

PROGRAM DEVELOPMENT STRATEGIES IN ACHIEVING THE VISION AND MISSION OF THE FACULTY THROUGH THE UNDERSTANDING OF ACADEMIC COMMUNITY

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*Corresponding Author, Received: April 10, 2023. Revised: May 11, 2023. Accepted: June 05, 2023



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ABSTRACT: The vision of the Faculty of Education and Teacher Training at Pattimura University is to create an outstanding faculty that produces professional, innovative, and ethical educators. The mission of the faculty is to produce graduates who have academic ability, strong character, and reliable professional skills. The purpose of this research is to measure the level of academic community understanding about the implementation of the vision and mission, and to provide strategies to achieve them. The study was conducted at the Faculty of Education and Teacher Training at Pattimura University, using a quantitative descriptive method with a total of 158 respondents. The results of the research showed that the sources of information were from the website and online media, and the academic community had a good understanding of the faculty's vision and mission. The academic community also evaluated the support from the faculty in achieving its vision and mission. To improve understanding and achieve the faculty's vision and mission, strategies such as optimizing the faculty website's user-friendly display, improving available facilities, regularly optimizing the use of social media to reach out to the public, enhancing the quality of educators, and developing a network of cooperation among educational institutions should be implemented.

Keywords: *Vision Mission, Academic Community, Recommendations, SWOT*

1. INTRODUCTION

The vision and mission of an organization are two important concepts that form the foundation of its direction and purpose. The organizational vision refers to an idealized picture of the future that the organization aims to achieve in the long term. It is crucial to have a strong vision and mission in building the long-term success of an organization [1]. On the other hand, the organizational mission is a statement that describes the general purpose of the organization and identifies how the organization will achieve those objectives. The vision and mission of an organization help guide its decisions and actions in achieving their goals. The organizational vision provides a long-term goal to be achieved, while the mission provides direction and focus on the actions that can be taken to achieve that vision. Clear and measurable vision and mission will assist the organization in identifying opportunities and challenges, as well as guiding appropriate strategic decisions [2].

The vision and mission in higher education are

two important concepts that form the foundation of the direction and goals of higher education institutions. The vision of higher education refers to an idealized picture of the future that the institution aims to achieve in the long term, while the mission of higher education is a statement that describes the general objectives of the institution and identifies how the institution will achieve those objectives. The vision and mission of higher education play a significant role in guiding the decisions and actions of higher education institutions in achieving their goals. The vision of higher education provides a long-term goal to be achieved, while the mission of higher education provides direction and focus on the actions that can be taken to achieve that vision. The importance of the vision and mission of universities is evident in the context of national strategic plans [3].

In the context of higher education, vision and mission play a crucial role in shaping the identity of the institution and strengthening its brand. Clear and well-defined vision and mission can assist higher education institutions in developing effective strategies to achieve their goals in terms

of educational quality, human resource development, and contributions to society and the nation. The vision and mission of a university serve as the foundation of a strong organizational culture and the commitment of the entire academic community in achieving common goals [4]. In the era of globalization and rapid technological advancements, the vision and mission of higher education become increasingly important to ensure that institutions can compete internationally and produce graduates capable of adapting to the dynamic world of work. The importance of the vision and mission of universities lies in implementing the three pillars of higher education, especially in enhancing the quality of graduates in the era of globalization [5]. Therefore, every higher education institution should carefully consider its vision and mission, ensuring that they accurately and effectively represent the goals and values of the institution. A clear vision and mission can also motivate and guide the entire academic community to work together in achieving common goals [6].

The vision and mission of the Faculty of Teacher Training and Education at Pattimura University play a significant role in shaping the identity and future development direction of the faculty. The vision of the Faculty of Teacher Training and Education at Pattimura University is to create an excellent faculty in producing professional, innovative, and ethical educators. Meanwhile, the mission of the Faculty of Teacher Training and Education at Pattimura University is to produce graduates with strong academic abilities, personal qualities, and professional skills.

