

*Politeknik Caltex Riau*



# Internal Quality Assurance in VHE (Challenges & Best Practice)

**Prof. Dr. Hendriko, S.T., M.Eng.**

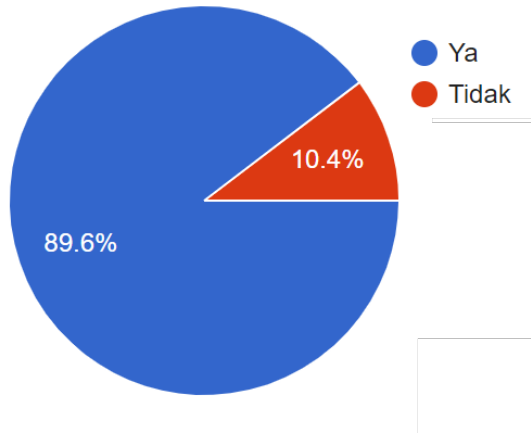
**December 4, 2023**



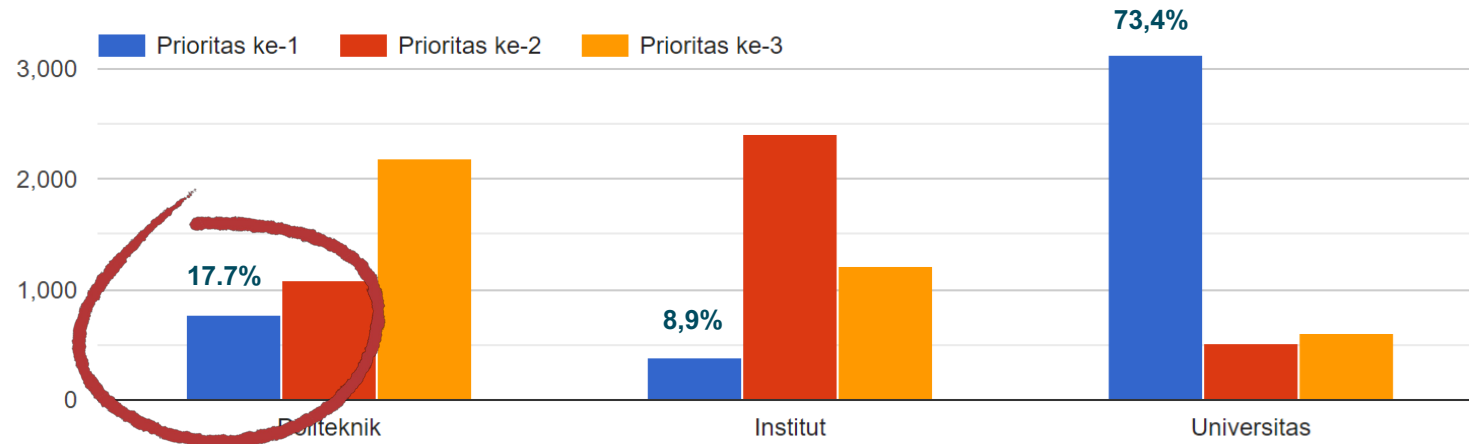
# Challenge in Vocational HE

Responden: 4394 Siswa/i

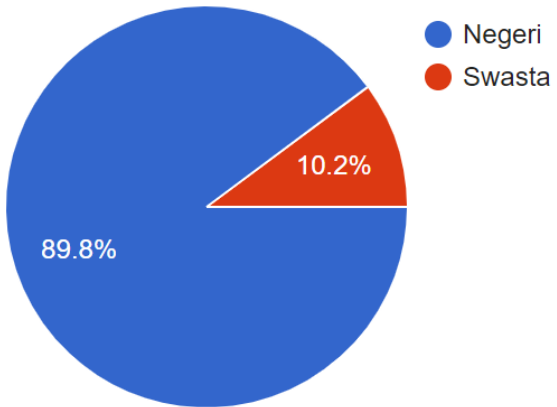
Apakah akan melanjutkan pendidikan setelah tamat?



