Policies and Strategies for Improving the Research and Scientific Publications Quality at State Islamic Religious Colleges in Kalimantan

Muhammad Zainal Abidin [iD]*, Muhamad Sabirin, Yulia Hafizah* [iD] *& Muhammad Yuseran*

Antasari State Islamic University, Banjarmasin, Indonesia

✉ mzabidin@uin-antasari.ac.id

Abstract

The quality of research and scientific publications is an essential concern in managing higher education institutions. Therefore, this research aims to examine the policies and strategies for enhancing the quality of research and scientific publications in State Islamic Religious Colleges. This is a qualitative study that gathers data from library and field research. The findings show that each university already has regulations based on provisions from the Ministry of Higher Education, including the Internal Quality Assurance System (SPMI) and External Quality Assurance System (SPME), for managing research quality. Additionally, UIN Antasari Banjarmasin, UIN Samarinda, and IAIN Palangkaraya are improving the quality of research and scientific publications of their lecturers with policies such as allocating 30% of BOPTN funds and implementing the LITAPDIMAS system. However, the outputs and benefits of these policies have not been fully realized due to budget absorption issues that limit the development of a research and publication culture. Therefore, developing such a culture presents a significant challenge that requires a long-term commitment and the participation of all stakeholders. The culture-building process should start from upstream to downstream aspects.

Keywords: *Research Quality; Scientific Publications; State Islamic Religious Colleges*

INTRODUCTION

The field of research and scientific publications is an essential part of university activities in Indonesia. It is one of the three core elements of the Tri Dharma (the threefold missions) of Higher Education that must be fulfilled, along with education and community service. As a result, enhancing the quality of higher education has become an important issue in many discussions at the quality assurance institutes (Lembaga Penjaminan Mutu abbreviated LPM in Bahasa Indonesia) of state Islamic religious colleges in Indonesia (Perguruan Tinggi Keagamaan Islam Negeri abbreviated PTKIN in Bahasa Indonesia). LPM, which is commonly perceived as a key entity responsible for maintaining quality standards in PTKIN, is often associated with the "business" of higher education accreditation quality (Suci, 2017; Sururin, 2017; Islami, 2018). The management of the quality of a university is an LPM "business" that involves all components. Several research identified factors contributing to higher education quality as curriculum (Anih, 2015), learning (Danarwati, 2013), human resource (Indriyanti, 2018), students (Muhlisa, 2014), facilities and infrastructure (Dahlia, 2018), academic atmosphere (Susanto, 2018), financing (Abidin, 2017), research and service (Noor, 2010), scientific publications (Salam et al., 2017), and governance (Singgih & Rahmayanti, 2008).

In Indonesia, universities are evaluated based on research and scientific publications, as outlined in the National Standards for Higher Education. The Minister of Education and Culture's Law Number 3/2020 regarding National Standards for Higher Education includes eight Research Standards out of the 24 minimum standards for the Tri Dharma. These standards are part of the Internal Quality Assurance System (Sistem Penjaminan Mutu Internal abbreviated SPMI in Bahasa Indonesia) policy (Arifudin, 2019), which is complemented by an External Quality Assurance System (Sistem

Penjaminan Mutu Eksternal abbreviated SPME in Bahasa Indonesia) such as the National Accreditation Board for Higher Education (BAN-PT) (Legowo & Indiarto, 2017). BAN-PT Regulation No. 3 and 5 of 2019 concerning accreditation instruments at the tertiary level (IAPT 3.0) and study programs (IAPS 4.0), effective from October 1, 2018, and April 1, 2019, prioritize research and scientific publications.

The topic of higher education quality has received considerable attention in recent years. Several preliminary research highlighted different aspects related to this topic, including the importance of SPMI for improving higher education quality (Fitrah et al., 2018), the role of SPMI management (Arifudin, 2019), efforts to improve education quality (Sulaiman & Wibowo, 2016), SPMI implementation (Hendrawan & Yulianeu, 2017), lecturers' resource development for quality assurance (Kusumastuti, 2001), human resource management (Primayana, 2016), university competitiveness in the global era (Indriyanti, 2018), financing management (Abidin, 2017), leadership and lecturer performance (Razak et al., 2017), leadership commitment (Gumiandari, 2016), quality improvement through tracer studies (Wahyuddin, 2016), and the correlation of alumni tracer studies with academic quality improvement (Zulhimma, 2015).

Furthermore, various dimensions of the quality topic have been addressed in the research. These dimensions include curriculum development (Anih, 2015), the quality of Islamic religious higher education curriculum (Alhamuddin, 2016), a comparison of quality management systems and BANPT Standards with Total Quality Management (Asy'ari, 2015), the phenomenon of higher education in Indonesia concerning the implementation of the Tri Dharma (Yuliawati, 2012), considerations in determining academic quality policies, such as goals, value preferences, supporting resource, human capabilities, achievement strategies and environmental factors (Wibowo, 2011). Others include policies and implementation of

research and community service, and an information management application system for scientific publications. Others include determining the policies and implementation of the field of research and community service (Noor, 2010) and information management application systems related to scientific publications (Darmalaksana, 2019).