This vision and mission demonstrate the Faculty of Teacher Training and Education at Pattimura University's commitment to making significant contributions to the field of education, both at the local, national, and international levels. In this regard, the Faculty of Teacher Training and Education at Pattimura University places education as the primary factor in developing high-quality human resources. This clear vision and mission serve as the foundation for developing various study programs within the Faculty of Teacher Training and Education at Pattimura University, such as teacher education and educational psychology. In building and developing these study programs, the Faculty of Teacher Training and Education at Pattimura University emphasizes the application of scientific principles in education and the development of professional, ethical educators who can compete globally.

Therefore, the Faculty of Teacher Training and Education at Pattimura University places research and development activities as a priority in efforts to enhance the quality of education and educators, and to implement the three pillars of higher

education in preparing high-quality human resources [7]. In this context, the Faculty of Teacher Training and Education at Pattimura University strives to strengthen collaborative networks with various educational institutions and organizations both domestically and internationally to broaden academic insights and experiences. With a clear vision and mission, the Faculty of Teacher Training and Education at Pattimura University is committed to providing quality education that produces highly competitive graduates capable of making positive contributions to society, the nation, and the country.

Program development in achieving the vision and mission of the faculty is a crucial aspect in enhancing the quality of education and services for the academic community. To attain these goals, clear understanding and active participation from all members of the academic community, including educators, students, and administrative staff, are essential. A clear understanding of the organizational vision and mission can positively influence the process of ethical decision-making [8]. In this context, the academic community's understanding of the faculty's vision and mission becomes a key factor in program development. Through accurate comprehension and active participation from the entire academic community, the resulting programs can be more relevant and aligned with the faculty's needs and objectives.

The understanding of the academic community regarding the vision and mission of the faculty can also help identify the strengths, weaknesses, opportunities, and challenges faced by the faculty in achieving its vision and mission. This serves as a basis for developing appropriate strategies and programs to maximize strengths and opportunities, as well as overcome weaknesses and challenges. Therefore, it is important for the faculty to continuously strengthen communication and active participation from the entire academic community in program development. The significance of effective communication in achieving organizational goals, including the vision and mission, cannot be overstated [9]. Consequently, the resulting programs can be more targeted, effective, and efficient in achieving the faculty's vision and mission, as well as providing greater benefits to society.

The objective of this research is to measure the extent of understanding among the academic community regarding the implementation of policies in achieving the faculty's vision and mission. Additionally, through this research, it is expected to contribute to program development to enhance the understanding and progress in achieving the faculty's vision and mission.

2. RESEACH METHODS

This research utilizes a survey method in the form of quantitative descriptive research. Quantitative descriptive method is a research method that aims to describe or depict a phenomenon or observed variables numerically. This method is used to describe or provide a general overview of the characteristics of variables measured in the research. In this method, the researcher will collect data using pre-planned instruments, such as questionnaires or surveys. The collected data will then be analyzed quantitatively using percentage techniques [10]. The sampling technique employed is random sampling, with a total of 158 respondents consisting of 26 lecturers and 132 students. The obtained data will be analyzed using descriptive statistical analysis.

The data obtained from the respondents regarding their understanding of the faculty's vision and mission will be interpreted in the form of graphs and will serve as the basis for determining the factors for SWOT analysis. The SWOT analysis method can be used to analyze the

internal and external factors related to the faculty's efforts in achieving its vision and mission. Firstly, the SWOT analysis can be conducted by identifying the strengths, weaknesses, opportunities, and threats to the faculty's vision and mission. Data can be collected through interviews with faculty staff, lecturers, students, alumni, and other relevant stakeholders. The results of the SWOT analysis can be used to determine the strategic direction of the faculty and evaluate its current performance.

3. RESULT AND DISCUSSION

3.1 Sources of Information for Academic Community to Understand the Vision and Mission

The level of understanding of the academic community regarding the faculty's vision and mission can be inferred by identifying the sources through which they obtain information. Below is the percentage of sources used by the academic community to understand the faculty's vision and mission

