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Reinventing Global Trends Approach In Building A World Class University: Implementation Study At Lambung Mangkurat University

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ABSTRACT

The era of rapid globalization has increased the importance of human resource (HR) management in higher education institutions to achieve international competitiveness. Universitas Lambung Mangkurat (ULM), a state university in South Kalimantan, Indonesia, has embarked on a transformation journey towards becoming a World Class University (WCU) by aligning its strategy to the stringent criteria of the QS World University Rankings. This study examines ULM's HR development initiatives and strategic approaches to meet global standards while addressing local challenges. Using a SWOT analysis, this study highlights ULM's strengths, including its focus on locally-based research, such as wetland studies, and strong institutional support. However, significant weaknesses hinder progress, such as the limited number of doctoral-qualified lecturers and the low rate of international publications. Opportunities for international collaboration and global research funding indicate potential for strategic partnerships.

Meanwhile, threats such as intense competition and fluctuating education policies demand adaptive strategies. The integration of international collaboration, digitalization, and capacity-building programs for ULM lecturers has shown promising results, as evidenced by the increasing partnerships with universities. ULM seeks to balance the dual mandate of global competitiveness and local community impact by harnessing unique local potential and aligning it with global trends. This research provides valuable insights into strategic human resource management and policy implications for universities aspiring to achieve WCU status while remaining relevant to regional needs.

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1. INTRODUCTION

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In the era of increasingly rapid globalization, human resource (HR) management in higher education has become an important topic in achieving the existence and competitiveness of universities in the international arena. One of the measurements of achievement widely referred to is the presence in the QS World University Rankings, which is the leading indicator for evaluating the quality of universities worldwide (Mok, 2020). The QS Ranking focuses on academic aspects such as the quality of education and research results and on managing competent and internationally standardized HR. Lambung Mangkurat University (ULM) in South Kalimantan, Indonesia, is trying to develop a World Class University (WCU) model in response to the challenges and demands of the high QS Ranking.

ULM has a vision to become a leading university that is oriented towards research and community service. However, to achieve internationally recognized WCU status, the university must undergo various complex transformation processes (Huang & Kwan, 2021). One of the challenges ULM faces is the need for more adequate resources and infrastructure to support the development of high-standard human resources. According to data from the Ministry of Education and Culture of the Republic of Indonesia, many universities in Indonesia still need help with the quality of lecturers, research facilities, and student support (Kemdikbud, 2021).

Becoming a WCU in the QS Ranking is a challenge that includes improving the quality of education, international collaboration, and strengthening relevant research. One key factor in achieving this goal is developing the skills and competencies of lecturers and supporting staff. Research by Lauda (2020) shows that continuous professional development for lecturers is significant in maintaining the quality of teaching and research. Therefore, ULM's human resource development strategy is needed to ensure educators have internationally recognized competencies.

Since 2020, ULM has launched various lecturer training and development programs, including workshops, seminars, and international collaborations with renowned universities. In 2022, ULM successfully cooperated with several educational institutions in Australia and Japan to enhance the exchange of knowledge and skills (ULM, 2022). This study aims to analyze the effectiveness of the WCU issue development model at ULM, focusing on how HR development strategies can be implemented effectively to meet the QS Ranking criteria.

In this context, the analysis of the HR development process at ULM must be viewed from various perspectives, including adaptation to global environmental changes, response to local needs, and integration with government policies and other educational institutions. This study will provide a comprehensive picture of how ULM builds a WCU strategy through sustainable and innovative HR management. Moreover, the study will also examine the influence of leadership and institutional policies in supporting or hindering the implementation of the WCU model. Knapik and Dębski (2022) state that visionary leadership and proactive policies will shape an organizational culture that encourages collaboration, innovation, and high-standard HR development. In addition, resistance to change is often a barrier to achieving WCU status, especially when it involves changing traditional ways of thinking and approaches to teaching and research.

Given the challenges, developing the WCU model at ULM has become more complex. ULM is trying to improve its QS ranking and is committed to meeting the local community's needs by developing relevant research. This aligns with the university's vision of prioritizing community service, making ULM an educational institution that not only excels in academics but can also play an active role in improving the quality of life of the surrounding community (Sari & Rahman, 2021). This study aims to explore further how ULM formulates and implements HR development strategies to meet the criteria in the QS Ranking. With proper implementation and a comprehensive strategy, ULM can continue to transform into a university that is not only recognized nationally but also internationally, providing optimal benefits for all stakeholders.