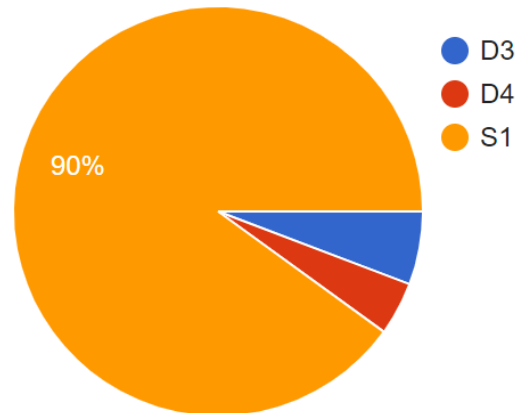
Prioritas pilihan Perguruan Tinggi



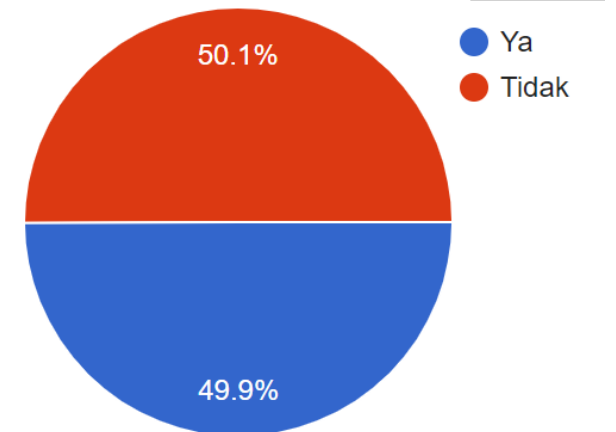
Pilihan Negeri atau Swasta



Pilihan Jenjang Pendidikan

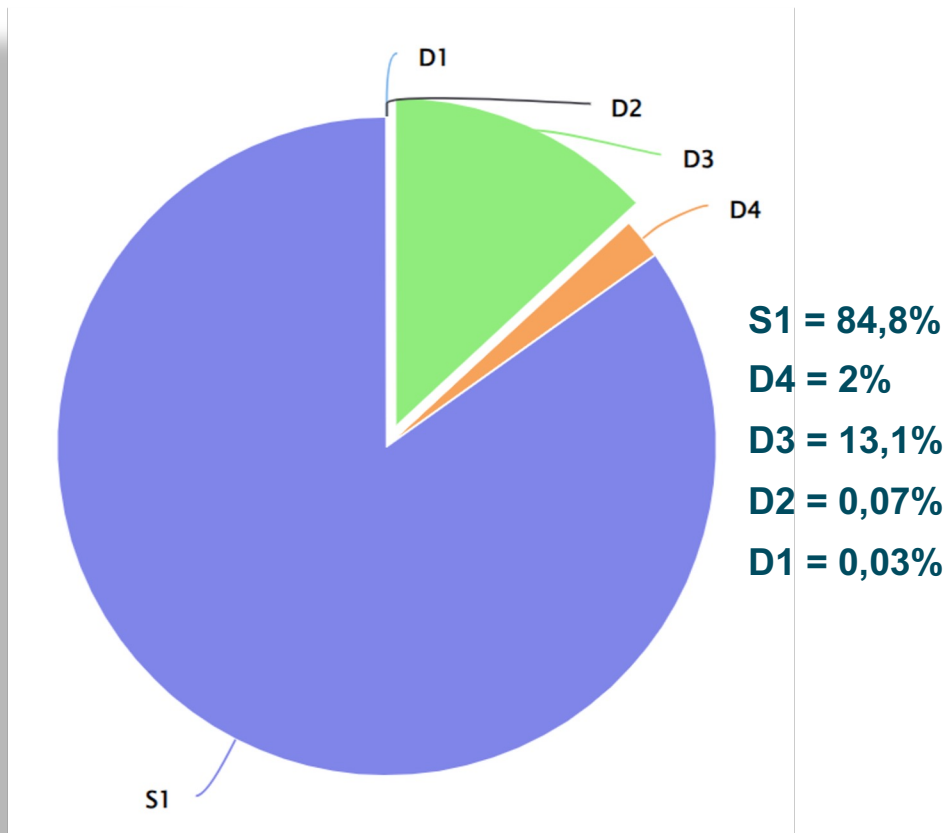


Apakah paham perbedaan Politeknik dan Universitas?