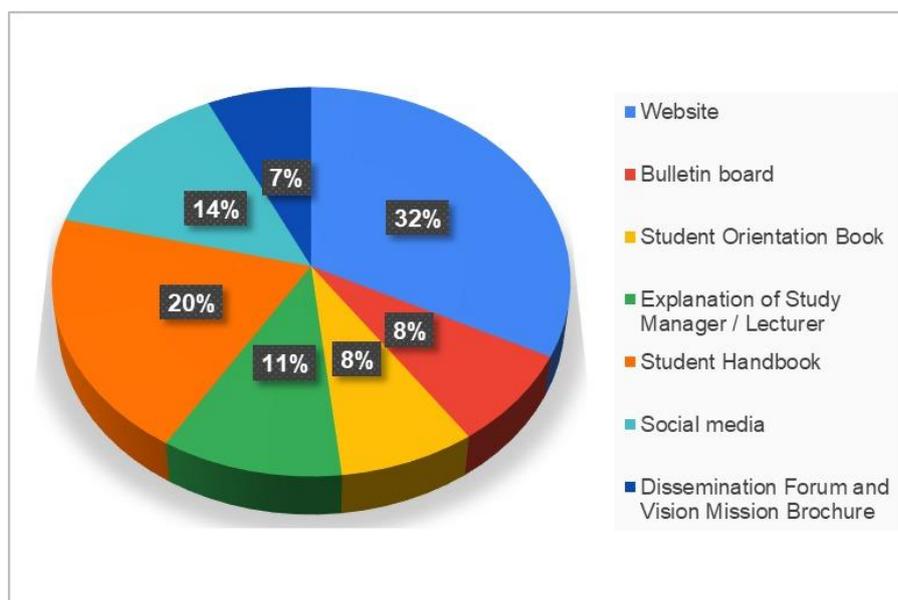


Fig. 1 Percentage of Information Sources for Academic Community to Understand Faculty's Vision and Mission

Based on the above graph, it can be seen that 46% of the academic community obtains information online (websites and social media), while 54% of the academic community acquires information offline through notice boards, student orientation books, study management

explanations/lecturers, and student handbook books. All online and offline sources of information contribute to providing information to every academic community member in the Faculty of Teacher Education and Educational Sciences at Pattimura University.

In this advanced digital era, information sources about the faculty's vision and mission can be easily and efficiently accessed online. One of the main sources of information is the official website of the faculty, where the vision and mission are usually clearly displayed on the homepage or in the "About Us" section. The official website provides more detailed information about the faculty's vision and mission, such as the goals to be achieved, academic programs offered, and achievements obtained. Additionally, the website also provides information about faculty members, administrative staff, and students, making it easier for anyone interested in learning more about the faculty to navigate through the information. Websites can be used for effective visual communication to convey the faculty's vision and mission [11].

Social media can also be an efficient source of information to learn about the faculty's vision and mission. Faculties can post information about their vision and mission on their social media accounts, such as Twitter, Facebook, or Instagram. This allows people to easily and quickly access information about the faculty's vision and mission through their mobile devices or computers. Instagram, in particular, is used by universities to promote their vision and mission [12].

3.2 Understanding of Academic Community Regarding the Faculty's Vision and Mission

The level of understanding of the academic community regarding the vision and mission of the Faculty of Teacher Education and Educational Sciences, Pattimura University, was obtained from a questionnaire survey representing the understanding of the vision and mission. The questions were designed to assess whether the academic community is aware of, understands, or remembers the faculty's vision and mission. The percentage of understanding among the academic community can be seen in the following graph.

Based on the data above, it can be observed that the majority of the academic community understands the vision and mission of the Faculty of Education and Teacher Training at Pattimura University. 38.85% of the academic community has a sufficient understanding, 46.54% understands, and 12.58% have a high understanding of the vision and mission of the faculty. On the other hand, 4.72% of the academic community does not understand, and 0.31% have a very low understanding of the vision and mission of the faculty. The high level of understanding among the academic community is attributed to the easy access to information available to them.

