

Chek Akreditasi Ekonomi Syariah - Moh H Holle

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ACCREDITATION RANKING IMPROVEMENT STRATEGY (A CASE STUDY AT IAIN AMBON)

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Abstract

Accreditation is a fundamental thing for every study program. Because, accreditation becomes one of quality benchmark for study programs. Nonetheless, every study programs commence every strategies and efforts to improve their accreditation. This study aims to (1) to reveal the effort of *Shariah* Economy study program in improving their maximum accreditation ranking, (2) to find obstacles that prevent *Shariah* Economy study program in improving their maximum accreditation ranking, (3) to reveal effective and correct strategy for *Shariah* Economy study program in order to improve quality and achieve maximum accreditation ranking. This study applies several concepts which are strategy, analysis, SWOT, university, accreditation, and nine criteria of study program accreditation. This study is field research type with case study approach. Next, in order to determine the informant, snowball technique is applied. Meanwhile, data collection technique uses observation, interview, documentation, and literature study. To analyze data, the study applies EFE Matrix, IFE Matrix, and SWOT Matrix technique. The result of study shows that (1) there are several factors that

prevent *Shariah* Economy improvement, (2) total amount of EFI matrix 2,806 and EFE matrix 2,902. It means that *Shariah* Economy program study of IAIN Ambon takes quadrant V rank, it is on secure and defend strategy, (3) based on EFI and EFE matrix, *Shariah* Economy program study of IAIN Ambon takes quadrant V rank. It means the study program is on integration and development stage.

Keywords: Improvement strategy, accreditation, Islamic institute, study program.

Introduction

Accreditation is one of indicator used to determine the quality of education institution, including study program¹. Even accreditation becomes a fundamental measurement acquired by a study program, the unaccredited study program or low accreditation ranking will be determined as poor quality institution among society. Thus, every study programs will effort to increase their accreditation rank. In improving accreditation, there must be several strategies to achieve it. In one hand, in Indonesia context, accreditation is one of public accountability². Government regulation Number 19 of 2005 about National Standard of Education stated that accreditation will be governed by BAN-PT³.

¹ Sutopo., Sugiyono., and Setiadi. (2019). Analysis of the accreditation grade of study programs of higher education in Indonesia. *Advances in Social Science, Education and Humanities Research*, 335, 96.

² Ministry of Research, Technology and Higher Education. (2004). Long-term education strategy 2003-2010: Creating high quality college institutions. Jakarta: Ministry of Research, Technology and Higher Education, p. 25.

³ Available documents of the study programs are (1) Book I – academic documents of bachelor level of study program accreditation; (2) Book II – standard and procedure of bachelor study program accreditation; (3) Book IIIA – study program *Borang*; (4) Book IIIB – faculty/college *Borang*; (5) Book IV – *Borang filling guidebook*; (6) Book V – bachelor study program accreditation guidebook instrument; (7) Book VI – bachelor study program

Since 2016, *Shariah* Economy study program of State Islamic Institute (IAIN) Ambon earned “fat” B rank given by BAN PT. That result is not yet satisfying. Within the amount of 801 active students, this study program becomes one of best major in IAIN Ambon. In accordance, it is a vision of every colleagues to get better mark. Such vision is already stated by the rector of IAIN Ambon, Hasbolah Toisuta asked for maintenance and synergy to achieve “A” accreditation. Thus, effective strategy to improve accreditation is urging.

According to the background of study above, there are several points that need to be answered, as follow, (1) How *Shariah* Economy study program improve their maximum quality and accreditation ranking? (2) What are the obstacles experienced by *Shariah* Economy study program in order to achieve maximum accreditation ranking? (3) What is the effective strategy for *Shariah* economy study program to achieve maximum accreditation ranking?

Theoretical Framework

(1) Strategy

Furthermore, the basic strategy concept is an ability to mixture strength of keys which are focused into a target. In the context of education. In this case, strategy is defined as a way to develop and improve students’ competency and keep them happy while learning⁴. Meanwhile, in Great Dictionary of Indonesian Language, strategy defines as knowledge and art using every source of nation to commence particular policy in war. Meanwhile, another study defines strategy as generalship. Generalship means

accreditation matrix assessment; (8) Book VII – assessment guidebook of bachelor study program instrument; and (9) bachelor study and college evaluation guidebook.

