COMMUNICATION STRATEGY OF INSTITUTIONAL POLICIES AND OUTSTANDING UPI LEADING TO A UNIVERSITY AT THE ASEAN YEAR 2020

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ABSTRACT
The modern university is the one that is able to implement a number of innovations in the practice of service management and its policies to achieve an effective and efficient process of the vision and mission together. The attempts to reach the content of the vision and mission, it will require a number of systems including the right strategy in formulating, delivering, implementing, and assessing policies led to all of its staff. One strategy is needed and still need a real support of all the parties is the communication strategy policy management. The communication strategy is important to remember UPI is a fairly dynamic university in its development, as evidenced by the institutional status from the State, PT BHMN, PTN BH with digital characters and digital information systems support dynamic enough. UPI dynamic profile that the research will explore how communications Strategy Policy Management that owned by UPI is able to deliver UPI to a number of parameters of ranking the university world. Formulation of policy communication strategy can be formulated for the generic model analysis, management of university communications message management to be constructed a university policy communication strategy roadmap featured at the ASEAN level.

Keywords: Comunication strategy, institutional policies, university, 2020.

INTRODUCTION
A university is important when it becomes an icon of a referral from the measurement parameter applicable at international level, for example the parameters imposed by Webometrics, university ranking, impact factor university, scientist university, Q-Start, and many more parameters that apply to sorting or ranking the university in accordance with the group field of science. In addition to the parameters that are aimed directly at the institution, there is also a number of parameters is a wealth of scientific publications in the institutions themselves competing with a number of other institutions in the world. Through this phenomenon, the competitiveness with each other creates the impact that will go into every policy level institution of each higher education institutions. When signed at the policy level then comes the need for leaders to obtain data and information from all the sources that can be used as a source of making strategic policies related to the institution of excellence both nationally and internationally.

The phenomenon above can not be separated from what has been done by the Universitas Pendidikan Indonesia (UPI, Indonesian University of Education), with new leadership, is expected to boost and penetrate a number of parameters that apply in Indonesia, Southeast Asia, and even the World. UPI strategy to maintain and improve its ranking on a number of parameters that apply at national and international level is quite prepared early. Since UPI switch from full BHMN (Badan Hukum Milik Negara, a university that belongs to Indonesian government) into PTN-BH (Perguruan Tinggi Negeri Berbadan Hukum, a legal entity of government university, higher level than BHMN), then reform and the formulation of a new organizational structure and deliberated on several stages and involves all relevant parties to UPI progress in the future.

Internal strength was then supported by a financial management system that has been built with the system of RKAT 2015 (Annual Working Plan Budget, a government program for the annual financial plan). The system has been able to simplify a number of budgets that refer to the work plan of each study program so that the absorption has started can be measured through monitoring and evaluation with online system support. Each year each of the Directorate undergoes an audit process both internally and externally. The audit process is conducted by a jointly developed institution in the form of SAI (Satuan Audit Internal, a department of internal inspection) and SPMI (Satuan Penjaminan Mutu Internal, a department of internal quality assurance). Mapping the field of research proclaimed by LPPM (Lembaga Penelitian dan Pengabdian kepada Masyarakat, a research and community service department). LPPM is very solid in

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facilitating lecturers to conduct research. At that time there were about 3500 research titles that have been completed by UPI lecturers within the last 3 years (Darmawan, 2014).

If analyzed from the physical managerial growth condition that UPI has in particular with current and future demands, it can be observed that its existence is in a transitional phase. According to William Bridges (2003: 1962-193), in a transitional managerial review, it is explained that:

“The thing that applies in transitional management, when people trust their managers, they are willing to make changes even if the changes make them anxious. If they do not have that trust, the transition may not work. The heart of the message is that you can build that feeling of trust; While it takes the time to build that trust-so you have to start building it.”

Achievement of lecturers and students and even educational personnel, all received appreciation from the leadership through a policy communication strategy that is a manifestation of the vision of UPI with the slogan *Leading and Out Standing*. Nevertheless, in the new period during the leadership take-off of Prof Sunaryo, where the physical construction has been almost completed, such as the Museum, Gymnasium, Sports Facility, and a number of credible new faculty, will have an advantage in Sustainability University. So. through this research, the researcher intends to find formulation of New UPI for Indonesia's Future Education, especially from the point of communication strategy such as what is able to straighten the policies that are not right, straighten the programs that must proceed and straighten the direction and achievement of development source Sustainable human resources through an analysis of the UPI policy in 2005-2010, the 2010-2014 period, and how the communication strategy for UPI in 2016-2020 will come.