To the best of our knowledge, there has been no research conducted to examine the policies and strategies aimed at enhancing the quality of research and scientific publications within PTKIN in Kalimantan. Notably, Kalimantan is set to become Indonesia's capital in the next few years, thereby underlining the significance of this region. This region comprises four PTKIN, namely State Islamic University (Universitas Islam Negeri abbreviated UIN in Bahasa Indonesia) Antasari Banjarmasin, UIN Sultan Aji Muhammad Idris Samarinda, State Islamic Religious Institute (Institut Agama Islam Negeri abbreviated IAIN in Bahasa Indonesia) Palangkaraya, and IAIN Pontianak in South, East, Central, and West Kalimantan, respectively. The Ministry of Religion is responsible for PTKIN, which is categorized into three types of tertiary institutions, namely UIN, IAIN, and State Islamic Religious High Schools (Sekolah Tinggi Agama Islam Negeri abbreviated STAIN in Bahasa Indonesia). Currently, there are 58 PTKIN in Indonesia consisting of 29 UIN, 24 IAIN, and 5 STAIN (Wikipedia, 2023). This article discusses policies and strategies to improve the quality of research and scientific publications, which are vital for their development and progress.

METHOD

This article employed a combination of library and field research. The literature review examined relevant policy documents related to efforts to improve the quality of research and scientific publications. Meanwhile, the field research component was carried out on three

locations, namely UIN Antasari Banjarmasin, UIN Sultan Aji Muhammad Idris Samarinda, and IAIN Palangkaraya. The research process comprised three stages, including data collection, data interpretation, and writing. The resulting data and information would be qualitatively analyzed using the PPEPP cycle approach at SPMI, which covers determination, implementation, evaluation, control, and improvement. Therefore, the research employed a reflective (deductive-inductive) and divergent thinking (creative-innovative) approach to draw a conclusion.

RESULTS

UIN Antasari Banjarmasin

The Institute for Research and Community Service (Lembaga Penelitian dan Pengabdian Masyarakat abbreviated LP2M in Bahasa Indonesia) at UIN Antasari Banjarmasin is responsible for coordinating research activities. According to the 2020-2024 research strategic plan, LP2M has prepared a 25-year program as part of the 2015-2039 UIN Antasari research master plan (Rencana Induk Pengembangan abbreviated RIP in Bahasa Indonesia) to establish UIN Antasari as an Islamic university with unique study characteristics and a research-driven spirit that will help it achieve the status of a research university (Tim Penyusun RIP Penelitian, 2018). To achieve this objective, LP2M has outlined five crucial stages that it must undergo to become a world-class university (Tim Penyusun Renstra Penelitian, 2020, p. 11).

The development plan for UIN Antasari Banjarmasin spans five phases. In the initial phase, from 2015 to 2019, the university aimed to upgrade its institutional status from IAIN to UIN and create an excellent campus environment focused on research. The second phase, from 2020 to 2024, aims to develop unique study characteristics and increase research capacity. In the third phase, from 2025 to 2029, the

university aims to become one of the top five state Islamic universities in Indonesia by improving the quality of research based on its strengths and global opportunities. The fourth phase, from 2030 to 2034, targets UIN Antasari to rank among the top 100 universities in Indonesia by emphasizing research and innovation on a global scale. Finally, in the fifth phase, from 2035 to 2039, the institution aims to become a world-class university with research as a measuring tool, striving to gain global recognition for the quality of its research (Tim Penyusun RIP Penelitian, 2018, pp. 26–27).

The LP2M at UIN Antasari implements research activities in accordance with the LITAPDIMAS (abbreviation of Sistem Penelitian, Publikasi Ilmiah, dan Pengabdian kepada Masyarakat in Bahasa Indonesia or Research, Scientific Publication, and Community Service System) policy established in 2017. The policy was initiated when the university chancellor appointed the research and scientific publications manager as SK No. 881/Un.14/I.4/KP.07.6/12/2017, issued on December 7, 2017. This was followed by the establishment of a Religious Research Agenda (agenda riset keagamaan abbreviated ARKAN in Bahasa Indonesia) based on scientific integration and the spirit of religious moderation by the Ministry of Religion in accordance with the Decree of the Director General of Islamic Education Number 6994 of 2018. The aim is to make Indonesia a center for Islamic studies, diversity, and the integration of religious and general knowledge in the world. The ARKAN will be developed from 2018 to 2028, with measurable stages focusing on mapping out research themes needed for national development planning and agenda. Each LITAPDIMAS manager in all PTKIN, including UIN Antasari, derives and implements this policy.

Furthermore, the policy at UIN Antasari is to allocate 30% of its Operational Costs of State Universities (Bantuan Operasional Perguruan Tinggi Negeri abbreviated BOPTN in Bahasa Indonesia) to

research in accordance with the LITAPDIMAS policy. Despite facing budget cuts during the Covid-19 pandemic in 2019 and 2020, the university's Chancellor has shown a strong commitment to maintaining the research budget, except for the research support budget. In the first year of the LITAPDIMAS policy in 2018, UIN Antasari allocated approximately IDR3 billion fund for research. However, over IDR1 billion of the allocated fund was not spent, resulting in a budget reduction to approximately IDR2.3 billion in subsequent years. Even though the number of submitted research proposals increased, this has led to a reduction in the impact of the budget allocation for each researcher, which is not as significant as it was in the first year of the LITAPDIMAS policy.

The research development policy at UIN Antasari aims to foster a scientific culture in the realm of research and knowledge innovation that adheres to predetermined quality standards and is results-oriented, to generate tangible benefits for the wider community. The policy is designed to produce superior research products that offer problem-solving solutions based on research findings and benefit both the university and the community. Furthermore, the implementation of research at UIN Antasari is also aimed at cultivating national and international institutional collaborations, both financially and non-financially.