⁴ Wongwanich, S., Piromsombat, C., Khaikleng, P., and Sriklaub, K. (2015). Policy delivery strategies for education reform: A formative research and development. *Procedia Social and Behavioural Science*, 171, 1367

the ability to lead in military atmosphere⁵. It means every effort of leaders or heroes who build successful plan to face enemy in the middle of war.

From opinions above, it could be concluded that strategy planning must consider its target that will be hit in future. Beside, an organization must perform daily interaction with the setting of the target, which is why the strategy will be in same line with current situation and condition of internal and external ability which are strength and weakness of the organization itself. Thus, strategy is a mission broadening to serve as a bridge between organization and environment. Strategy is known to overcome strategic issue, whereas strategy will explain responds of organization toward current primary policy. In general, strategy will be futile when organization has no consistency with its words, efforts, and performances.

(2)SWOT Analysis

Wicaksono defines SWOT as one of internal and external analysis instrument of popular company⁶. It is also a prevalent method used in management to create strategy⁷. A strategy is a manipulating plan to finish a mission. The mission must be planned in parameters of Strength and Weakness of organization, Opportunities and Threats of the environment^{8,9}. The analysis on the strategy is based on assumption that an effective strategy

⁵ Purnomo, S. H., & Zulkifrimansyah. (1998) strategy management; an introduction concept, Jakarta: Lembaga Penerbitan Fakultas Ekonomi UI, p. 8.

⁶ Wicaksono, A. (2019). Analysis of Vision, Mission, Swot and Strategy to Win Competition among Private Colleges (case study of formation academy of Surabaya). *Journal of INOVASI*, 21(1), p. 24.

⁷ Kowalik, K., and Klimecka-Tatar, D. (2017). SWOT-TOWS analysis as a planning tool of process improvement based on PDCA cycle in service enterprise. *Zeszyty Naukowe: Quality, Production, Improvement*, 1(6), 153

⁸ Hong, J., Jung, S., Jung, C., Jung, J., Shim, D. H. (2018). A general-purpose task execution framework for manipulation mission of the 2017 Mohamed Bin Zayed International Robotics Challenge. *Journal of Field Robotics*, 36, 149-169.

⁹ Lundberg, D. E. (1997). *Economy Tourism*. Jakarta: Gramedia Pustaka Utama, p. 17

will minimize weakness and threat. If it is correctly applied, such simple assumption will have great impact toward a well-planned strategy¹⁰.

Next, Rangkuti defines SWOT analysis is identification of several factors in systematic ways in order to form company's strategy¹¹. Such analysis uses logic where by maximizing strength and opportunity, it will minimize weakness and threats at the same time. Strategy decision making process will always be connected to mission, aim, strategy, and company's policy. Emet and Merba suggest that strategic planning is a way to help an organization be more productive by helping guide the allocation of resources in order to achieve goals¹². Thus, strategy planning must analyze factors of company's strategy (strength, weakness, opportunity).

Strength and weakness parameters could be found in company's internal, while opportunities and threats could be found in external of company environment. Thus, SWOT analysis is a strategic instrument for analysis stage. The effectiveness of SWOT is determined by company's management to maximize the strength, use every opportunities to minimize weakness of company and wipe out threats that must be faced in future¹³.

There must be an important consideration for SWOT analysis to diagnose strategic privilege and make clear identification of strength and weakness of current *Shariah* Economy study program. Meanwhile, in order to ease analysis technique of external environment, EFE (external factor evaluation) will be applied, while internal environment analysis will display

¹⁰ Wicaksono, A. (2019). Analysis of Vision, Mission, Swot and Strategy to Win Competition among Private Colleges (case study of formation academy of Surabaya). *Journal of INOVASI*, 21(1), p. 24.

¹¹ Rangkuti, F. (2006). SWOT analysis; overcoming business case techniques. Jakarta: Gramedia Pustaka Utama, p. 6

¹² Emet, G., & Merba, T. A. T. (2017). SWOT Analysis: A Theoretical Review. *Journal of International Social Research*, 10(51), p. 994.