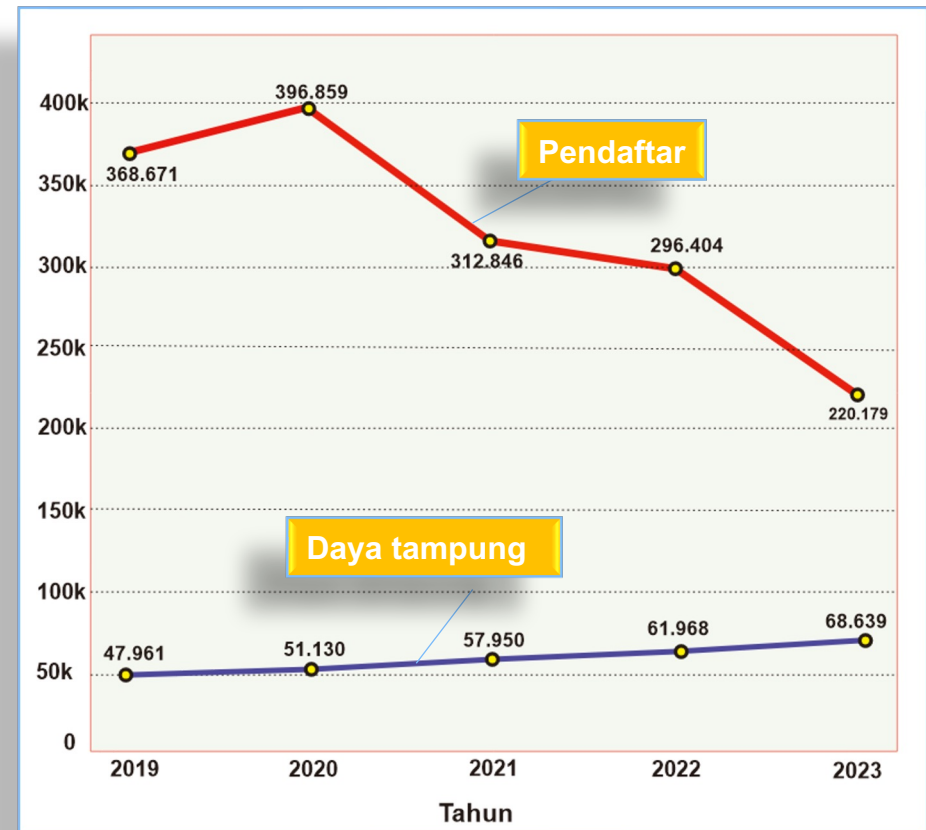
# Challenge in Vocational HE

## Jumlah Mahasiswa Berdasar Jenjang Pendidikan



(Sumber: PDDIKTI)

## Trend Pendaftar vs Daya Tampung Politeknik Negeri



Data 44 Politeknik Negeri  
(Sumber Direktorat Kelembagaan Diksi)

# Challenge in Vocational HE

The Biggest Challenge on P-VHE



Number of Students



Vocational HE Paradox  
High Industrial Need  
But Not Popular

Vocational:  
Second Class

Private:  
Low-Prestige

# Challenge in Vocational HE



**Vokasi**

- Tuition Fee more expensive?
- Lower academic quality?
- Alumnus not competitive?

Yes

**In trouble**

No

**New Branding**

# Business Strategies



Porter's Generic Competitive Strategies

## Strengthening



# Definition of Quality in HE

Definition of quality is difficult for two reasons.