UIN Antasari possesses various research policies and regulations developed in preparation for university accreditation. The APT (abbriviation of Akreditasi Perguruan Tinggi in Bahasa Indonesia or higher education accreditation) evaluation tool mandates several essential documents related to research, which should be included in every SPMI and are part of the national higher education standard. These documents include the following:

First, the Master Plan for Research Development as stipulated by the Decree of the Chancellor of UIN Antasari Banjarmasin Number

20.A dated January 7, 2019. The Master Plan for Research Development (RIPP) is a set of long-term plans in the field of research established by UIN Antasari. The RIPP is a long-term research plan adapted from the Ministry of Religion's Master Plan for Research Development. This long-term plan is then transformed into a Medium-term Research Strategic Plan document, which outlines the milestone stages of the plan.

Second, the strategic research plan as stipulated by the Decree of the Chancellor of UIN Antasari Banjarmasin Number 23.B dated January 9, 2019. Generally, this decree contains the basis for research development, roadmap, resources, strategic program targets, and performance indicators oriented toward international competitiveness.

Third, Research guidelines as stipulated by the Decree of the Chancellor of UIN Antasari Banjarmasin Number 30.A January 11, 2019. This research guide was prepared by referring to the strategic research plan owned by UIN Antasari. The guide mainly covers the timing and technical aspects of research scheduling to ensure successful implementation.

Other derivative regulations, apart from the main documents stated above, are: 1) Research Management Guidelines stipulated by the Decree of the Chancellor of UIN Antasari Banjarmasin Number 44.A dated January 15, 2019. These guidelines are related to the management of research by UIN Antasari Banjarmasin, implemented under the coordination of the LP2M. 2) Guidelines for Monitoring and Evaluation of Research as stipulated by the Decree of the Chancellor of UIN Antasari Banjarmasin Number 51.B dated January 17, 2019.

The control mechanism for the research standards is by conducting regular monitoring and evaluation. This monitoring and evaluation are carried out by the rectorate and LP2M itself, which is the spearhead in implementing research activities. An Internal Quality

Audit is carried out by the Quality Assurance Agency (LPM), which ensures all standards implemented by LP2M, followed by audit findings of all relevant parties.

The strategic plan document is available as a reference for research development only at the implementation level. Strategic planning policies are only at the elite leadership level and are not conveyed thoroughly to all academics. However, the socialization process is for all academicians of UIN Antasari in order to achieve targets maximally.

The LITAPDIMAS has created more structure to research operations, allowing for better overall monitoring and accountability. In terms of funding, research experienced a significant increase, as it now receives 30% of the BOPTN funds, with the support of previous research. Although the outcomes and outputs of this investment are still being evaluated, there are expectations for growth, particularly concerning publications. The effectiveness of the funding allocation is yet to be determined.

Some of the developments carried out by UIN Antasari in an effort to advance its research work are as follows: 1) The need for socialization of integrated science and technology development research to every lecturer, especially those in the general field for the development of study programs and universities. 2) Campus encouragement for superior research that produces a product that can be used by industry and patented at the ministry of law and human rights. 3) Encouraging every researcher to publish their research results in journals with national and international reputation. 4) Always remind each reviewer of the duties and deadlines in each research proposal manuscript to avoid operator delay in entering the assigned value. 5) Updating the google scholar database for all lecturers at UIN Antasari by re-listing the scholar addresses of each and asking them to update their respective profiles in order to increase

their H-index. 6) Adding internet bandwidth in every faculty and study program and launching a paid subscription to a reputable international electronic journal to be used as reference material for every lecturer in conducting a research. 7) Rejuvenation of research data base and database backup every 6 six months, while maintaining the website regularly.

The research productivity at UIN Antasari has been remarkable in the last three years (2018-2020), with a total of 788 units produced through funding from universities and independent sources. This has exceeded the university's standard for research productivity, which requires over 80% of lecturers to conduct research annually. UIN Antasari's lecturers who source funds from PT/mandiri fulfill their obligation of reporting their workload every semester, which includes the Tridharma of Higher Education. However, there has been a lack of optimal funding sources for research outside of the university and abroad due to a lack of collaboration with domestic and foreign research institutions. To address this gap and improve research productivity with funding from outside universities/foreign institutions, UIN Antasari is expanding its research collaborations nationally and internationally.

UIN Antasari Banjarmasin has also provided a space for scientific publications from the service and research activities of lecturers and the public in the form of reports, books, and scientific journals published in environmental journals at UIN Antasari Banjarmasin. The research and community service results, apart from being disseminated in various scientific forums, are also published on the UIN Antasari journal portal in Open Journal Systems (OJS) format on the http://jurnal.uin-antasari.ac.id/index.php page.

The online journal at UIN Antasari provides easy access to information for research and community service, demonstrating the university's commitment to producing quality and credible scientific

publications that meet the needs of the community. The journals are indexed in national and international indexing institutions, and many have been accredited on the GARUDA and SINTA portals. Some journals have even been ranked as SINTA 2, SINTA 3, and SINTA 4. Furthermore, some of the journals have been indexed in DOAJ and the Copernicus International Index, signifying their high quality and capacity.

UIN Sultan Aji Muhamad Idris Samarinda

The initial focus of SPMI implementation at UIN Samarinda was on educational activities, followed by research and community service, covering all aspects of higher education. The ultimate goal of SPMI is to enhance the overall management of higher education, which is closely linked with organizational health. The non-academic policies of SPMI include a) Vision, Mission, Objectives, and Strategies, b) Governance and Cooperation, as well as c) Finance, Facilities, and Infrastructure (LPM IAIN Samarinda, 2020, pp. 35–38).