¹³ Robinson, P. (1997). Strategic management formula, implementation and control. Jakarta: Binarupa Aksara, p. 231

strength and weakness of SW of the organization. In order to ease analysis technique of internal environment of SWOT, IFE (Internal factor evaluation) will be applied. Thus, before executing SWOT, EFE and IFE must be commenced first known as EFE and IFE matrix. Freddy Rangkuti called it as IFAS (internal strategic factory analysis summary).

(3) College

Law number 12 of 2014 about college stated that higher education is an education after high school that includes diploma, bachelor, magister, doctor, profession program, and specialty profession program, which is administrated by college based on Indonesian culture. Meanwhile, college is an education institution that administrates higher education.

Wicaksono stated that higher education is one of important pillar that is expected to carry a better revolution for a nation¹⁴. Higher education does not only use bachelor program to improve human resource¹⁵, but also learning process of higher education is one of media for society to find better cognitive to present such democratic society. The local, national, regional, and international phenomena, in last decade, are the improving moment for higher education portion.

Higher education as a center for the development of science and technology and in accordance with its function is obliged to increase its strategic role in educating and improving the welfare of the community through its Tridharma. The quality of a tertiary institution is related to its

¹⁴ Wicaksono, A. (2019). Analysis of Vision, Mission, Swot and Strategy to Win Competition among Private Colleges (case study of formation academy of Surabaya). *Journal of INOVASI*, 21(1), p. 24.

¹⁵ Rafiei, N., and Davari, F. (2015). The role of human resources management on enhancing the teaching skills of faculty members. *Mater Sociomed*, 27(1), p. 36

input¹⁶. The diversity of the quality of input among tertiary institutions is clearly seen between state and private tertiary institutions, the diversity seen from the average score of prospective students, universities that have high preferences generally accept students with a high cutting score when compared to other tertiary institutions which have lower preferences. The effect of the large number of tertiary institutions opened, including majors, study programs at the diploma, undergraduate, postgraduate level, is the decline in the quality of higher education, and the quality of graduates.

Higher education law (UUPT) number 22 of 1961 already give mandate to all higher education institution to perform evaluation and accreditation, it was updated with even clearer and firm regulation stated in law of national education system (UU-SISDIKNAS) number 20 of 2003 and also government regulation about national education standard stated that quality control over education is a must, both internal evaluation (self-evaluation) or external (accreditation). All of this efforts are meant to perform supervision and guiding higher quality of education and to guarantee of good quality served among society.

Regulation of Ministry of research, technology, and education of Indonesia number 32 of 2016 about study program accreditation and college stated that accreditation is an assessment activity in order to determine the quality of a study program and college. Meanwhile, study program accreditation is an assessment over a study program to determine the quality of a study program.

From the explanations above, it could be concluded that the aim of accreditation is to assess and determine quality of study program and its higher education institution within circumstance of national standard of higher

¹⁶ Kromydas, T. (2017). Rethinking higher education and its relationship with social inequalities: Past knowledge, present state and future potential. *Palgrave Communication*, 3(1), p. 5

education. Higher education accreditation also aims to secure society policy and students to receive an excellent quality of education. However, LED criteria must contains all nine criteria of accreditation which are: 1) vision, mission, aim, and strategy, 2) administration, governance, and corporation, 3) students, 4) human resource, 5) finance, infrastructure, 6) education, 7) research, 8) society devotion, 9) achievement toward *Tridharma*.

Research Method

This research belongs to field research, by using case study approach is to describe empirical reality that occurred during case study in depth analysis, systematic, and completed. As the research is focused on “Accreditation Ranking Improvement Strategy of *Shariah* Economy Study Program Of Iain Ambon”, the empirical reality that try to be revealed are some accreditation instruments based on *boring* published by BAN PT, there are 9 criteria of standard accreditation which are already prepared or not yet prepared by study program, thus, it could be data that later will be analyzed each through SWOT analysis.

Sampling technique used by researcher is snowball, which is the first selected informant is the most important step that must be correctly completed. First informant of key informant is the head of *Shariah* economy major. Form first informant, recommendation of other informants will be provided such as head of institution, head of faculty, students, alumni and lecturer. Meanwhile, data collecting technique uses observation, interview, documentation, and literature study.