Strong Leadership: A faculty with strong leadership that can inspire all members of the

academic community will facilitate a better understanding of the vision and mission. Clear and consistent leadership in communicating the vision and mission will enable all members of the academic community to better comprehend and appreciate these goals. Transformational leadership can motivate and inspire the entire academic community, foster a culture of innovation, improve organizational performance, and achieve strategic goals of higher education institutions [13]. **Effective Communication:** Effective communication between faculty leadership and all members of the academic community will facilitate understanding of the vision and mission. Open, clear, and continuous communication will make it easier for all members of the academic community to comprehend the faculty's goals. **Strong Academic Culture:** A faculty with a strong and well-structured academic culture will facilitate understanding of the vision and mission. A positive academic culture will help strengthen awareness of the faculty's goals and engage all members of the academic community in implementing programs aligned with the vision and mission. A strong academic culture can influence productivity, motivation, and employee satisfaction in higher education institutions [14]. The measurement of faculty support aims to assess the perceived implementation of policies to realize the vision and mission as perceived by the academic community. Based on the data above, it can be observed that the majority of the academic community understands the vision and mission of the Faculty of Education and Teacher Training at Pattimura University. 38.85% of the academic community has a sufficient understanding, 46.54% understands, and 12.58% have a high understanding of the vision and mission of the faculty. On the other hand, 4.72% of the academic community does not understand, and 0.31% have a very low understanding of the vision and mission of the faculty. The high level of understanding among the academic community is attributed to the easy access to information available to them.

➤ **Strong Leadership:** A faculty with strong leadership that can inspire all members of the academic community will facilitate a better understanding of the vision and mission. Clear and consistent leadership in communicating the vision and mission will enable all members of the academic community to better comprehend and appreciate these goals. Transformational leadership can motivate and inspire the entire academic community, foster a culture of innovation, improve organizational performance, and achieve strategic goals of higher education institutions [13]. **Effective Communication:** Effective communication

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3.3. Assessment of Academic Community's Evaluation of Faculty Support

The percentage of academic community's assessment of faculty support in achieving the vision and mission can be seen in the following graph.

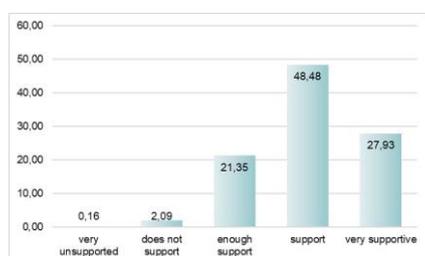


Fig. 2 The percentage of assessment by the academic community regarding faculty support in realizing the vision and mission of the faculty can

be seen in the following graph.

Based on the graph above, respondents feel that there is support provided by the faculty to realize the vision and mission. A total of 97.75% of respondents feel the support from the faculty. This support can be in the form of material or facilities to support the three pillars of the academic community. The support is reflected in the good condition of the lecture rooms, allowing students to feel comfortable in receiving knowledge from the lecturers. In addition, in the field of research and community service, the faculty also supports every activity carried out by lecturers and students. This support can come in the form of approval of activities and funding for the activities. The high level of faculty support towards the realization of the faculty's vision and mission is one of the key factors in achieving institutional success. Faculty support can influence the performance and success of programs, as well as strengthen the institution's position domestically and internationally. This can be achieved by building a good working relationship between the faculty and institutional leadership.

3.4 Recommendations for Program Development to Improve the Understanding of the Academic Community and Achieve the Vision and Mission

Through observation and data from the questionnaire regarding the understanding of the academic community regarding the faculty's vision and mission, internal and external factors that influence it have been identified. These factors include strengths and weaknesses within the internal environment and opportunities and threats from the external environment regarding the understanding of the academic community. The determination of these factors is based on a clear overview of the state of understanding among the academic community. The internal and external factors can be seen in Table 1 and Table 2.

Table 1. Internal Factors (Strengths and Weaknesses) of the Academic Community's Understanding of the Faculty's Vision and Mission

No	Internal Factors	Weight	Rating	skor
Kekuatan				
1	The availability of the faculty's website facilitates the audience in accessing information.	0.2	3	0.6
2	The increasing effectiveness and efficiency in regularly communicating the vision and mission of the faculty.	0.12	2	0.24
3	Qualified and experienced educators in the field of teaching and educational sciences.	0.18	3	0.54
4	Availability of facilities to support the realization of the vision and mission.	0.16	2	0.32
Quantity		0.66	10	1.7
Kelemahan				
1	The possibility of unclear or ambiguous information	0.1	2	0.2
2	Facilities and resources to support teacher training and development programs are not yet optimal.	0.15	3	0.45
3	Support from external parties, such as industry or government, in developing programs that support the vision and mission is not yet optimal.	0.09	2	0.18
Weaknesses.		0.34	7	0.83

Table 2. External Factors (Opportunities and Threats) of Academic Community's Understanding of the Faculty's Vision and Mission.