Based on the above background, the focus of this research includes:
(a) How does the ADDIE's analysis of the human resources support capacity of UPI support UPI's vision and mission in producing an effective policy communication strategy?
(b) How does the ADDIE’s analysis of UPI's Supporting Facilities and Infrastructure afford an effective policy communication strategy?
(c) How is the Model Formulation of UPI Policy Communication Strategy based on ADDIE?

**THEORETICAL STUDY**

**A. Transitional Management**

If viewed from the institutional devices owned by UPI in current time, especially with the new UPI’s SOTK (*Susunan Organisasi Tata Kerja*, an Organizational Structure and Work Procedure of UPI), there are a number of shifts in basic tasks and functions that in the 2010-2015 period which slightly different. The differences are seen from the structure of UPI Rector and Vice Rector for Academic and Student Affairs, Vice Rector for Finance and Resources, Vice Rector for Planning and Facilities, and Vice-Rector for Research and International Relations.

When viewed from the organizational structure of the leadership and UPI's SOTK in 2016-2020 period, it is clearly in transition, and it requires a common understanding of the findings of the elements involved, especially in the internal environment of university management. As the largest university in Indonesia, even Southeast Asia has the opportunity to be the best, especially with the track record of its management journey is quite dynamic. Some experts are very interested in the existence of UPI capable of transforming from its status as a regular PTN (*Perguruan Tinggi Negeri*, a government university), PTN BHMN (*Perguruan Tinggi Negeri Badan Hukum Milik Negara*, a government university and a law bureau of government), PT BHMN (*Perguruan Tinggi Badan Hukum Milik Negara*, a government university and a law bureau of government), and eventually became PTN BH (*Perguruan Tinggi Negeri Badan Hukum*, a government university and a law bureau) until now.

If it can be said that UPI is a university that is the incarnation of an LPTK (*Lembaga Pendidikan Tenaga Kependidikan*, an Educational institute of education) former of IKIP (*Institute Keguruan Dan Ilmu Kependidikan*, teacher institutes and education) who excel, but does not mean the journey is always smooth. UPI with its double curriculum characteristic between education and non-education has also been taken. As the results of previous research indicate that the model of education in UPI eventually adopted a layered model (Sunaryo, 2014), meaning that there are models of education in UPI that follow the path of education and non-educated with the status when they graduate must have a certificate and a teaching certificate, then for prospective non-educated graduates they must take a number of educational courses at the end of their studies.
If viewed from the perspective of managerial management of human resources, finances, assets, and educational services, the student of UPI has undergone a period of transition or development from the "technical service" unit to "directorate". Even in the current educational path UPI has implemented a system of "Department" owned by each faculty. According to William Bridges (2003: 135-136), he asserted that the transition management should immediately play the process of managerial renewal and immediately regain and reintroduce the three-phase energy in its organizational life cycle, which includes (1) dreaming back dreams; (2) regaining the spirit of work; And (3) reorganizing the organization.

B. Effective Communication Strategy in Higher Education
A management practice within an organization would necessitate a communication and communication management system, but as to whether communication grows and is practiced by the materials in the college. So one of the important studies in a system practice and communication management is the patterns of adaptive communication strategies that must be owned by the organization itself. One analysis of communication strategies in organizations such as UPI is explained by Sukarni (2012: 1) which includes:

(a) Define and formulate target communication by applying the SMART (Specific, Measurable, Appropriate, Realistic, and Temporal) formulation system that used in the awareness program on the implementation of the policy.
(b) Selecting target groups, in the selection of groups, there are two targets: 1) Primary target groups, 2) Secondary target groups.
(c) Creating a key message for the target group, taking into consideration the reason for the implementation of the program, the purpose of changing the knowledge level of the target group and how to deliver the message delivered.

Based on the above opinion it can be understood that the elements in a communication strategy must exist and focused on efforts to achieve the achievement of university targets, that all messages must arrive at the communicator in a college, including the leaders. In the context of higher education then the communication strategy can be seen as an important subsystem when a message must be submitted by the leadership to all academic community. Furthermore, in the study of relations between the world of education and communication science, then Jim Clemmer's (2012) explains further as follows.
“Education and communication strategies influence the energy levels of change and improvement. Strong communications keep everyone focussed on goals and priorities while providing feedback on progress and the course corrections needed. Effective communication strategies, systems, and practices have a huge and direct effect on organization learning and innovation”.
Based on the study of Jim Clemmers (2012) then education and communication strategies will be able to be a powerful influence factor to make a change in a college.