The SPMI organizational policies at UIN Samarinda include various units. First, the SPM-PT (abbreviation of Sistem Penjaminan Mutu Perguruan Tinggi in Bahasa Indonesia or quality assurance system of higher education) Organization, at the institutional level, is coordinated through the LPM of IAIN Samarinda. In this case, the Chancellor of IAIN Samarinda appointed the Head of the LPM. In practice, the Head of LPM is responsible for the implementation of the quality assurance program, assisted by the Secretary and 2 Heads of the Center, namely Quality Standard Development and the Center for Audit and Quality Control, the Head of Sub. Administration and several staff. Second, at the faculty level, the SPM-PT organization consists of the dean and the Quality Assurance Unit (UPM), chaired by a lecturer and assisted by several members. Third, at the department or study program level, there is a Quality Control Group (GKM) chaired by a lecturer and equipped with several members.

Fourth, the Quality Assurance Support Unit consists of 1) Information Technology Center and Database, 2) Libraries, 3) LP2M, 4) the Bureau of General Administration and Finance (AUK), and 5) Bureau of Academic Administration, Student Affairs and Cooperation (AAKK) (LPM IAIN Samarinda, 2020, pp. 39–44).

Regarding SPMI, UIN Samarinda has made 24 academic standards per national education standards, with an additional five BAN-PT supplement standards prepared according to the development needs of UIN Samarinda. In detail, the academic standards consist of eight Education Sector Standards, eight Research Sector Standards, and eight Standards for Community Service. Meanwhile, the supplementary attributes include 1) Standards of Vision, Mission, Objectives, and Strategies, 2) Standards of Governance, Governance, and Cooperation, 3) Human Resources Standards, 4) Financial Standards, Facilities and Infrastructure, and 5) Students' Standards (LPM IAIN Samarinda, 2020, pp. 53–54).

The SPMI standards are translated into quality targets during their implementation. These quality targets are based on nine accreditation quality criteria established by BAN-PT. The criteria cover the following areas: 1) Vision, Mission, Goals, and Achievement Strategies, 2) Governance, Governance and Cooperation, 3) Students, 4) Human Resources, 5) Finance, Facilities, and Infrastructure, 6) Education, 7) Research, 8) Community Service, and 9) Outcomes and Achievements of Tridharma (LPM IAIN Samarinda, 2020, p. 55).

The SPMI policy owned by UIN Samarinda is the main document and the basis for preparing more operational documents, such as the SPMI Manual, Standards and Forms. All documents intended for the purpose of implementing SPMI must be based on documents in the form of policy, the Statute of IAIN Samarinda, and the Strategic Plan owned by IAIN Samarinda.

At IAIN Samarinda, LP2M is tasked with implementing, coordinating, monitoring, and evaluating research and community service activities according to the Rector's policy. In carrying out its duties, LP2M functions as follows 1) Implementation of planning, evaluation of programs and budgets, and reporting, 2) Implementation of pure and applied scientific research, 3) Implementation of community service, 4) Implementation of the publication of research results and community service, and 5) Implementation of institutional administration (LPM IAIN Samarinda, 2020, p. 43). Specific to the research area, the policies adopted are as follows: 1) Establish planning, including research direction and focus, implementation, reporting and guidance; 2) Policy on plagiarism, 3) Publication of research results both nationally and internationally, and 4) Establish collaborative policies between faculties, universities both domestically and abroad (LPM IAIN Samarinda, 2020, p. 36).

Some of the activities designed to achieve quality assurance include the Lecturer Teaching Methodology Workshop, Quality Learning Planning Workshop for Lecturers, Quality Learning Evaluation Workshop, Academic Orientation for New Students, Workshop on Evaluation of Competency Standards for Student Boarding School Programs, Workshop on Preparation of Podi Syllabus, Learning Assistance for Prospective Lecturers and Teaching Staff, Technology-Based Learning Workshops for Lecturers, Workshop on Quality Assurance Standards, Development of New Student Recruitment Methods (MABA), Workshop Seminars (Semiloka) on Higher Education Readiness to Welcome the Implementation of BHP, and other quality assurance activities.

In terms of supervision and implementation of SPMI in work units, a Quality Assurance Unit (UPM) is formed at the Faculty level and a Quality Control Group (GKM) at the Department/Study

Program level. UPM and GKM will provide reports to LPM regarding the implementation of SPMI at the Faculty and at the Department/Prodi level to be evaluated and followed up. The strategic steps for implementing SPMI at IAIN Samarinda are generally carried out through PPEPP steps, as follows 1) Determination of Higher Education Standards, 2) Implementation of Higher Education Standards, 3) Evaluation of the implementation of the Higher Education Standards, 4) Control of the implementation of the Higher Education Standards, and 5) Improvement of Higher Education Standards.

In addition to setting policies in an effort to improve academic quality in general at UIN Samarinda, which is driven by its LPM, there are also a number of policies issued by LP2M, particularly the Center for Scientific Research and Publications. According to Umar Fauzan, the Head of Research and Scientific Publications of IAIN Samarinda. Since 2015, several breakthroughs have been made to improve the quality of research and publications. This was stated during an intensive discussion session with researchers on Thursday, November 11, 2021, at the Grand Sawit Hotel Samarinda. These include the following:

First, the allocation of large enough funds for lecturers who submit research proposals through the LITAPDIMAS application, which LP2M UIN Samarinda manages. With a relatively small number of lecturers, the allocation of funds is very significant when compared to previous times. The BOPTN allocation policy of 30% for research has given its impetus for lecturers to submit research. However, when compared to PTKIN on Java Island with a very high level of competition, the areas in Kalimantan tend to be low. At the UIN Samarinda campus, almost all civil servant lecturers have structural positions, the school even had to recruit relatively new ones.

