

## Partnership Planning between Petra Christian University and High Schools in Supporting Admission Process

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### Abstract

*This study aims to describe and analyze the planning of private university partnership (Petra Christian University - PCU) with high schools with new student enrollment scope focusing on strategic plans of partnership, understanding resource strengths, and adjusting plans with existing opportunities. The research method used is descriptive research with qualitative approach. The result of this research is that the strategic planning of this partnership is done with enrollment program of achievement path, workshop for principals or counselors of high schools, parenting program, hospitality visit and attending exhibition in high schools. Factors inhibiting partnership of PCU-high school is the existence of departmental territoriality that leads to the cause of the flow of information less smoothly. Human resources need to more understand that handling tangible and intangible resources directly related to partnerships need to be improved so that when interacting with potential partners the organization will be more convincing. Opportunities that arise in order to strengthen relationships with high school partners require line managers and staff under them are able to adapt, create and innovate so that opportunities coming up can be converted into effective plans.*

**Keywords:** *partnership, planning, private university, high school, resource*

## 1. INTRODUCTION

Organizations today are struggling and reacting quickly to ever-changing customer expectations and shifting market needs. Maneuverability is required to approach customer expectations by effectively engaging and utilizing internal and external relationships. It is important to ensure that the managed business has sufficient capability in supporting its business mission. Today, connectivity strategies to others and other entities are critical to innovation and overall success. Businesses today must widen connections that provide resources they do not have in their organizations and enable them to move quickly for profit.

In running a business in the modern era, companies need strategic partnerships and alliances both internally and externally. It's a kind of important culture to follow if a company wants its business to run more efficiently and effectively. According to Stephen M. Dent (2006) there are four main advantages for organizations that partner with other entities, namely openness, creativity, agility, and toughness. Speaking of partnerships, universities as an organization are also inseparable from efforts to streamline their resources and work with other entities if they do not have specific resources. State universities and private universities are very open for cooperation with other parties.

What is the urgency of universities to establish partnerships with other parties? Researchers noted at least two things why colleges need to do it, first because universities feel that the resources they have to educate the public at the same time to manage the higher education institutions will be more optimal if they establish partnerships with other entities. Secondly, public and private universities in Indonesia can not be separated from the formulation of *Tri Dharma Perguruan Tinggi* (three missions of a university); A form of university responsibility in the areas of education and teaching, research and development as well as dedication to the people of Indonesia.

According to data downloaded from the institutional website [ristekdikti.go.id](http://ristekdikti.go.id) (2016), the number of both private and public universities in Indonesia as many as 4,445, consist of 2,424 high schools, 1,107 academies, 541 universities, 242 polytechnics, and 131 institutes. The author focuses on private universities as the object of research in which according to the same source there are 2,348 high schools, 1,027 academies, 466 universities, 144 polytechnics, and 99 institutes. On the other hand the number of high schools in Indonesia per second semester of academic year 2015/2016 amounted to 26,451 with the number of students 8,710,760. The database also shows that the number of students in 2016 is 4,908,332 and the number of university students in the range of 59%. In addition, 56% of high school and vocational high school students go to higher education level.

Petra Christian University (PCU) Surabaya as well as research locus, sees partnership with high schools as an important and strategic thing to do. The university realizes that the partnership is done as a form of the implementation of *Tri Dharma Perguruan Tinggi*, but also as a means of sharing potential resources with high schools that ultimately have inputs: (1) high school students and teachers can build quality resources, and on the other hand, (2) PCU also has the opportunity introducing high quality education and teaching services to high school students to become interested in continuing their studies in PCU.

PCU also understands that the complexity of problems around the education world in this globalization era triggers creativity in campus management to build networks and partnerships so as to not only pursue its own growth goals but together with other entities such as high schools, and opt for shared goals and responsibilities with the aim that sustainable effectiveness can be achieved. Crowther & Trott (2004) says that the stages of partnership development begin by: (1) creating an institutional strategic plan for partnership; (2) list assets as institutional strengths as determinants of institutional bargaining positions; (3) build internal mechanisms for communicating with decision making, management and the emergence of ideas, and (4) developing partnership program plans by preparing partnership development policies as well as their management processes.