Data analysis used in this study applies company’s environment analysis from strategic management process in order to analysis accreditation strategy of *Shariah* economy major to achieve an “excellent” mark. That is

why EFE matrix, IFE matrix, and SWOT matrix technique are implemented. There are five stages which are, as follows¹⁷:

- a. Internal and external factor are gathered from identification result;
- b. Marks are displayed to each factors with numbers which are 1, 2, 3. Number 1 means less important factor. Number 2 means as important as other factor. Number 3 mean more important factor;
- c. Each factor has different rating. Rate of 4 means very powerful factor, number 3 means strong factor, number 2 means weak factor, and number 1 means very weak factor;
- d. The amount of marks are multiplied by the amount of rating from each factors. The result will be displayed in weighted score table;
- e. Weighted score of internal factors is summed to weighted score of external.

Result and Discussion

Shariah Economy Study Program at IAIN Ambon

Vision of economy *Shariah* study proram of IAIN Ambon is “*To be Professional in Integrating Islamic, Scientific Sharia Economics, Technology and Culture Based on Multiculturalism in 2032 in Southeast Asian Region*”¹⁸. From the vision, the mission of study program will be, as follow: Carrying out education in the field of Sharia Economics in a professional manner in integrating Islam, science, technology and culture so as to produce works that are beneficial to civilization; Developing knowledge in the field of Islamic Economics, technology and culture that is integrally based on

¹⁷ Rangkuti, F. (2006). SWOT analysis; overcoming business case techniques. Jakarta: Gramedia Pustaka Utama, p. 21

¹⁸ Brainstorming for vision, mission, and aim of syariah economy study program, baccording to to envisioning workshop that is implemented by using *FGD (focus group discussion)* by quality control institution (LPM) of IAIN Ambon in 2013. The brainstorming invites all masters and experts of the department, faculty, and college, user (Bank Syariah Mandiri, Bank Indonesia, and external expert user from *Goeverna Training and Consulting* Yogyakarta on 22 – 30 Juny of 2013 take place in Manise Ambon hotel.

multiculturalism; Conducting research in the field of Sharia Economics in a professional manner as well as being a center for education, study, research and development of Sharia Economics in Eastern Indonesia; Carry out community service in the field of scientific knowledge based on multicultural Sharia Economics; Synergize with Islamic financial institutions, banks and other stakeholders in developing, actualizing and communicating Islamic economics.

Next, aim of *Shariah* economy study program is stated in operational strategy and planning¹⁹: to produce *Shariah* economy experts who have good academic ability, master Islamic knowledge, *Shariah* economy knowledge, technology, multicultural based in order to make useful products for society; to produce scientific research of *Shariah* economy integrated with Islamic culture, knowledge, advanced technology and competitive; to state *Shariah* economy major of IAIN Ambon as the centre of *Shariah* economy development with multicultural based in eastern Indonesia; to produce products in *Shariah* economy knowledge that will be offered as devotion to society which is integrated with Islam, *Shariah* economy knowledge, technology, multicultural based culture; to perform cooperation with *Shariah* finance based institution, banking, government, and other stakeholders, both local and international scale.

To achieve vision and mission of study program, targets and achievement must be performed clearly in systematic way. Whereas, lecturer, students, officer, and society become the targets of vision and mission. Meanwhile, strategy to achieve target and deadline to complete vision and mission are already written in *Renstra* (strategic planning) of the faculty which is in accordance with *Renstra* (strategic planning) of the institution which is applied to *Renop* (operational planning) of *Shariah* economy study program.

¹⁹ Form of Accreditation and Self Evaluation of Shariah Economy of IAIN Ambon 2016, pp. 3

Effort of *Shariah* Economy Study Program to Achieve “Excellent” Accreditation

There are several efforts that have been done by *Shariah* economy study program of IAIN Ambon that is gathered by questionnaire observation, the result will be listed according to 9 criteria of 4.0 accreditation which are, as follows:

(1) **Criteria 1:** *Vision, Mission, Aim, and Strategy*

The efforts performed by *Shariah* economy study program to achieve this standard is by performing illumination of vision, mission, and aims of institution.

(2) **Criteria 2:** *Administration, Governance, and Corporation*

According to result of questionnaire, it is revealed that *Shariah* economy study program is increasing the governance ability working performance.

(3) **Criteria 3:** *Students*

To increase interest of new upcoming students, increasing working performance of office and alumni must be implemented by using: increasing quality of infrastructure and service toward students, compiling guidance to write *thesis*, offering short semester study by taking final project major on VII semester, holding *thesis* and scientific writing workshop, increasing *thesis* supervisor service quality, monitoring those who are near to drop out time and supervising their work of *thesis*.