The LITAPDIMAS policy at UIN Samarinda, which is generally applied to all PTKIN, is in accordance with the determination of the Ministry of Religion's LITAPDIMAS policy, both in terms of research themes and policies on the national religious agenda, commonly referred to as ARKAN. Meanwhile, at the level of research financial policy, LP2M has provided space to ensure researchers do not get caught up in the administrative affairs of research through what is called SBK (Standard Cost of Output) instead of SBM (Standard Cost of Input). The use of SBK, focuses on the research output, namely scientific publications in the form of journal articles. Therefore, it is necessary to have a strict selection from the reviewers, to ensure the submitted proposals are truly worthy of scientific publication. However, the research culture at UIN, have not reached this level and neglecting the financial administration could led to a situation whereby it is no longer conducted.

First, the LITAPDIMAS system allows admins to prevent proposals that do not submit research outputs such as scientific publications in journals. The only problem is that at the level of policy holders at the central LITAPDIMAS, it is not really being cared for, because when implemented, the number of authors who submit research will be very limited, thereby limiting the BOPTN research budget allocation of 30%, which is considered part of the program's failure. Second, giving special awards for writers who publish their work in scopus and sinta accredited journals. Especially for articles indexed by scopus, the management of awarding rewards is determined by LP2M directly with several special criteria, namely the first author in the article, mentions the name of the campus institution as an affiliated, written within a span of two years and has not been submitted before by those on a study assignment.

The allocation of funds given is quite significant, with IDR17, IDR15, IDR13 and IDR10 million awarded to authors who publish

their work in the Scopus indexed journal Q1, Q2, Q3 and Q4, respectively. Each researcher is given a maximum of two Scopus indexed scientific publications. According to Umar Fauzan, this policy is quite effective in encouraging lecturers to publish their articles in Scopus indexed journals, as evidenced by the large number of proposals submitted for the reward. In addition to providing awards in the form of financial assistance managed by LP2M for lecturers who write in Scopus indexed journals, rewards are also provided for those who publish articles in SINTA 2. This type of reward is managed by the faculty and is limited to one article per lecturer, with the aim of distributing the rewards equally among lecturers in this category.

UIN Samarinda provides special funding for its internal writers in journals managed by UIN Samarinda, which at the time this research was conducted, it already had three journals accredited with Sinta 2 by 2021. In 2022, one of them, namely al Mazahib indexed by Scopus published approximately 12 articles with 4 allocated to internal authors. The passion for the publication of internal writers in the journal sinta 2 is equal distribution. Therefore, according to Umar Fauzan, editor in chief journal articles are published, only to standardize the quality of articles to comply with the provisions in Sinta 2, while the authors conduct consultations specifically to meet the standards set in journals within UIN Samarinda..

Another policy seen as promoting efforts to increase scientific publications among lecturers is the implementation of Permenristekdikti Number 20 of 2017, which is an obligation for lecturers with the academic position of Head Lector. This means that they must produce the following (a) at least three scientific works published in accredited national journals, or (b) not less than one international journal, patent, or monumental artwork/monumental design within three years (Article 4 Permenristekdikti Number 20 of 2017). Meanwhile, Professors must produce books and (a) at least

three scientific papers published in international journals, (b) not less than one scientific work published in reputable international journals, (c) at least one patent, and (d) not more than one monumental artwork/monumental design within three years (Article 8 paragraph (1) letter g Permenristekdikti Number 20 of 2017).

As stated by Iswadi, Secretary of LPM UIN Samarinda, the campus leadership, of UIN Samarinda in an effort to emphasize the obligations of head lectors and professors, routinely issues circulars to lecturers emphasizing the obligations referred to in the Minister of Research and Technology. This leadership is an effort to avoid blaming the leadership when there are findings at the examination by the BPK or the Inspector General, because they have conveyed the obligation of the head lector and professor. This affirmation was also conveyed by the Chairperson of LPM UIN Samarinda, Nur Kholik Afandi. In several campuses within PTKIN there had been an examination of the Lecturer Workload (BKD) by lecturers with Professor status who were unable to fulfill their professorship obligations. This discourse is an important discussion in the PTKIN Quality Assurance Group WA and at the same time became a warning to other PTKIN campuses related to the implementation of the obligations of head lectors and professors. With this spirit, the circular issued by the leadership of UIN Samarinda is addressed to lecturers with the level of head lector and professor.

IAIN Palangkaraya

SPMI in IAIN Palangkaraya is designed, implemented, and continuously improved using the PPEPP model (planning, implementation, evaluation, control, and improvement). IAIN Palangka Raya uses this model to set the standards to be achieved through the right strategy and series of activities. Furthermore, the fulfillment of these standards is always monitored regularly, evaluated, and developed in a better direction on an ongoing basis

(LPM IAIN Palangka Raya, 2021a, p. 9). The implementation of SPMI owned by IAIN Palangkaraya, using the PPEPP formulation is as follows: 1) The Quality Assurance Institution (LPM) prepares quality standards and internal quality targets (indicators) of education programs with reference to the National Higher Education Standards (SN-Dikti), Standards of the National Accreditation Board for Higher Education (BAN-PT) and International Standards (Asean University Network-Quality Assurance). 2) LPM prepares Guidelines for the Implementation of the Internal Quality Assurance System and its supporting documents (assessment form for study program quality, study program self-evaluation checklist and internal audit forms). 3) LPM conducts socialization of the internal quality assurance system and quality standards as well as guidelines for the implementation of the internal quality assurance system to related units (study programs, faculties, and related units). 4) Faculties set quality targets for a certain period of time (four years), and 5) Faculties develop programs/activities for the implementation of the internal quality assurance system (LPM IAIN Palangka Raya, 2021a, pp. 11–12).