1. Quality is a relative concept;
2. Quality is used in various contexts.



# Definition of Quality Assurance in HE

- ❑ .... is a generic term in higher education which has many interpretations
- ❑ ..... is 'consumer protection'
- ❑ ..... provides advice and guidance in improvements the standards and quality of study programmes
- ❑ ... is about continuously trying to do a better job
- ❑ .... is not a static but a dynamic process
- ❑ ... should be continuous

# IQA Implementation

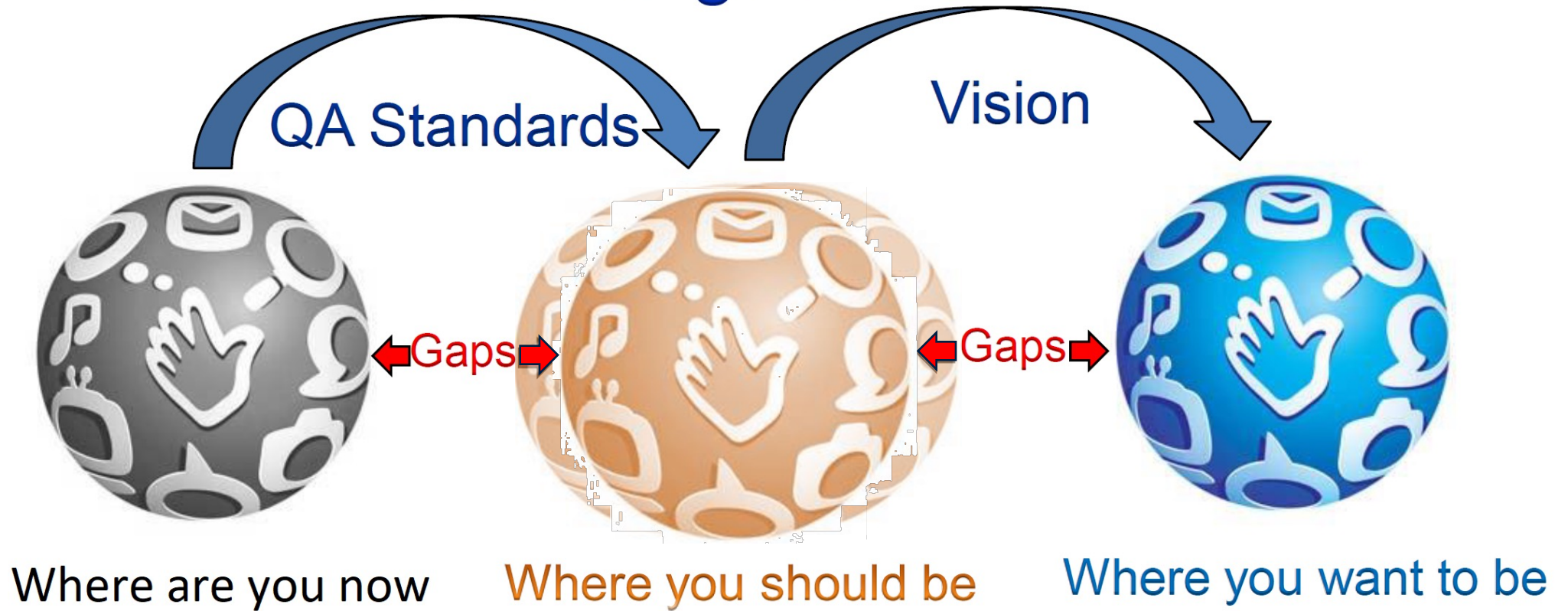
**IQA is implemented to achieve Vision.  
Who is responsible for vision?**

- It is not only management responsibility.**
- Everybody in the organization should contribute based on their role**