No	External Factors	Weight	Rating	skor
Opportunities				
1	Increased involvement of academic members in developing online content	0.1	2	0.2
2	Increased involvement of academic members in developing online content	0.2	3	0.6
3	Availability of grants to support the development of educational and research programs	0.18	3	0.54
4	Potential collaboration among educational institutions in the development of vision and mission	0.2	3	0.6
Quantity		0.68	11	1.94
Threats				
1	The possibility of inaccurate or distorted information due to the online nature	0.12	2	0.24
2	The possibility of changes in the vision and mission of the faculty that can cause confusion or uncertainty among academic members	0.06	1	0.06
3	The possibility of changes in economic or political conditions that can affect support or resources for the faculty.	0.14	2	0.28
Quantity		0.32	5	0.58

Based on the data from both the internal and external factors affecting the understanding of the academic community, further calculations of the Internal Factor Attractive Score and External Factor Attractive Score are conducted to

determine the quadrant position and provide recommendations for program development focus. Table 3 shows the values of both factors for Agrowisata Taman Bunga Jang Smulen in determining the coordinates.

Table 3. Internal Factor Attractive Score and External Factor Attractive Score of Academic Community's Understanding of the Faculty's Vision and Mission

Internal Factor Attractive Score (IFAS)	2,53	Eksternal Factor Attractive Score (EFAS)	2,52
Total Strength Score (S)	1,7	Total Opportunity Score (O)	1,94
Total Weakness Score (W)	0,83	Total Threat Score (T)	0,58
S-W	0,87	O-T	1,36

Based on Table 3, the Internal Factor Attractive Score and External Factor Attractive Score for understanding the vision and mission of the academic community are located at X-axis (0.87) and Y-axis (1.39). Based on these X and Y values, the program development focus will be

determined to enhance the understanding of the academic community regarding the vision and mission of the faculty. The coordinates determining the location of the strategic focus can be seen in Figure 5 below

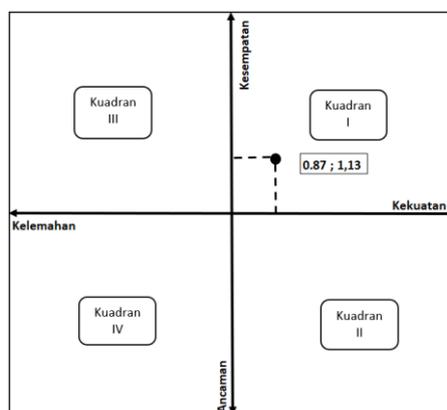


Fig. 3 SWOT Matrix for the Understanding of the Academic Community regarding the Vision and Mission of the Faculty

Based on the above Figure 4, it can be determined that the strategic focus is in the first quadrant, which signifies that the Faculty of Teacher Education and Educational Sciences at Pattimura University should capitalize on available opportunities by maximizing its strengths. Based on the SWOT analysis data, the author recommends several stages that can be undertaken for the development of the faculty's programs, particularly regarding the understanding of the academic community and the achievement of the faculty's vision and mission.

- **Optimizing the appearance of the faculty website to be more user-friendly and easily accessible by the audience (S1, S2, O1).**

This strategy can be implemented by optimizing the website's appearance to be more user-friendly and easily accessible, including having a simple and understandable design, clear and easy-to-follow navigation, and a responsive layout that can be accessed on various devices. Additionally, the faculty can regularly update the website's content to ensure that the information available is always up-to-date and accurate. The faculty can also consider integrating technology and online media into the website's design to enhance user experience in accessing information. Creating engaging and easily understandable online content about the faculty's vision and mission can make the communication of the vision and mission more effective and efficient. The content should be easy to read and have a clear and focused message. The faculty can also consider using different media, such as images

and videos, to enrich the content. The use of engaging and informative online content can improve new students' understanding of the faculty's vision and mission and increase their interest and participation in academic and non-academic activities at the faculty [14]. By implementing the policy of optimizing the faculty website's user-friendly and easily accessible appearance, the faculty can expand the reach of information and facilitate access to information for website users. This can help the faculty in achieving its vision and mission of creating an outstanding faculty that produces professional, innovative, and ethical educators.

