

## Kajian strategi sekolah tinggi ilmu administrasi lembaga administrasi negara (STIA-LAN) merespon perubahan lingkungan stratejik

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### Abstrak

Since the Law Number 20 Year 2003: National Education System has been launched, STIA-LAN, as one of many universities that specialized in the field of governmental specific function, has been impacted by this regulation, both directly and indirectly. This law has restricted and forced STIA-LAN to change their status in order to comply with the regulation. On the other side, STIA-LAN has also to fulfill its function in according with Presidential Decree Number 100 year 1999. Facing with these conditions, STIA - LAN has to make some adjustment in order to respond the environmental change. The adjustment should be done in such way that the change is planned systematically and well prepared.

This thesis proposed two research questions to be answered, i.e.: which are strategic environmental factor that drive STIA LAN to be changed? And, what are the strategies to has be taken in responding to the strategic environmental change? In order to answer these questions, a research has been conducted. The research used quantitative and qualitative approaches. The framework of this research can be explained, as follow: first, identification strategic environmental factors that forced the change, both external and internal. This step was taken to analyze the current position of STIA-LAN. The analysis was using SWOT analysis with internal/external matrix. The next step was identification of key success factors that lead to performance to be fulfilled in responding with effective and efficient changing plan. After these steps, it was formulated change strategy based on Change Management Model proposed by Berger. Data and information for the analysis were gathered through interview and survey to key informants who are expert on the research substance.

Based on the data and information gathered, the next step was analyzing the position of STIA-LAN by using External/Internal Matrix, which is in the position of growth and stability. This means that STIA-LAN has to take growth or maintain the stability. In other words, STIA-LAN has to expand their market or open the new market, produce the new products, and also use the technology to support their educational process.

Based on the reassessment and key success factors, then, can be drawn the change strategy as follows:

- a. Restatement of mission. This restatement is targeted to be the reference for the change plan
- b. Conducting marker research, in accordance with new product of SI and 52 that are going to be sold to the public
- c. Designing new product based on the market research, including which market to be targeted.
- d. Formulating strategic planning, in accordance with systemic change
- e. Organizing the educational process based on the regulation
- f. Identifying the competence need, in accordance with employee competence adjustment to the new look of STIA-LAN

- g. Adjusting the STIA-LAN facilities in order to comply with education standard
- h. Preparing the plan for facing the competition with other universities through low cost and differentiation strategy, and market penetration strategy
- i. Preparing for the problem of resistance to change.
- j. Conducting step for change socialization to all stakeholder
- k. Conducting strategic alliance with other universities.