation will increase as AEC promotes free flow of several things including peoples among ASEAN countries. Therefore, mobility of academician between HEIs within ASEAN countries will also increase. However, the barrier of the mobility is mostly on the language, therefore HEIs that have high proficiency of English will enjoy the opportunity most.

Soft Skill

During AEC implementation, competition of workforces will cover broad aspects. It is predicted that competition will cover hard and soft knowledge. Especially for soft knowledge the indicator is measured by (i) Communication skill, (ii) Confidence level, (iii) Cultural understanding, (iv) Ability to live and work with others, (v) ASEAN countries Geographical understanding, (vi) Understanding of ASEAN countries law and regulation, (vii) Experience in traveling to ASEAN countries, (viii) Etc. This paper convinces that those who graduate from HEI that provide soft skills ability will get more advantage than others.

Research and Publication

Publication of Indonesia HEIs is considered low compare to some ASEAN countries. This publication is an important measure of reputation and research quality. The weaknesses of low publication are due to less number of PhD, Research Funding, English Proficiency, and etc.

Funding

During AEC implementation the free flow of capital will increase. Therefore, reputable and good quality of HEIs can use this opportunity of funding for investment and or to finance HEI strategic programs. Therefore it is a good window of opportunity for HEI that has reputation.

Modernization

Baskoro (2011) indicated that modernization of HEI is crucial to cope with rapid changing of global economic trend. Globalization and innovation spread rapidly that drive on the global workforce and global citizen. Therefore, it is important for Indonesia HEIs to setup



modernization initiative so that gap of academic process, service, and quality can be reduced. Modernization can be in term of IT, academic system, curricula, facilities, supports, etc.

CONCLUSION

The conclusion in this paper is the answer of the following questions:

1. What are threats of AEC

Actually AEC has no threats; AEC is a window of opportunity for HEI to improve its quality and reputation as long as HEIs can use this opportunity wisely. It seems a threat because for HEIs that are not yet prepare then they will hardly compete for any free flow in ASEAN countries. In this case especially due to lack of quality of HEIs and system so that graduates quality become uncomparable during real life competition in AEC era. Therefore, it is actually weaknesses of HEIs.

2. What are the predicted weaknesses

In the previous discussion of issues related to AEC implementation facing by HEI. At least several weaknesses can be identified related to governance, leadership, accreditation, academic standardization, soft skill, research and publications, communication skill, English proficiency, limited funding, number of PhD, and many more. All these weaknesses are interrelated one another so that the cure must be comprehensive and integral.

3. What is the role of HEI to overcome #2

Considering the weaknesses in #2, therefore HEIs need to strengthen its position by revitalizing the governance and leadership so that HEIs can define strategy to overcome the situation.

4. What is the concept of HEI revitalization to ensure highly competitive graduates to face the challenges and opportunities of AEC.

Governance:

The propose concept of revitalization of governance and leadership will be different from each HEIs, however the principle is similar. For example, in term of governance HEIs must adopt governance system according to their vision, in this situation to be able to compete within AEC therefore each HEI must reinforce its uniqueness. Furthermore, regardless of the governance, adopted by HEIs, they have to considered common practice of good university governance applied by overseas HEIs. So that HEIs can promote a principle of clean government and good governance.

Leadership:

Nature of competition during AEC implementation will be different. The competition is getting intense and therefore HEIs need to be innovative, fast, responsive, and have broader (global) connection to all their stake holders. Leadership must also has ability and sense of global competition in academic, research, quality, and business. Therefore, HEIs need to have the type of transformational leadership that fit with the situation. The old fashioned "I" type person will no longer fit with the situation. It is perhaps typical "T" or "M" type person will more suitable in the leadership position



and responsibility. Although leadership criteria already explicitly mentioned in government law; it must be considered as minimum requirements. Consequently HEIs need to add more criteria and requirements to fit with new nature of fierce competition. Furthermore, one of requirements of leadership is the ability to transform existing HEI to become competitive HEI in ASEAN countries fulfilling at minimum the ASEAN standards e.g. ASEAN University Network (AUN).

DAFTAR PUSTAKA

- (2003). *Changing Patterns of Governance in Higher Education*, Education Policy Analysis, OECD
- ASEAN Economic Community Blueprint*, Asean Secretariat, Januari 2008.
- Baskoro, Gembong (2011). Towards Modernization and Internationalization (M&I) of Higher Education Institution, *Jurnal Teknik Industri, UK Petra, Vol.13, No. 2, Desember 2011, p. 95-100, ISSN 1411-2485 print / ISSN 2087-7439 online.*
- Baskoro, Gembong (2011). *Modernisasi Perguruan Tinggi Guna Pemantapan Jati Diri Bangsa Dalam Rangka Pembangunan Nasional*, Taskap PPRA XLVI, Lemhannas-RI
- Bryman, Alan (2007). *Effective Leadership in Higher Education*, School of Management, University of Leicester
- Hayes, Matthew (...). *Academic Democracy: An Enjoinder to Fuyuki Kurasawa*, TOPIA 18
- Kwieki, Marek (...). *Academic Entrepreneurship vs. Changing Governance and Institutional Management Structures At European Universities.*
- Murray, Dennis et. al. (2014). *Leadership Needs in International Higher Education in Australia and Europe*