# IQA Implementation (Gap Analysis)

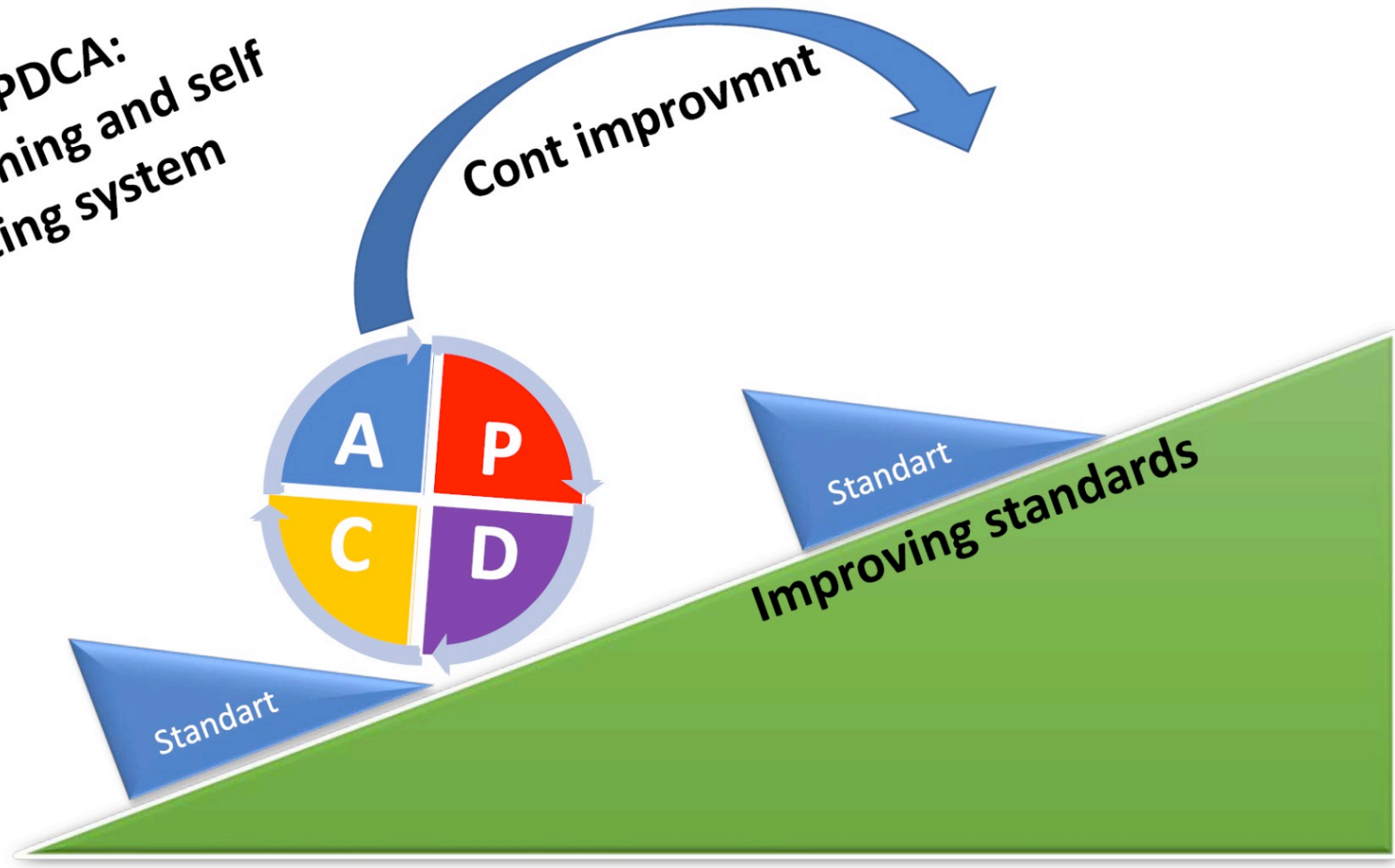
How to get there?



# IQA Implementation

Iterating PDCA:  
self learning and self  
correcting system

Cont improvmt



Time

Improvement in quality

# Stakeholders' perceptions of quality

Newton (2000, 2002) conducting interviews with frontline academics. It found that the general patterns of the academics' perceptions of quality were quality:

- ❖ as ritualism and tokenism;
- ❖ as a burden;
- ❖ as suspicion of management motives;
- ❖ as lack of mutual trust;
- ❖ and as constraints on teamwork.