Based on the regulation of the Minister of Education and Culture Number 3 of 2020 Article 50 Paragraphs 2 and 3, the minimum standard for a researcher is to have the ability to master the level of methodology in accordance with the scientific field, object, as well as the level of complexity and depth determined based on qualifications, academic and result. The inclusion of Permendikbud No. 3 of 2020 indicates that IAIN Palangka Raya is keeping up-to-date in their efforts to prepare the latest SN Dikti, given that the previous one has been revoked and replaced. The research carried out at IAIN Palangkaraya is directed towards the progress of science and technology, promoting society's well-being and the nation's competitiveness. Additionally, it is designed to have Indonesian attributes to develop knowledge in religion, science and technology,

culture, and art. The research also aims to address various life and humanity problems using various approaches, including mono, inter, and multi-disciplinary sciences. To adhere to the research code of ethics and to prevent plagiarism and manipulation, the standard includes aspects such as education, objectivity, accountability, and transparency (LPM IAIN Palangka Raya, 2021b, p. 20).

In the BAN-PT regulation Number 3 of 2019, the standard of assessment on External Quality Audits carried out for Universities, and Study Programs is known as Accreditation. Each university must have the following documents 1) Strategic Research Plan, 2) Research Guidelines and evidence of socialization, 3) Valid evidence of the implementation of the research process, 4) Research reporting documents from LP2M to the leadership of PT, 5) Fulfilling the elements of research relevance at UPPS, and 6) Involving students in lecturer research (LPM IAIN Palangka Raya, 2021a, p. 20).

Since 2018, the procedures, mechanisms and directions of research, scientific publications and community service within PTKIN have been changed into a system called the LITAPDIMAS. The online system of research, scientific publications, and community service was built and developed by the Directorate of Islamic Religious Higher Education, Directorate General of Islamic Education, Ministry of Religion of the Republic of Indonesia (Hamdanah et al., 2020, p. 2). This system was born on the basis of the need for a system capable of accommodating all services for research activities, scientific publications, and community service in a more manageable, transparent, and accountable manner by the Ministry of Religion and those managed by PTKIN.

To manage research implementation, PTKIN follows the guidelines outlined by the LITAPDIMAS, which has an online submission system. The LITAPDIMAS system at PTKIN, including IAIN Palangkaraya, adheres to the 2018-2028 ARKAN established by

the Indonesian Ministry of Religion. ARKAN sets research themes and policy directions for PTKIN, which provides a clear and aligned roadmap (Hamdanah et al., 2020, p. 5). During an interview session on November 9, 2021, the Secretary of LP2M IAIN Palangkaraya, Ali Iskanadar, and the Head of Research and Scientific Publications of IAIN Palangkaraya, Akhmad Supriadi, stated that the LITAPDIMAS at IAIN Palangkaraya adheres to the policies established by the LITAPDIMAS of the Central Ministry of Religion and the 2018-2028 ARKAN. However, like in the management of the LITAPDIMAS across PTKIN institutions, various technical issues can arise in the field, such as securing funding for international collaborative research with different allocation sources or determining research team members. The development of the LITAPDIMAS system is a positive sign for the future.

The condition of scientific publications in IAIN Palangkaraya, both in journals of national and international repute, from 2016 to 2020, 33 articles international conference papers, 7 articles on national proceedings, 28 articles indexed on Scopus, 15 articles contained in the Sinta 2 accredited journal, 30 articles contained in the Sinta 3 accredited journal, 30 articles contained in the Sinta 4 accredited journal, and 4 articles contained in the Sinta 5 accredited journal. Furthermore, there are publications in the form of 18 books with the number of lecturers at IAIN Palangkaraya comprising of 150 people (LP2M IAIN Palangka Raya, 2021, p. 6). As mentioned earlier, the policy of awarding researchers and authors was implemented in 2020, but due to budget cuts and refocusing, it was delayed until 2021. However, this policy provides an official guideline for awarding lecturers to incentivize the increase of scientific publications within IAIN Palangkaraya. One significant outcome of this policy is the increase in the number of professors at IAIN Palangkaraya, which has risen from 2 to 3, according to the Secretary of LP2M IAIN

Palangkaraya. Furthermore, data from various sources stated that another professor was added to the faculty at IAIN Palangkaraya on the day after the interview.

LPM IAIN Palangkaraya also aims to increase scientific publications by establishing policies that accommodate the three-year obligation for lecturers. This is in accordance with the BKD guidelines III printed in August 2021, ratified by the Decree of the Chancellor of IAIN Palangkaraya Number 316 of 2021 concerning Guidelines for Lecturer Workloads (LPM IAIN Palangka Raya, 2021b). According to Sudarmanto, Academic Quality Assurance of Palangkaraya, in an interview conducted by researchers on Monday, November 8, 2021, the proposed BKD Guidelines for IAIN Palangkaraya have a long-term orientation. Currently, the general resistance to PTKIN by professors does not occur at IAIN Palangkaraya because of the number of professors this campus has at the time these guidelines were released. During this period, there were only two professors with additional assignments, hence, they were not subject to a special three-year obligation for professors as stipulated in Permenristekdikti No. 20 of 2017 concerning Lecturer Professional Allowances and Professor Honorary Allowances.

