SUMMARY

VERA NORA INDRA ASTUTI. Development Strategy of Non-Regular Program in Graduate School Bogor Agricultural University (Case Study of Master Program Development of Small and Medium Scale Industry). Supervised by IDQAN FAHMI and MUSA HUBEIS.

Bogor Agricultural University (IPB) has response and commitment producing a critical mass of human resources (HR) and qualified practitioners immediately in order to fill the master's and doctoral degrees and increase the pace of development in the central and regional levels, within the framework of national development in line with the implementation of regional autonomy has been done through the implementation of science education program with non-regular implementation. According to the Graduate School of IPB (2011) non-regular program conducted outside the schedule of lectures regular classes, namely on weekdays in the afternoons-evenings and on weekends (Friday and Saturday) to give a chance to those who can not leave their work in full, but requiring increased academic capacity through formal education quality.

At the beginning of its establishment there are only three non-regular program, and then developed non-regular programs. Graduate program that initially only open the regular classes, start organizing the non-regular program. The increasing Study Program (PS) which opens non-regular program indicates that the program is actually assessed as having good prospects for development. IPB Annual Report 2013 mentioned that the non-regular programs of the Graduate Program is one of the revenue sources of revenue of tuition fee IPB. The development of specific implementation program requires the right strategy. The purpose of this study include: (1) analyzing the strategic environmental factors in the development of PS MPI; (2) determining the position and condition of PS MPI based on environmental factors; (3) looking for an alternative strategy in the development of PS MPI; (4) formulating a strategic priority in the development of PS MPI and (5) formulating the implementation strategy of the development of PS MPI.

Environmental factors strategic strengths, namely the good qualification of human resources; unique and specific curriculum that fit the needs of work field; a short study period; accreditation from BAN PT; and brand of IPB. Environmental factors of strategic weakness, namely the high number of PS under SPs; no international certification; limited learning infrastructure; financial policies at the level of SPs do not support PS MPI marketing activities; and high lecturers’ workload. Environmental factors of strategic opportunities, namely the number of alumni scattered at strategic institutions; government policy towards SMEs; the scholarship program; openness of foreign markets; standardization of national and international education; and increasing the quality of human resources and visionary multitasking but have limited time. Environmental factors strategic threat, namely the free labor market; the entry of foreign universities in Indonesia; other similar PS; and policies for universities at the national level are rapidly changing.

Calculation of internal factors obtained total score of 2,533. This value is above the average of 2.50, showing the position of internal study program that are...
strong enough, in which it has the ability above the average in utilizing the strength and anticipating internal weaknesses. While the calculation of external strategy factors obtained total score of 2,851. This value is above the average of 2.50, showing the study program have a strategy in utilizing the opportunities and minimizing the threats/external negative influences, but still need more effective strategies because there are external strategic factors which only responded by averaging PS MPI. Thus the position of PS MPI located in the cell V, namely and maintain. The appropriate strategies to be applied to these cells are market penetration and product development.

Based on the analysis matrix IFE, EFE, IE and benchmarking, SWOT matrix can be arranged that will generate four types of strategies. The Strengths-Opportunities (SO) strategy includes: (a) development of the curriculum with certification of professional competence related SMEs; and (b) update the teaching methods according to market needs and changing times. Based on the analysis, the SO strategy produces a strategy for teaching and learning process that includes curriculum and methods. The Strength-Threats (ST) strategy consists of: (a) strengthening the identity and character of the PS MPI and (b) maintaining the cooperation with various institutions (government, private sector, community organizations and foreign parties). Based on the analysis, the ST strategy for institutional ST strategy generates strategies for institutional including special commission and marketing agencies. The Weaknesses-Opportunities (WO) strategy includes: (a) initiating the formation of special commission in SPs that focuses on PS under the direct coordination of SPs; and (b) designing effective marketing activities. Based on the analysis, the WO strategy produce strategies for relational covering identity/character and network. The Weaknesses-Threats (WT) strategy consists of: (a) implementation of change management facing the dynamics of higher education; and (b) optimizing internal cooperation between PS MPI and work units (INCUBIE, SME entrepreneurship and Business Commercial) in IPB in terms of resource sharing of infrastructure lectures, research and community service. Based on the analysis, the WT strategy produces strategies for the flexibility including changes and cooperation.

The strategy must take precedence to be implemented by PS MPI and other non-regular program at the Graduate School of IPB, namely the implementation strategy of change management in facing the dynamics of higher education and strategy of teaching methods update according to market needs and changing times with the value of attractiveness equal and highest among other alternative strategies for 7.0. Implementation of the strategy is carried out in the form of SPs IPB roadmap that focuses on increasing customer satisfaction through services based on Information and Communication Technology (ICT). The implemented program, namely: (1) Development of the Graduate School of IPB SIM; (2) Infrastructure Development Plan; and (3) SIM type that needs to be developed.

Keywords: graduate program, MPI, non-regular program, strategy development, SWOT