There are several scope of PCU-high school cooperation, including admission of new students, scholarships, internships, teacher training, student internships, alumni recruitment, and extracurricular activities. Researchers focus on emerging issues with limitations on the issue of partnership planning on the scope of admission process. In the initial observation - the Academic Administration Bureau (BAA), the Bureau of Public Relations and Study Information (PR), and the Bureau of Cooperation and Development Administration (BAKP) - there are some problems that arise such as: (1) departmental territoriality, (2) interrupted communication either inter or between units or bureaus, staff who have not fully understood the

value of the partnership, (3) the terms and conditions of determining high schools partners are not in written documents, and (4) human resources who do the partnerships rigidly and less flexible.

Based on the above facts, the researchers consider the need to conduct a special PCU-high school partnership research on the scope of admission of new students with problem formulation: (1) how is the strategic planning of PCU-high school partnership, and (2) what are the supporting and inhibiting factors of partnership planning.

## **2. RESEARCH METHODS**

Referring to Miles, Huberman, and Saldana (2014), researchers used interactive analysis with four stages of activity: data collection, data condensation, data presentation and conclusion or verification. At the data collection stage, the researcher used: (1) interview data with key informants from BAA, PR, and BAKP, (2) observation of planning process and organizing of PCU-high school partnership; and (3) documents related to research focus such as MoU, SOP, forms and other documents. After the data collection process, the researcher begins the process of condensing the data by selecting, simplifying, creating an abstraction and transforming the obtained data closer to the whole field of field notes, interview transcripts, documents related to PCU-high school partnerships.

The next process is the presentation of data that is the process of organizing, the unification of information that will lead to the conclusion and action required. This process will be helpful in gaining an understanding of what is going on as well as useful for conducting more in-depth analysis or taking action based on the researchers' understanding. The last process of data analysis according to Miles, Huberman and Saldana is the conclusion. The process of drawing this conclusion depends on the collection of field notes, coding, data storage, retrieval methods used, the researcher's skills and the demands of the research funder. In addition, the process of drawing conclusions and verification is also based on data collection, searching for definitions or meanings of things or objects, the regularity of recording of explanations, possible configurations, causal paths, and propositions.

## **3. RESULTS AND DISCUSSION**

### *3.1. PCU-High School partnership planning analysis*

Planning is the selection of organizational goals, the determination of strategies, policies, projects, programs, procedures, methods, systems, budgets, and standards required to achieve goals. Good principles of planning need to take account of several things such as (1) current circumstances, (2) successes and critical success factors, (3) past failures, (4) potential, challenges and constraints, (5) ability to change weakness into strength, and threat into opportunity, (6) engage stakeholders, (7) pay attention to commitment and coordinate stakeholders, (8) consider effectiveness and efficiency, democratic, transparent, realistic and practical, and (9) trial the feasibility of planning (Handoko, 2003; Husaini Usman, 2014).

The strategic planning undertaken by PCU in order to establish partnerships with high schools conducted by the BAA (Admission Division) and Public Relations are as follows:

Partnership Strategic Plan	Activities	Benefits
<p>Improving new admissions service to partner high school students.</p> <p>Organized by BAA (Admission Dept.)</p>	<ol style="list-style-type: none"> <li>1. Offer the Achievement Path cooperation to high schools (without written entrance test). Terms and conditions applied.</li> <li>2. The selection uses data of grade XI report card in softcopy.</li> <li>3. Enroll new students online by adding features for Achievement Path selection so prospective applicants no longer apply manually.</li> </ol>	<ol style="list-style-type: none"> <li>1. With the Achievement Path cooperation, students from the high schools get assurance of acceptance from the beginning will further study with deduction of financial obligation. For PCU, the opportunity to get new qualified students more effectively and efficiently.</li> <li>2. Lighten high school partners or their students due to the collection of registration requirements - hardcopy report card -not required, replaced by softcopy data.</li> <li>3. Facilitate the students in filling in online registration - without filling the report card value - because it has been processed previously by the Admission.</li> </ol>
<p>Improve good relations with high school partners.</p> <p>Organized by PR Office and BAA (Admission Dept.)</p>	<ol style="list-style-type: none"> <li>1. Workshop for Principal or counselor of high school partners.</li> <li>2. Hospitality visits to partner SMA) high school partners.</li> </ol>	<ol style="list-style-type: none"> <li>1. Workshop is useful to improve the quality of high school's human resources with the themes that intersect directly with school management.</li> <li>2. Visit to partners is done so that both parties established strong emotional bond for the smoothness of partnership management.</li> </ol>
<p>Improve the introduction of PCU campuses to high schools.</p> <p>Organized by PR Office and university</p>	<ol style="list-style-type: none"> <li>1. Parenting in high schools</li> <li>2. Education exhibition and Promotion in high schools</li> <li>3. Open House (Petra Parade)</li> </ol>	<ol style="list-style-type: none"> <li>1. Parenting: although this activity is still relatively new but it is quite effective and efficient to reach parents of students to give explanation about lecturing process.</li> <li>2. Education exhibition and promotion are useful for introducing PCU profiles including high quality achievements and facilities from PCU to high school students. For high school, this activity helps provide students insight into high quality education.</li> <li>3. Petra Parade provides an opportunity for high school students to engage in PCU. The university holds competitions with prizes of reduced tuition fees. It also introduces the real college experience with sit-ins in the actual lecture hall.</li> </ol>