(4) **Criteria 4:** *Human Resource*

General obstacle faced by *Shariah* economy study program of IAIN Ambon is standard of human resource on lecturer career development, the program also lack of human resource who master in *Shariah* economy major, that is why the office suggest their lecturer to continue

studying until doctorate level (two lecturers are studying in for doctor level right now), increasing lecturer's knowledge by sharing through *Shariah* economic forum in local, regional, or national scale, increasing lecturer's competency through research, educating and enormous amount of workshop and seminar, IT based learning process, and inviting experts who master in guiding lecturers or study program.

(5) **Criteria 5: Finance and Infrastructure**

Finance and infrastructure of *Shariah* economic study program are developing in order to achieve services and achievement of standard accreditation, thus it will turn the mark into "A".

(6) **Criteria 6: Education**

The efforts performed by study program to increase working performance of curriculum, teaching, and academic environment are varies, such as: curriculum revision, re-supervision and development of curriculum, formulating effective teaching material, IT based teaching, and workshops for lecturers.

(7) **Criteria 7: Research**

In research section, the office had motivated lecturers and students to do research both in local, national or international scale.

(8) **Criteria 8: Devotion to Society**

To increase performance of this criteria, there are several efforts done by study program such as: motivating lecturers to conduct society's devotion proposal in order to earn financial support from ministry of religion and other external financial support, also from internal support. Students must be involved in devotion act toward society.

(9) **Criteria 9: Tridharma Output and Achievement**

(1) Data and analysis reported in this paper are:

- a) Grade point average is 3.12

- b) Some achievements are several students who participate in *Shariah* economic contest held in Medan, North Sumatera and Makassar. Besides, there are several non-academics achievements.
 - c) Affectivity and productivity of education are (1) average time spent by students in college is 4 years, (2) percentage of on-time graduation is 85%, (3) percentage of successful study is not yet known.
 - d) Alumni Competitiveness
 - (a) Description of tracer study implementation is not yet started;
 - (b) Time alumni needed until they got first job is around three months and six months, some students even jobless for a year; and
 - (c) Percentage of students who got job suited with their skill is not yet reported.
 - e) Alumni Working Performance
 - (a) Description of tracer study is not yet commenced;
 - (b) Description of working place scale of the alumni is not yet known; and
 - (c) Satisfaction of alumni is not yet described.
- (2) The output of dharma research and devotion toward society could be described in (1) scientific article publication by students, (2) there are no scientific publication that has been done independently by students or with supervisor, (3) unavailability of products or services produced by students, (4) another output made by students.
- 3) User satisfaction that is not started yet.

Obstacles Factor that Prevent *Shariah* Economy Study Program in Achieving Maximum Accreditation

(1) Criteria 1: *Vision, Mission, Aim, and Strategy*

- a) In 2014-2019, development stage of Islamic business and economy faculty and serving better quality of competitiveness in eastern part of Indonesia by acquiring maximum accreditation mark of “A”, is not yet performed.
- b) In 2020-2025, national competitiveness stage (double degree initiation) and alumni could be accepted in market, lecturers’ research publication and students in national and international scale. For this stage, the alumni of *Shariah* economics of IAIN Ambon does not come into 50%. Lecturers’ research publication is still low. Students’ activity in national and international scale are low as well.

To compete in South East Asia market, *Shariah* economy study program must fix their strategy.

(2) Criteria 2: *Administration, Governance, and Corporation*

- a) Governance of study program does not concern about accreditation yet.
- b) Weak management leadership in study program scale.
- c) Governance of UPPS does not follow standard SOP.
- d) Good quality documentation aspect is not complete.
- e) Discontinuing quality control by monitoring and evaluation.
- f) Feedback from previous complains are not proceed yet.

(3) Criteria 3: *Students*

- a) Have no students and alumni database.
- b) Lack of infrastructure and facility
- c) Insignificant role from alumni at the last three years.

- d) Has no tracer study.
- e) Lack of students finance support.