# IQA Implementation

**Reason? Mostly answer: Accreditation**

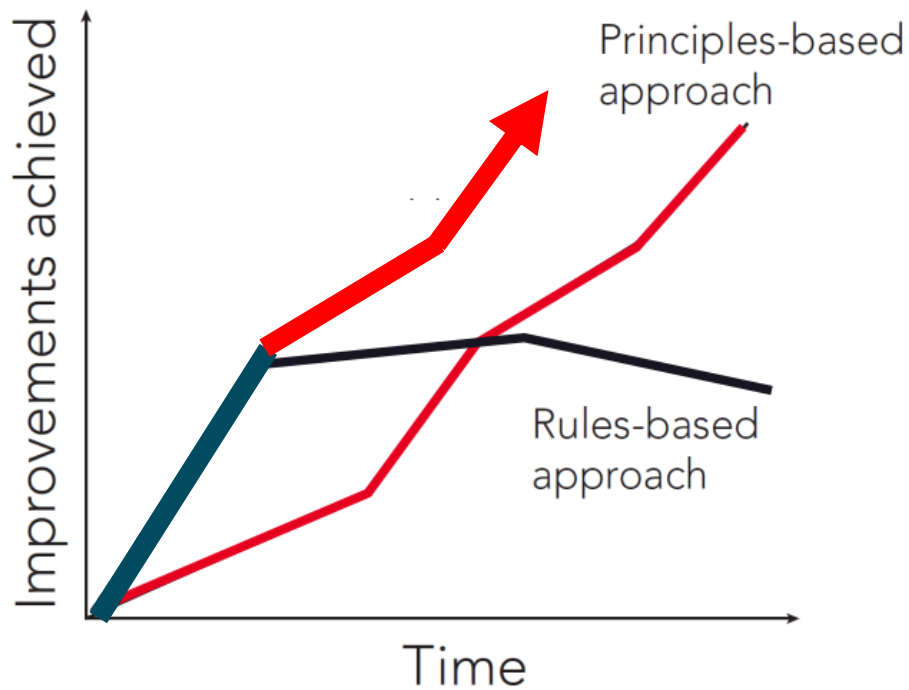
**ACCREDITATION IS NOT A  
GOAL... IT'S JUST A  
SNAPSHOT OF INSTITUTION  
QUALITY JOURNEY**

**THE ULTIMATE GOAL IS TO  
IMPROVE THE QUALITY  
CONTINUOUSLY TOWARDS  
QUALITY CULTURE  
DEVELOPMENT**

**Accreditation:  
Goal or Impact?**

# QA Development Model

## 2 Rates of quality improvement with principles-based versus rules-based approaches



*Schematic representation of the slower onset but potentially more enduring gains in quality improvement arising from principles-based approaches, compared with the more rapid but plateauing (or even declining) gains from rules-based approaches.*



Source: "Principles-based accreditation: the way forward?" by Lindsay H Heywood

# Tantangan Dalam Implementasi SPMI

1. Terbatasnya sumber daya manusia. Dosen tetap yang bekerja penuh waktu sedikit
2. Kesibukan dan sulitnya mencari waktu bertemu
3. Tidak semua pegawai punya pemahaman yang sama
4. Dukungan dana terbatas
5. Rendahnya dukungan dari pimpinan atau unit lain
6. Tidak paham dan tidak ada contoh
7. Dukungan data lemah. Sistem informasi belum terbangun dengan baik
8. Dokumen SPMI belum tersedia dan siklus SPMI belum berjalan

# PCR - IQA Implementation

## PCR- Self Evaluation on Accreditation Process (2016)

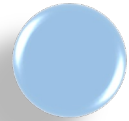


- 1. Lack of understanding on the accreditation instrument.**
- 2. Many policies and SOP are not documented**
- 3. Information system developed without considering accreditation's need**
- 4. Lack of IQA Documents and implementation**

# PCR Strategies on Implementing IQA

- ❖ **Management commitment** on continuous quality improvement. The commitment supported by Yayasan. **Management should be role model**
- ❖ **IQA documents**, including KPI, were developed by **involving all internal stakeholders**
- ❖ Documents were **completing while implementing IQA**. Don't wait until everything is perfect. IQA is a **never-ending story**.
- ❖ **Everybody** in the organization responsible to **comply with IQA policy** and contribute to achieve organization target indicator.
- ❖ **Good Communication and Transparency**
- ❖ **Information systems** were developed and synchronized with accreditation standard and process