Resources are a potential value possessed by a certain material or element in life. In relation to partnership, PCU must prepare resources which will be shared as a form of partnership commitment with high schools. The important question is what resources are valuable, marketable, attracting potential partners, and will be effective as a strong bargaining position with partners? The asset or power of resources that PCU has there are two categories: tangible and intangible. Each resource is crucial to the partnership planning process, especially the enrollment scope of new students.

The survey results of 2149 new student candidates who are students from high schools partnering with PCU - from October to November 2016 - illustrate the power of resources owned by PCU. Satisfaction of physical education facilities in PCU reach 85%. Ease of registration process through online get 74% satisfaction. Communication with admission staff achieved 64% satisfaction. 97% new students prioritize PCU in a first rank of their university choices. The quality of PCU education is considered 51% of respondents excellent and 47% good.

Scanning the external environment is also a matter of concern in partnership planning. Utilization of external environmental scanning aims to filter information to detect emerging trends and then anticipate it with appropriate action (Robbins & Coulther, 2016). Mature planning regardless of developing trends will be useless. Interesting issues to improve the capacity building of councilors of high schools are one example of catching trends and opportunities to further strengthen partnerships. This activity continues every year with themes that are very touching directly with the dynamics of teaching and learning process and how to administer these activities to be more optimal.

Another thing that PCU has done in order to adjust the partnership plan to opportunity is by attending education exhibition invitation which is usually held by high schools. There is a symbiotic relationship of mutualism between high schools and universities in the activity. The PCU considers such activities to be not only an opportunity to introduce the university profile but also an opportunity to forge new partnerships and maintain existing partnerships within the scope of admission. PCU regularly every year tries to attend the activities of these high schools.

### *3.2. Driving factors and inhibiting factors of PCU – high schools' partnership planning*

In planning partnerships, PCU has resources that can be a driving factor as follows:

- a) Campus physical facilities that enable PCU to have good bargaining position with High School. These facilities include self-development facilities (Independent Learning Center, English Language Learning Center, Career Center, etc.), Research and Academic Facilities (multi-media lecture hall, three-story library with complete physical and digital collections, hospitality laboratory, stock exchange laboratory, entrepreneurship laboratory, etc.), Public Facilities (polyclinics, adequate parking, campus TV, etc.), Technology Infrastructure Facility (internet hotspot cover 95% of campus area, video conference, Other), and Management Information System: [sim.petra.ac.id](http://sim.petra.ac.id)
- b) Positive public perceptions of the PCU such as the ease of the new student enrollment process, the ease of communication with the campus staff, the perception that PCU is a top priority choice in enrolling in college, the perception of good PCU quality, and qualified lecturer resources.
- c) Adequate budgets for partnership and admissions activities. Activities proposed by both PR office and BAA, each budget always gets approval from and always evaluated annually by the Rector.
- d) Cooperation between PCU and various qualified overseas universities such as: study-exchange, joint or double degree, Petra Summer Program, Asia Summer Program, scholarships, and others.
- e) Positive assessment result or appreciation from inside and outside the country. Regarding this matter, PCU is declared as the best private university in Indonesia (2015 and 2016) by Ministry of Research, Technology, and Higher Education (<http://pemerintahan.ristekdikti.go.id/index.php>). International organization awards are also pinned to the PCU, including the Global Accreditation Association with a 5-star level in 2014.