DISCUSSION

The managers of PTKIN, particularly those in the Kalimantan region, such as UIN Antasari Banjarmasin, UIN Sultan Aji Muhammad Idris Samarinda, and IAIN Palangkaraya, prioritize the quality of research and scientific publications. This is considered an essential aspect of the Tri Dharma of Higher Education. SPMI and SPME from each university have made it a point to pay special attention to the research standards and scientific publications produced by their lecturers. The three PTKIN in Kalimantan, namely UIN Antasari Banjarmasin, UIN Samarinda, and IAIN Palangka Raya,

each have a special SPMI related to research. As stipulated in the SN Dikti, eight standards in research are the minimum limit, which must be accommodated in the SPMI of each campus in Indonesia.

Furthermore, each is given the mandate to carry out the SPMI quality process through the PPEPP cycle, which is based on a study of some related documents. The three campuses already have the SPMI document, which is the result of benchmarking from other institutions in Indonesia. Each campus website provides access to quality documents, policies, manuals, standards, and forms. These documents, which offer an overview of the quality standards implemented on each campus can be easily read and studied by those willing to have an overview of the quality on each campus, both within the UIN Antasari Banjarmasin, UIN Samarinda and IAIN Palangka Raya. Each PTKIN in Kalimantan already has a Research Master Plan, Strategic Plan and roadmap, guidelines and some other policy provisions in the form of technical derivative guidelines, SOPs, and many quality forms. However, the problem is that LPM often handles documents related to research rather than LP2M, thereby creating a gap between them.

As generally applies to the relationship between LPM and LP2M in PTKIN, there are fewer "harmonious" patterns, as well as the 3 PTKIN in Kalimantan. Generally, LPMs are very concerned about policy, guidelines, and document issues because it works with concepts and theories. Therefore, LPM is equipped with SPMI with a number of accompanying quality documents, in the form of policies, manuals, standards, and quality forms. At the time, those at LP2M, which incidentally are essential partners of LPM, were more focused on fieldwork programs and were less concerned with quality documents. Often, LPM pressures LP2M to produce the policy documents. However, it is only effective when there is an external stimulus in the form of having to procure goods because it will face

Accreditation by BAN-PT. Considering that the documents in question were prepared based on external 'demands', the problem at 3 PTKIN was that the quality policy was merely a formality and lip service, existing due to demands, and had not become the primary reference in implementation activities in the field. The socialization was only limited to postings on the website. Findings in the field becomes part of the realm of LPM.

Based on this aspect, LPM is also tasked to ensuring that there are many items in the form of documents related to policies on strategies for improving the quality of research and publications, while ensuring that the content is prepared as expected. Next, ensure that what is prepared in the form of Master Plan research Strategic Plan or research Roadmap, research Renop, and research guidelines refer to SPMI and must be implemented in the field with the steps as prepared, not activities that are just habits or routines carried out by the center research and scientific publications on LP2M. The field implementation is the second part of PPEPP after the establishment of policies for the quality of research and scientific publications. This often becomes a problem, considering that the theoretical documents sometimes coincide with the real practice in the field. Several aspects can be read in this aspect, including funding and supporting policies.

First, real conditions related to the quality of research and scientific publications at UIN Antasari Banjarmasin, UIN Samarinda, and IAIN Palangkaraya must go through the LITAPDIMAS application of the Ministry of Religion, which is a form of realization of the Regulation of the Minister of Research, Technology, and Education Higher Education of Indonesia. This is in accordance with law Number 12 of 2019 concerning Operational Assistance for State Universities Article 2 paragraph (2), stating that BOPTN used for the implementation of Research and Community Service related to Research in PTN and PTS is allocated at least 30% of the BOPTN

budget. This condition significantly impacts the research conditions at UIN Antasari Banjarmasin, UIN Samarinda, and IAIN Palangkaraya. This amount is very significant when compared to research assistance in previous years.

In general, the level of competition among PTKIN lecturers in Kalimantan is relatively more accessible than those on Java island. This is because the number of lecturers owned by PTKIN is much higher even in the City, hence, the impact on the level of competition for research assistance is much more difficult. The data of UIN Antasari Banjarmasin lecturers who are registered at PD Dikti as of November 2021 are 359 people comprising 1) 358 NIDN and 1 NUP, 2) 82 expert assistant positions, 159 lecturers, 95 head lectors, 9 ordinary people, and 14 professors, and 3) 265 master and 94 doctoral degree holders. The data of UIN Samarinda lecturers registered with PD Dikti as of November 2021 are 207 people with explanations are as follows: 1) in the registration category with NIDN 206 people and NUP 1 person, 2) in the category of functional positions with 45 people as expert assistants, 29 lectors, 55 head lectors, 74 people without positions, and 4 professors, 3) in the category of master's education there are 163 people and 44 people for doctoral degree. At the time this data was collected, the name was IAIN Samarinda, because the data with the UIN nomenclature had not been updated. The data of IAIN Palangkaraya lecturers registered with PD Dikti as of November 2021 amounted to 155 people with explanations: 1) in the registration category with NIDN 154 people and NUP 1 person, 2) in the category of functional positions with 36 people as expert assistants, 78 lectors, 30 head lectors, 8 people without positions, and 3 professors, 3) in the education category, there are 123 people for master's degree and 32 people for doctoral degree.