- **Improving the available facilities at the faculty to support the vision and mission (S4)**

This strategy can be implemented by improving and updating technological facilities, such as internet networks, software, and hardware. Advanced technological facilities will assist educators and students in accessing necessary information and data more easily and quickly. The faculty can enhance other supporting facilities, such as the library, language center, career center, and healthcare facilities. These supporting facilities will aid educators and students in developing their potential and skills, as well as ensuring their health and well-being. By enhancing the available facilities at the faculty, it will be able to provide a conducive and adequate environment for educators and students to achieve the faculty's vision and mission. Educational facilities can have a significant impact on the quality of education [15].

➤ **Optimizing the use of social media to regularly communicate the vision and mission of the faculty to the audience (S2, O1).**

The faculty can create online content that is disseminated and related to academic programs, student and faculty activities, research and publications, as well as social and community activities related to the faculty. The faculty will ensure that the shared content is consistent with the faculty's vision and mission and inspires the audience. The faculty can also utilize interactive features on social media platforms, such as polls or online discussions, to enhance audience engagement and participation in discussions about the faculty's vision and mission. Additionally, the faculty will leverage social media as a means of promoting and marketing academic programs, fundraising, or faculty events. Social media can increase brand awareness and encourage interactions with the public [16].

➤ **improve the quality of the faculty members (S3, O4)**

Improving the quality of faculty members is one of the policy strategies that need to be implemented to achieve the vision and mission of the faculty in producing graduates who have academic abilities, character, and reliable professional skills. This can be done by providing training and development programs for faculty members, both in the field of education and in the development of professional skills. Competency-based training programs have been proven effective in enhancing the quality of faculty members, especially in terms of teaching skills and the use of instructional technology [17]. Additionally, the faculty can collaborate with educational institutions or relevant industries to enhance the competence of faculty members. Regular performance evaluations of faculty members can also be conducted to ensure that they meet the established standards and are capable of producing quality graduates.

➤ **Developing a network of collaborations among educational institutions is a strategy to enhance the vision and mission of the faculty (S4, O3, O4)**

Developing a network of collaboration among educational institutions is an important policy strategy for achieving the faculty's vision and mission. In this collaboration, the faculty can work together with universities or other educational institutions to strengthen each other's educational programs, research, and community engagement. Collaboration can take various forms, such as student exchange programs, faculty exchange programs, joint program development, joint research, and more. Additionally, the faculty can establish

partnerships with industries or other stakeholders that can support the realization of the faculty's vision and mission. In implementing these collaborations, the faculty needs to ensure that the collaborations have a positive impact on the development of education and research within the faculty and provide benefits to all parties involved. Collaborations among higher education institutions can enhance the quality of education and research and strengthen [18-23].

In terms of collaboration, the faculty can submit proposals to obtain grant funding from various sources, such as the government, non-governmental organizations, or companies. The grant funding can be used to develop new educational or research programs, enhance the quality of existing programs, acquire necessary equipment and facilities, or send faculty and students to participate in knowledge and experience exchange with other universities or educational institutions. In implementing this strategy, the faculty needs to comply with applicable regulations and ensure that the proposed projects meet the criteria set by the funding providers. Additionally, the faculty needs to ensure that the grant funding is used appropriately and effectively in line with the faculty's vision and mission

4. CONCLUSION

Based on the research conducted, the majority of information regarding the understanding of the vision and mission of the Faculty of Teacher Training and Education at Pattimura University by academic members is sourced from the website and online media. Approximately 46.54% of academic members understand the vision and mission of the faculty. Academic members also assess the faculty's support (48.48%) in realizing the vision and mission of the faculty. In efforts to improve understanding and achieve the faculty's vision and mission, the author recommends several programs that can be implemented. These include optimizing the website's appearance to be more user-friendly and accessible to the public, enhancing the available facilities in the faculty to support the vision and mission, utilizing social media effectively to regularly communicate the faculty's vision and mission to the audience, improving the quality of the teaching staff, and developing a network of collaboration among educational institutions to enhance the vision and mission of the faculty

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