In PCU-high school partnership planning, there are still obstacles. Observations of researchers found there are at least five factors inhibiting partnership planning. They are:

- a) Departmental territoriality. When there is a problem or complaint over an ongoing partnership, the staff of a unit thinks that the problem cannot be handled by one unit, but must coordinate with other units that must have its own authority. Such a response will result in partner's side. The problems can not be resolved immediately because of the concept of departmental thinking (segmented by unit). These conditions resulted in the running of partnership programs that have been planned by each unit to be ineffective.
- b) Important information about planning a partnership can not flow to other staffs handling a partnership. For example, when BAA determines a new high school to be a partner, other units such as Public Relations can not immediately know the update of such information. The effect of the inappropriateness of the information flow is the inaccuracy of information submitted by the PR staff to the school

management or high school students during an education exhibition. This is due to the management of partnerships by three different units (PR, BAA, and BAKP).

- c) Staff who have not fully understood the value of the partnership. The point that researchers are looking at is to see a formal partnership of PCU-high school including their rights and obligations for the purpose of complement each other with their respective resources in order to achieve the effectiveness and quality of the program within the scope of admission process. Attitudes that prioritize the interests of the organization should be placed above all personal problems that interfere with professionalism.
- d) Terms and conditions of determining high school partners not yet exist in written document. In the PCU-high school partnership planning process in the scope of new student enrollment, it is found that no prior terms or conditions have been found, including considerations of whether a high school is eligible to partner with PCU, which should be written as a guideline for the executor of the partnership. So far there has been no document about the terms and conditions in choosing partner High School in the scope of admission partnership. So it is still an unwritten policy passing down from the previous leader to the next leader.
- e) Acting procedurally and less flexible. It is important that the partnership be realized in formal clauses in the formal agreement because it involves the fulfillment of the rights and obligations of each party - as well as procedures for partnership activities established for the purpose of its administrative order; But will be a rigidity in its implementation if there is no flexibility in responding to emerging problems. In an interview with a councilor of a private school in Semarang city, he stated that in responding to something, private high schools that rely on certain religious foundations tend to be long in bureaucracy.

#### **4. CONCLUSION**

Recruitment of qualified new students is an important factor in the continuity of an organization of higher education, especially private universities. The PCU-high school partnership becomes a strategic policy in the face of competition in the business world of higher education. The main advantages for organizations partnering with other entities are openness, creativity, agility, and toughness. For that reasons, it is needed a dynamic organization, flexible and adaptive in planning as follows:

- a) The PCU-high school partnership planning in the scope of new student enrollment is done by: (1) strategic planning of partnership with activities or programs such as delivering achievement path for admission, workshop for principals or councilors, parenting, hospitality visit to high schools, and attending education exhibition at high schools; (2) Understanding of tangible and intangible resource assets or strengths; and (3) Trying to adjust the planning to emerging opportunities. The partnership strategic plan that has been implemented so far is still relevant to continue. However, there is still a need for other strategic and innovative partnership ideas to emerge with more in-depth research, beyond existing activities or programs. Understanding of human resources (BAA, PR and BAKP) at all levels will be tangible and intangible resource strength related directly to partnerships need to be improved so that when interacting with potential partners will be more convincing. The quality of human resources can continue to be improved through more specific HR training and capacity building such as excellent customer service and excellent partnership. Opportunities that arise in order to strengthen relationships with partners requires that line managers and staff under it are able to adapt, create and innovate so that opportunities can be carefully planned.
- b) The strength of both tangible and intangible resources owned by PCU is the driving factor for the implementation of the planning process. Associated line managers (BAA, PR and BAKP) are expected to utilize the driving factors in their organization's strategic planning related to the partnership. With these driving factors, unit managers can assess what they have and will walk toward organizational goals more directed with strategic steps in partnering with high schools.
- c) Inhibiting factors such as departmental territoriality in partnership planning, the structure of three different organizations (PR, BAA, and BAKP) can be reduced by increasing coordination while planning the partnership including cross-organizational communication by utilizing information technology. Human resources who do not fully understand the value of the partnership are expected to be trained on how to work in cooperation with an effective external party. It also needs to improve product-knowledge, understanding the vision and mission of PCU so that the attitude of staff would be active, innovative, and more organic in work. In order to facilitate and speed up decision making by line

managers in the problems that arise in PCU-high school partnership programs or activities, a standardized partnership policy document that contains the terms and conditions for choosing partner High School and standard clauses is needed to discuss with the partner. With information systems technology, it is possible to record whatever policy histories have been taken by line managers so that the executing staff at least have an idea of what they should do or behave when finding problems in the field, but are expected to be far from procedural and rigid.

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