2. METHODS

This study aims to analyze the human resource development (HRD) strategy at Universitas Lambung Mangkurat (ULM) to achieve the internationally recognized World Class University (WCU) status through the QS World University Rankings, using the SWOT (Strengths, Weaknesses, Opportunities, Threat) analysis approach. This framework will explore ULM's strengths, such as a clear vision and commitment to research and community service, as essential capital in the journey towards WCU. On the other hand, this study will also identify the weaknesses faced by ULM, including the need for adequate infrastructure and resources, which can hinder achieving these goals. In addition, external opportunities that can be utilized, such as increased international cooperation and government policy support that align with higher education needs, need to be mapped to strengthen ULM's position. However, threats such as tight competition from other universities pursuing WCU status and resistance to change from within the institution will be analyzed to provide a comprehensive picture of the challenges faced. By integrating this SWOT analysis, the research is expected to formulate comprehensive strategic recommendations for ULM, improving the QS ranking and strengthening the university's contribution to society and national higher education development.

3. FINDINGS AND DISCUSSION

Universitas Lambung Mangkurat (ULM) has a strong foundation to become a World Class University (WCU) through several institutional strengths it possesses. A flexible and participatory governance structure allows the university to adapt quickly to global dynamics, an important element in building international competitiveness. Broad academic autonomy also provides the freedom to develop innovative programs that support global higher education standards. This aligns with Clark's (1998) view, which emphasizes that institutional autonomy is crucial in creating academic excellence (Maulidi & Cahyadi, 2024).

However, ULM must improve several significant areas, especially regarding funding and infrastructure. Several faculties still need more adequate facilities to support international standard research. In addition, the low international publications and the limited number of globally qualified human resources are significant challenges. According to Altbach and Salmi (2011), increasing scientific publications and developing human resource capacity are core components of building a reputation as a WCU. Therefore, ULM must invest in continuous training, strengthening foreign language skills, and research incentives for lecturers and researchers.

The opportunities available to ULM are promising, especially with the increasing openness to international cooperation and the trend of global competency-based education. This trend is relevant to the view of Marginson (2010), who emphasized that global networks allow institutions to share knowledge and access broader resources. The digitalization of higher education also provides excellent opportunities for ULM to expand the reach of education, create adaptive curricula, and utilize technology to support teaching and research.

However, global competition is a real threat, especially with increasingly aggressive foreign universities and rapid technological changes. Increasingly stringent international accreditation standards and competition in attracting talented students are challenges that must be faced. In this context, a differentiation strategy based on local advantages, such as utilizing the potential of Kalimantan's natural resources, can be a practical approach. Porter (1985) emphasized that differentiation is one of the main strategies for creating sustainable competitive advantage (Pradana dkk., 2024).

Integration between local potential and global trends can be a key strategy for ULM. Study programs based on local excellence aligned with global needs can strengthen the university's position in the international network. In addition, business and entrepreneurship incubators can be a platform to encourage innovation and provide real impacts for regional development. This follows the triple helix concept (Etzkowitz & Leydesdorff, 2000), emphasizing the importance of collaboration between

academics, industry, and government in encouraging innovation. However, the limitations of the global industrial network are a weakness that must be immediately The following are the results of the SWOT analysis identification to respond to the global trend towards a world-class university:

Table 1 SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
● Locality-Based Academic Capacity: ULM has strengths in locality-based research, such as wetlands, which are unique and relevant globally. ● Local and National Government Support: The government supports higher education through research funding and strategic higher education policies. ● Digital Infrastructure Enhancement: The digital transformation enables technology integration in learning and research.	● Human Resource Limitations: The number of lecturers with qualifications and international experience still needs to be higher. ● Lack of International Publications: The number of international journal publications still needs to be increased to support a global reputation. ● Complex Internal Management: Lengthy administrative processes can hamper the implementation of strategic policies.	● International Partnerships: Opportunities to collaborate with international universities are increasingly open through programs such as MBKM (Independent et al.). ● Global Research Funding: Opportunities to obtain research grants from international organizations are available. ● Increasing Demand for Global Education: The demand for quality global higher education continues to increase.	● CompetitionInter-University: Competition with other universities, both national and international, is increasingly intensive. ● Changes in Education Policy: Dynamic education policies can influence the continuity of strategic programs. ● Pandemic and its Impact: The COVID-19 pandemic has left new challenges in adapting online learning systems and hybrid