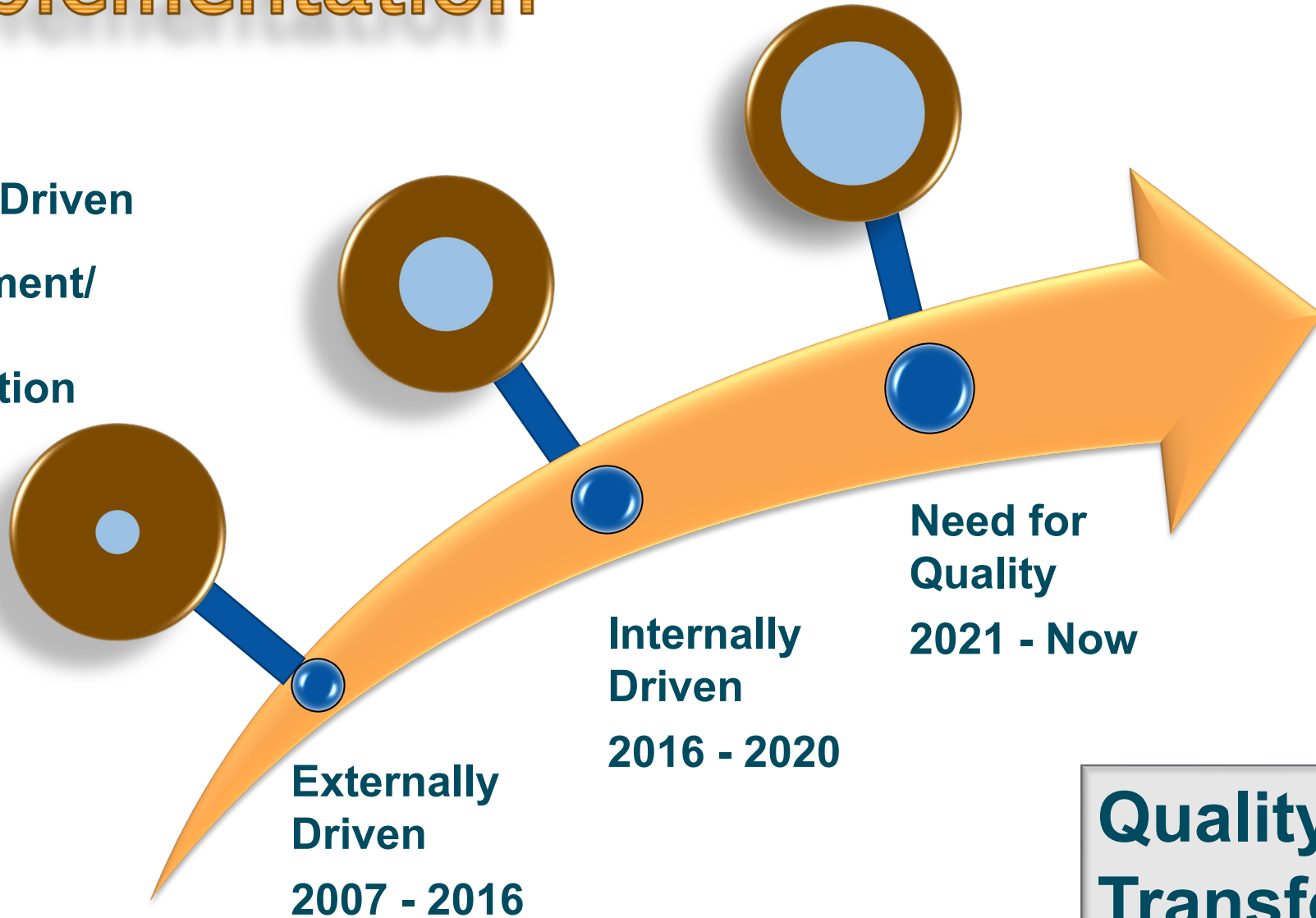
# IQA Implementation



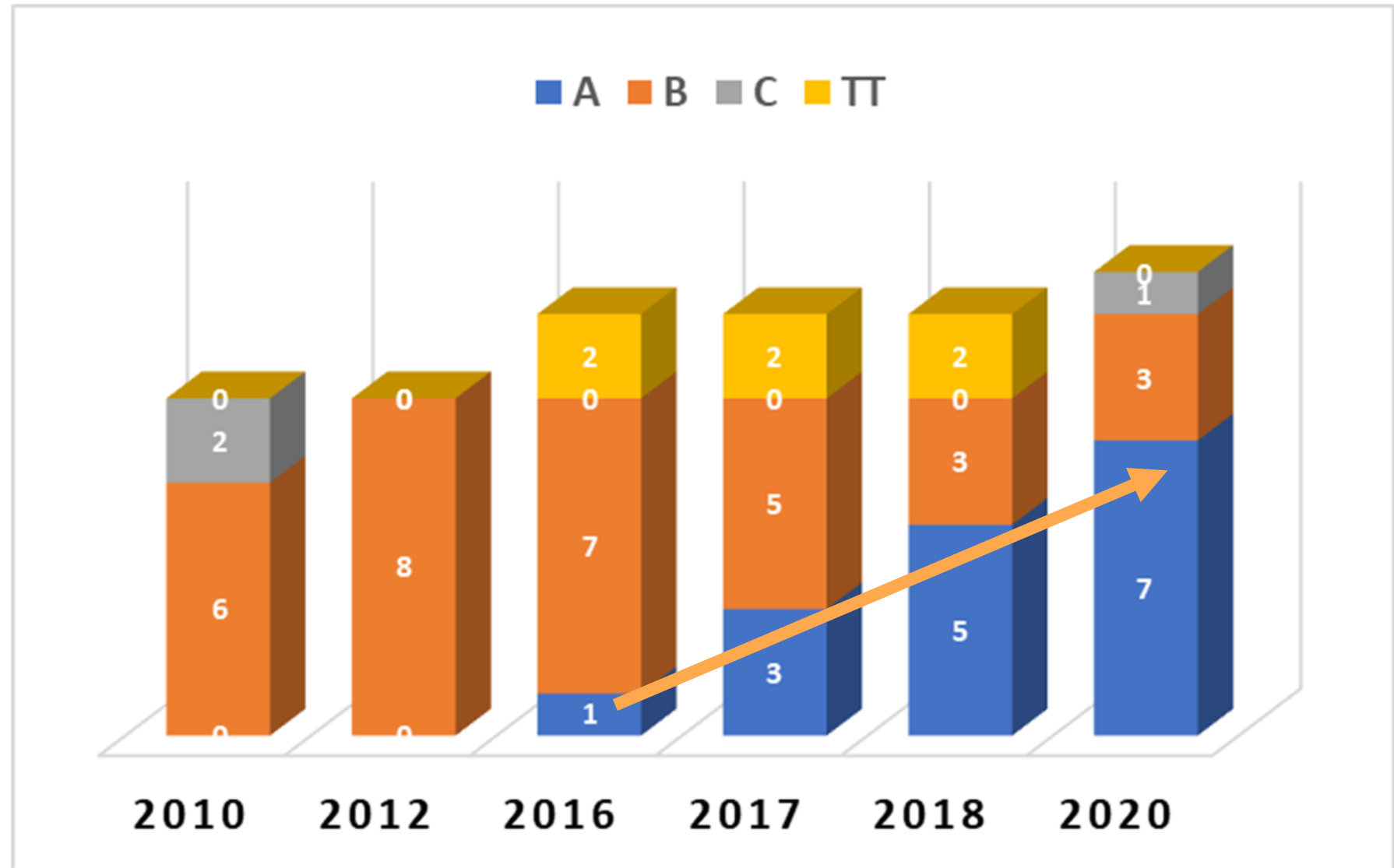
**Internal Driven**



**Government/  
external  
Intervention**



# Progress of study program accreditation 2010 - 2020





**TERIMA KASIH**  
**Selamat Mewujudkan**  
**Budaya Mutu**