C. Strategic Management
As in the UPI environment, so far many dynamics have been played in order to apply the right strategy in the practice of university strategic management. According to Hunger D. J and Wheelen, L.T (2003: 9) asserted that the strategic management process includes four basic elements, namely: (1) environmental observation; (2) strategy formulation; (3) strategy implementation; And (4) evaluation and control. More sharply in the strategic management review in the end a leader will deal with all the elements that exist beneath it to be able to analyze the needs and desires of the key it has.
In the context of strategic management of course there is a management information system that must be considered by modern universities. Management information system will be addressed in a strategy of achieving the vision and mission by unifying all the strategies that can be implemented by each work unit owned by a college. In this case described by Scott, M, G (2001: 101), which describes a rationally integrated management information system, can be a collection of semi-detached information systems that then become integrated through activities that relate to one another.

D. Organizational Behavior Management
Before giving birth to the various managerial policies that exist within the organization, an earlier university there was an important study needed that is about leadership in college, as stated by Hersey, P and Blanchard, K (1982: 105), that:
Leadership as a person's behavior when directing group activities toward achieving goals ultimately narrows the description of leader behavior in two dimensions: Initiation and Consideration Structures. The Initiation Structure refers to the leader's behavior in describing the relationship between himself and the members of the working group and in the effort to establish a well-defined organizational pattern, communication channel, and method or procedure. Instead the Consideration refers to "Behavior that shows friendship,
mutual trust, respect, and warmth in relationships between leaders and staff members”. From the above opinion shows that leadership that has a character on the behavior of initiator and consideration seems very preferred.

**RESEARCH METHODOLOGY**

This research uses model evaluation model with Analysis, Design, Develop, Implementation, and Evaluation (ADDIE) model according to Borg, Walter R, and Gall, Meredith Damien, 1989). The research was conducted on all Directorates and Work Units in UPI. The study was conducted for 1 year during 2016. Data collection techniques, conducted by spreading the questionnaire, FGD, documentation study and observation of all practices of policy communication strategy that took place. The collected data was analyzed by ADDIE approach. The results of further data analysis will be the basis of the formulation of communication strategy model in accordance with the research focus.

**RESULT AND DISCUSSION**

1. ADDIE analysis on the support capacity of human resources UPI in vision and mission achievement through effective policy communication strategy.

2. a. Analysis of Necessity

Result of research indicate that aspect of requirement analysis is focused on a number of human resource management requirement in Directorate of Human Resources UPI done starting from (1) job requirement analysis; (2) needs assessment of the field of assignment; (3) needs analysis of the field of ratio between the number of human resources owned by UPI with the number of main tasks and function to be done; (4) needs analysis of vision and mission achievement; (5) needs analysis related to the performance of the university, and (6) needs analysis related to the achievement of the university.

b. Design

In designing the directorate of human resources, the leadership in the environment of the directorate has been doing a number of spatial designs, job descriptions referring to the main tasks and functions of the directorate. Some of the designs that have been done include, design for aspects; (1) support of human resource recruitment process within University; (2) Selection system for the needs of education personnel; (3) university work order (SOTK); (4) Assignment System; (5) performance appraisal system of education and education personnel; (6) Data processing of educators and educational achievement; (7) Development of university human resources quality; (8) The reporting of the University's human resource fields. The design is aimed at reinforcing the implementation of the program by using a comprehensive strategic communication to all parties related to UPI.

c. Development


e. Implementation

Findings on the implementation aspects of the human resources carrying capacity of UPI, including the following aspects: (1) Support System Implementation Program Directorate of Human Resources; (2) Model Implementation of the working procedures of the Directorate of Human Resources; (3) Time and Supporting Facilities of Implementation of Directorate of Human Resources, (4) Support of other facilities and resources in supporting the implementation of Directorate of Human Resources; (5) Controlling model of the implementation of the Directorate of Human Resources. Consistently from the needs analysis to the implementation design so far quite normative.

f. Evaluation

Evaluation process for human resource support aspect that has been applied in UPI environment, among others is done through evaluation system evaluation which include: (1) Human Resource (HR) evaluation approach UPI; (2) HR evaluation model; (3) HR Evaluation Component and (4) Implementation of Human Resource Evaluation; And (5) Monitoring of the Implementation of HR Evaluation; (6) Data processing of HR evaluation; (7) Data reporting of HR Evaluation.
From the indicators of human resource carrying capacity found in the communication strategy analysis stage above, the results will be more effective when all university elements are able to achieve their vision and mission optically. Of course for this effective communication strategy should pay attention to the aspects of ADDIE aspects as found from this study. Thus, the communication carried out for the tentative policy of the UPI leaders becomes effective. As by Jim Clemmers (2012), the meaning of effective communication is:

*Effective communication strategies, systems, and practices: (a) Deliver clear and consistent messages to all parts of the organization; (b) Are simple, direct, and fast with a minimal number of filters and interpreters; (c) Inspire and energize; (d) Are user-friendly, human, and personal; (e) Move information, experiences, learning, ideas, direction, and feedback equally well in all directions — up, down, and across the organization; (f) Provide multiple channels; (g) Are only possible in an atmosphere of trust and openness.*

From the above opinion it can be understood that the main factor in the effective Communication Strategy system in practice will be able to provide clarity in terms of: (a) Deliver a clear and consistent message to all parts of the organization; (B) Is simple, direct, and fast with minimum number of filters and interpreters (c) Inspire and energy; (D) Is user-friendly, human, and private; (E) Placing information, experience, learning, ideas, directions, and feedback equally well in all directions - up, down, and throughout the organization; (F) Provide various channels (g) Is possible only in an atmosphere of trust and openness. Some of these values have become particularly UNESCO (2009) in research universities.

2. ADDIE Analysis of Financial Support Personnel in achieving the vision and mission as an Effective Communication Strategy Form.

Some findings from UPI financial performance report data from the previous year indicate that the results are always normative and there is no new idea in an effort to improve communication more effectively.

a Analysis

Support included in the analysis area covers all the aspects needed to optimize university performance based on budget preparation. Financial Planning always analyzes the financing needs annually. Through the Directorate of Finance located directly under the Vice Rector for Finance and Human Resources, this analysis is conducted by referring to the mapping of university activities programs, Bureaus, Units and Implementing Units. The carefulness in this analysis phase will determine the success of the next step.

b. Design

The design undertaken by UPI refers to the analysis of implementation and work program needs of each work unit by enforcing the ISO system achievement standard. Thus the support and the resulting effects in this case from the financing will determine the mastery and performance optimization. In other words, financing support is one that must be prepared from the beginning with a note that each submission process should be based on a mature work program plan. Similarly, aspects will be measured effectively and efficiently, whereby good and maximum results should be realized with the support of economic financing.

c. Development

From the data of research result indicates that development aspect for finance that can support communication strategy which is expected at university level starting from the existence of work program potential. Where the work program implemented at least is a development and exploration efforts to achieve the goals, vision and mission of the university.

To do this development formed a team that started the work unit, bureau of facilities and infrastructure that can meet the needs of both academic and non-academic services. For financial support shows that something positive can be achieved if adequate financing and efficiency of its use, and vice versa. Conditions like this if not consistently implemented at any time will cause a sense of distrust civitas to the leadership.

d. Implementation

From the results of research that is seen empirically when the financial policy rolling then there are several personal-level dynamics to the university. Through the elaboration approach to the conditions of the activities of the financial directorate, so far, the leadership of the financial directorate has been able to translate the proposals from the activities plan for all units. The Directorate of Finance has been able to control the two sides of the implementation, firstly refers to the implementation of the work program, the second implementation of the work program refers to the proposals of each work unit that will implement the work program. Likewise, when it comes to aligning the proposals of university leaders, the financial mapping strategy becomes a reference then the Finance Directorate to be able to comply with the policy. If viewed from the communication analysis of this financial policy has "3 Eyes Gate Keeper", the first is the implementation of its work program, the second gate is the proposed work program unit under it and above
it is trying to apply financing, and the third gate is an effort to meet the payment in accordance with the policy of the university leadership.

e. Evaluation
Efforts to evaluate aspects of the implementation of finance are at least very complex and related to various interests. However, at the level of analysis with the ADDIE approach, then the evaluation in question is the evaluation of the success of each program of activity that gives a positive impact on the audience. As it is done in this research that evaluation aimed to the effect of finance of finance itself (meta budgeting) is an evaluation of the success of work unit of that field in implementing all its work program and how much budget absorbed. Ideally everything is aimed at achieving the vision and mission of the university so it is appropriate that the mapped budget can be controlled for its use to see the efficiency and efficient aspects of its effectiveness in making a positive contribution to the university. An ideal that is usually expected from every activity that not only ends from the cross and balance aspect but how the nurturant effect is generated. Especially aspects of intellectual property and knowledge sharing strategies that can be done by the Directorate of Finance is to support the efficiency of achievement of work programs.

From these findings, the support for the implementation of a Strategic Communication in UPI can be realized well. In its development that element of communication strategy as proposed by Beer (2013) states that:

A strategy—where are you going, and why? (a) Audiences who are the key audiences? ; (b) Announcement given the strategy, are you making an announcement? What are you announcing?; (c) Messages what are you saying about the announcement? (d) Tactics—how will you implement your strategy, both before, during and after the main announcement (assuming you have one)? (e) Issues—what problems may you have to overcome.