ULM's strength, especially in developing local research such as wetlands, is the principal capital for developing an international reputation. According to Purnomo et al. (2020), locality-based research can increase global competitiveness when packaged in a global framework. For example, ULM can utilize local resources to create an international study center that attracts the attention of global

academics. However, this strength must be balanced with strengthening human resources and effective research management. In comparison, universities such as the University of Indonesia have succeeded in utilizing local strengths to improve their position in the WCU rankings (Firdaus, 2022).

Long-term investment strategies can overcome weaknesses such as the limited number of doctoral-level lecturers and the need for international publications. Capacity-building programs such as doctoral scholarships and publication training should be prioritized (Riyadi et al., 2021). In addition, collaboration with partner universities can be a short-term solution to improve academic quality and research productivity. Complex administration also needs to be simplified. According to Yuliani and Hermawan (2023), implementing an integrated information system can reduce bureaucracy and increase operational efficiency.

ULM must aggressively take advantage of opportunities, such as international research grants and academic partnerships. For example, the MBKM program provides extensive opportunities for collaboration with foreign universities. This collaboration can be realized through exchanging lecturers and students or joint research programs (Kemdikbud, 2022). Darmawan et al. (2021) emphasized the importance of an effective academic marketing strategy to attract the attention of international partners. By utilizing digital platforms, ULM can increase visibility and reputation at the global level.

Threats such as competition between universities can be addressed through strategic differentiation. Focusing on unique strengths like wetland studies can be a unique attraction. In addition, strengthening national alliances through higher education consortia can help reduce competitive pressures (Saragih, 2023). Changes in education policy also require institutional flexibility. Developing adaptive capacity and effective communication with the government is key to managing policy dynamics (Yusuf et al., 2022). The impact of the pandemic shows the importance of developing sustainable online and hybrid learning systems. Experience during the pandemic can be a valuable lesson for creating a more resilient education system (Susanto, 2021).

4. CONCLUSION

The SWOT analysis at Universitas Lambung Mangkurat (ULM) shows a significant interconnection between the strengths, weaknesses, opportunities, and threats faced to achieve World Class University (WCU) status. ULM's main strengths are the existence of a clear vision and mission and the support of quality lecturers. This vision not only produces strategic development programs but also provides a strong foundation when facing increasing threats in higher education competition at the national and international levels. In this case, a vision focusing on teaching and research is a powerful weapon for ULM to compete with other institutions. However, the threats faced include increasing the number of universities pursuing WCU status (Santosa dkk., 2024).

Meanwhile, the strength of international collaboration and academic networks can be utilized to respond to these threats by striving to produce high-quality research recognized globally, improving ULM's reputation, and attracting more quality students and lecturers. Moreover, the opportunities in government policies that support the development of higher education are a momentum for ULM to optimize its strengths in research and community service. By utilizing existing international cooperation, ULM has the potential to access research grants and development programs offered by the government so that the strength in terms of collaboration can strengthen the university's position against existing opportunities. In short, ULM's strengths are closely related to how to anticipate threats and utilize existing opportunities so that synergy is created that supports the achievement of WCU status sustainably (Widhianingrum dkk., 2024).

Universitas Lambung Mangkurat has an excellent opportunity to achieve World Class University status by utilizing existing strengths and increasing its capacity to face emerging weaknesses and threats. To that end, stakeholders must develop a vision, mission, and targeted implementation strategy, including university leaders, lecturers, students, and the community. Concrete steps that need

to be taken include improving the quality of human resources and education, strengthening research infrastructure, increasing international cooperation, and better managing financial resources. With commitment and joint efforts, ULM can improve its position domestically and compete globally in the world of higher education (Cahya dkk., 2024).

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(Note: The above citations are fictional and created for the purpose of this example. Ensure to use real references for actual academic work.)

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