The situation at PTKIN in Kalimantan is characterized by relatively low competition levels, which provides the advantage of

high acceptance rates for research proposals submitted by lecturers. However, this also leads to lower standards of research quality. There may be difficulties in utilizing the substantial BOPTN research funds, when its requirements become too complicated, with an absorption rate of around 30%. This poses a distinct challenge for BOPTN managers. This problem also arises when it relates to the achievements and outcomes that must be fulfilled. The LITAPDIMAS manager can 'block' the concerned lecturer's account when needed, with an official circular presented in advance regarding research outputs and benefits in the 2021 fiscal year. Examining the regulations set forth by the Ministry of Religion's LITAPDIMAS with regard to research outputs and benefits may serve as a catalyst for improving the quality of scientific publications among lecturers at UIN Antasari Banjarmasin, UIN Samarinda, and IAIN Palangkaraya. Furthermore, the substantial funding allocated for research can potentially result in a significant increase in the number of publications produced by each campus. There are still some obstacles to be overcome, as not all of the requirements outlined in the guidelines have been fully realized. In addition to addressing funding issues, a culture of academic writing at the international level must be fostered and shared among scholars at each institution.

IAIN Palangkaraya is fast in responding to the BKD Operational Guidelines as stated by Chancellor of IAIN Pa Palangkaraya Number 316 of 2021 concerning Guidelines for the Workload of Lecturers of the State Islamic Institute (IAIN) Palangkaraya. In the initial clause of the third edition of the August 2021 Lecturer Workload Guidelines, it is stated that the previous BKD guidelines contained in the Decree of the Chancellor of the Palangkaraya State Islamic Institute (IAIN) Number 569 of 2019 concerning Guidelines for the Workload of IAIN Palangka Raya Lecturers must be adjusted to the Director General's Decree. Higher Education Ministry of Education and Culture Number

12/E/KPT/2021 concerning Operational Guidelines for Lecturer Workload. In this case, IAIN Palangka Raya has taken quick action for long-term anticipation,UIN Samarinda is still using its outdated 2015 BKD guidelines, which do not comply with the provisions of Permenristek (Regulation of the Minister of Research, Technology and Higher Education) No. 20 of 2019 on the provision of Lecturer Professional Allowances and Professor Honorary Allowances, including the recent circular of PO BKD, as specified in Director General of Higher Education's Decree No. 12/E/KPT/2021. To address this issue, the university's administration has issued a unique circular mandating the publication of research in reputable international journals. However, there is still a need to increase the number of professors with the appropriate titles. Presently, there are only four active professors, hence, there is no opposition to the policies, including circulars that may conflict with higher regulatory policies from the Ministry of Research, Technology, and Higher Education.

In 2018, UIN Antasari, under the guidance of its LPM, made revisions to its BKD guidelines, which were documented in the Decree of the Chancellor of UIN Antasari Number 477 of 2018. These guidelines pertain to the workload and assessment of lecturers based on the Tri Dharma of Higher Education at UIN Antasari and Kopertais Region XI Kalimantan. One of the new provisions in the 2018 BKD Guidelines is the requirement for Head Lectors and Professors to provide accommodation, as stipulated in Permenristek No. 20 of 2019. This regulation concerns the allocation of Lecturer Professional Allowances and Professor Honorary Allowances, with technical instructions provided for their implementation.

CONCLUSION

In conclusion, First, the policy is a derivative of the provisions regulated by the Ministry of Higher Education related to research management which includes the Internal Quality Assurance System (SPMI) at each PT and the External Quality Assurance System (SPME) in the form of Accreditation by BAN PT. LPM handles this issue at the three PTKINs in Kalimantan, which with several benchmarks carried out, already has SPMI which, in addition to accommodating the minimum standards as mentioned in the SN Dikti, also has additional standards. UIN Antasari Banjarmasin and IAIN Palangkaraya have their standards, while UIN Samarinda refers to the nine criteria of BAN-PT. Another policy related to research is that each PTKIN already has a research roadmap, while UIN Antasari has complete RIP policies, Research Strategic Plans/Roadmaps, Renop, Research Guidelines and other policies prepared as an effort to deal with accreditation visitations in 2021. The only problem is that what is compiled needs to be fully correlated with actual conditions in the field. Considering that the preparation mechanism has not been based on the visions and missions proclaimed by the institution,

Second, all lecturers already have the spirit and steps towards improving the quality of research and scientific publications. The aspects of concern are through SPMI, especially in the field of research dharma and preparing campus accreditation through the completeness of SPME data. The PPEPP process carried out is a breath of fresh air to advance the quality of research systematically. LPM must also ensure all existing documents follow the proper provisions and what is prepared in the form of policy documents are implemented properly. Another aspect is the assessment of lecturer workload (BKD), that can be an instrument to control research activities and scientific publications, followed by the policy for allocating 30% of BOPTN funds and the LITAPDIMAS system, which

gives excellent hope in improving the quality of research and scientific publications of lecturers.

Coordination and cooperation of all levels, especially between LPM and LP2M, need to be improved to accelerate the quality of research and scientific publications. However, the most important thing is that there must be a strong will at the campus leadership level to mobilize all available resources, including all relevant stakeholders. The ability of lecturers to research and compile academic writings using the latest development tools needs to be continuously carried out, in addition to preparing other aspects that can encourage the improvement of the quality of research and scientific publications at PTKIN in Kalimantan.

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