Hunger D.J and Wheelen, L.T (2003: 287) answered it with a study called Policy Development, saying that "The selection of the best strategy is not the end of the strategy management formulation required in the education financing process. Management must now establish policies to determine the basic rules of implementation. These policies provide guidelines for decision-making and action across the organization of a university.

3. Formulation of UPI Policy Communication Strategy Model based on ADDIE
Based on the data obtained from the three units of work or the directorate of UPI, then analyzed based on ADDIE approach (Analysis, Design, Develop, Implementation and Evaluation) then it can be formulated a formulation of University Policy Communication Strategy model as follows.
FORMULATION STRATEGY COMMUNICATION OF POLICY UPI BASED ON ADDIE

Model Formulation Communications strategies in these findings are planned to achieve specific objectives, have a specific audience target, and are designed and delivered to obtain effective results as defined by Grunig, J.E., Grunig, L.A. & Dozier, D.M., (2002). This strategy may change by organizational rules, practices, or behavior. The above formulation in its implementation will refer to the HR management strategy with financing support in accordance with the targets of each element of: (a) Situation Analysis; (B) Planning & Programing; (C) Implementation; (D) Assessment. From the model of policy communication strategy formulated above, it is predicted that UPI will be able to become one of university with campus with Digital Campus character, considering all policies that will be issued based on "Digital Dashboards" which will come out of each work unit with the database and Digital information implemented through the implementation of a digital policy communication strategy.

Nowadays all universities are faced with digital print generation (Buchingham, D & Willet, R, 2006), through digital management, especially in managing all management service arrangements, including UPI environments. In UPI all information has shifted to digital utilization Information, all developments related to the activities of leaders, lecturer activities, learning activities, student activities, ranging from academic program planning, research, dedication and student affairs originated from digital planning.

The condition as explained above is a trend of universities in the world today, even the ministry of education in Indonesia has emphasized the use of digital management in managing all the information and information sharing to all academic community. This effort is intended as an effort to create "community digital university" as a step that must be done thoroughly from top level management to staff operational level. In this case Porter (2004) in Consalvo, M & Ess, Ch (2011: 309) explains:
Similarly, simple definition of virtual community adds one more element: (1) “an aggregation of individuals,” who (2) “interact” around a (3) “shared interest”. While this definition strips the world community of most of its usually understood meaning, they accord with the conception of the term in the business world.

CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions
From the findings of this study shows that efforts to build a model of policy communication strategy supported by the existing condition of the readiness and strength of the university can at least be summed up as follows:

1) Authentic data and efforts to analyze the carrying capacity of Human Resources owned by UPI in supporting the achievement of vision and mission through effective communication strategy, until now, can be said quite dynamic and have an opportunity in developing a modern university policy communication strategy. This conclusion is supported by the evaluation of the analysis, design, develop, implementation, and evaluation of the university's human resources field.
2) Supporting Capacity of Facilities and Infrastructures owned by UPI in supporting institutional policy in achieving UPI vision and mission through institutional communication strategy condition has the opportunity to be continuously adjusted to some standard that the implementation of academic and non-academic services to the modern university. This conclusion is supported by the evaluation of the analysis, design, develop, implementation, and evaluation of the facilities and infrastructure of the university.
3) The carrying capacity of data and information on the effects and strengths of the activities of the Finance Sector in supporting the achievement of UPI's vision and mission through institutional policy communication strategy provides enough opportunities to be formulated into the input in the formulation of modern university policy communication strategy. This conclusion is supported by the evaluation of the analysis, design, develop, implementation, and evaluation of the university's financial field.
4) The generic model up to the roadmap for the formulation of a communication strategy based on measures and the role of the pathway of existence from the field of HR, Infrastructure and Finance, can be constructed with reference to development principles and message management strategies, communications advice, and university policy services.

B. Recommendation
From the research results can be recommended several things as follows:

1) The support of each work unit should be equitable in providing important attention and analysis from work program planning to report and follow-up evaluation, of course as effective as possible with optimal results.
2) The role of the current regulatory and bureaucratic system should have a container of innovation aspirations of strategic thinking in order to analyze the success of the work programs of all units at the lower level up to the university level.
3) A number of supporting facilities and finances in the future is expected to become a priority, considering the progress of a university will be determined by the academic and non-academic activities are cheap and adequate infrastructure to achieve optimal results.
4) A number of standards ranging from standard achievement of vision, mission, goals, work program both internal, external, and also national, should be done regularly so as to be able to culture and clear any targets prioritized in the Work Plan and Annual Budget that has been owned by an University at the ASEAN level.

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