(4) Criteria 4: Human Resource

- a) There is no guidance of human resource management.
- b) Lack of lecturers.
- c) Minimum major transcription for lecturer.
- d) Planning, evaluation, monitoring, and lecturers track record is unclear.
- e) Lecturers' academic participation is very low.
- f) Lecturers' achievement in academic is low.
- g) Quality and quantity of education is still low.
- h) Lack of career development for lecturers.

(5) Criteria 5: Finance and Infrastructure

- a) Lack of infrastructure.
- b) Lecturers' room are not suitable, it makes them leave the office.
- c) Financial support comes from students.
- d) Financial support for research is low.
- e) Financial use is not based on regulation of program.
- f) Very low operational financial aid.
- g) Lack of literature material.
- h) Lack of information system

(6) Criteria 6: Education

- a) Curriculum does not clearly state profile and competency.
- b) Practice amount of study is still low.
- c) Lecturers have low attendance (<70%).
- d) Education environment is not acquired as the absence of infrastructure.
- e) Lack of discussion among lecturers.
- f) Lecturers are not maximum in teaching process.

(7) **Criteria 7: Research**

- a) Amount of research and devotion to society by lecturers are low.
- b) The role of students in research is low.
- c) Lack amount of scientific publication.
- d) Has no administration, tracer, and report of scientific research system.
- e) Recent research could not produce a product or service.
- f) Lack of HAKI (Intellectual Property Rights).
- g) Lack of research financial aid

(8) **Criteria 8: Devotion to Society**

- a) There is no standard model devotion for *Shariah* economy.
- b) Lack of devotion financial aid.
- c) Unavailability of HAKI (Intellectual Property Rights).
- d) Lack of awareness of society devotion among lecturers.
- e) There is no workshop for scientific writing and publication for students.
- f) There is no exact criteria for students who graduate from institution.
- g) Jobless time after graduation had reached one year.

Shariah Economy Study Program Strategy to Achieve “Excellent” Accreditation

The strategy which is applied to overcome problems while improving accreditation is based on each 9 criteria which is analyzed by using EFE and IFE which is started with analysis of company's environment (*Shariah* economy study program), both as internal and external. Next, the result analysis of IFE and EFE is formulated in detail through SWOT and IE matrix.

According to EFE matrix *Shariah* economy study program of IAIN Ambon has score of 2,758. The total score of 2,758 shows that *Shariah*

economy study program of IAIN Ambon is on the above average from all of its strategic position in taking all of external opportunities and avoid possible threats that may appear along the way. But, there is still much space to develop. Next, according to IFE matrix table *Shariah* economy study program of IAIN Ambon, it display score of 3,022. The total score of 3,022 shows that *Shariah* economy study program of IAIN Ambon is above average.

Next, SWOT analysis is applied. SWOT matrix is the tool used to manage company's strategic factors. The matrix will clearly display external opportunities and threats faced by company could be synchronized with the strength and weakness possessed by company. In future, this matrix will be used to assist development of four strategies, they are strategy of SO (strength-opportunities), strategy WO (weakness-opportunities), strategy ST (strength-threats), strategy WT (weakness-threat).

According to the formulation of SWOT, there are several priorities among those strategies, namely: (a) demands extra lecturer and staff; (b) use electronic and printed media to promote classes; (c) include stakeholders in conducting vision and mission; (d) performing extra communication with UPPS about office condition, it can be forwarded to rector if there is no further respond; (e) after conducting RKAKL in meeting, UPPS and study program must maintain it; (f) transparency in managing administration is a must; (g) commence MoU (*Memorandum of Understanding*) with every institution that could improve college; (h) budget based on accreditation; (i) curriculum based on study program competency; (j) students development based on competency both academic and non-academic on national and international scale; (k) demands for lecturer to do research and society devotion at least twice a year; (l) online based administration management.

Moreover, analysis by IE matrix is also completed. IE matrix or internal external is portfolio matrix which positioned company in nine cells.

Below, there is score total of IFE matrix marked as X and EFE matrix marked as Y in the case study of *Shariah* economy study program of IAIN Ambon.

Table 1. IE Matrix of *Shariah* Economy Study Program of IAIN Ambon

Ife Total Weighted Score

WEIGHENED SCORE		STRENGTH 3,00 – 4,00 3	MEDIUM 2,00 – 2,99 2	WEAK 1,00 – 1,99 1
	HIGH 3.00 – 4.00 3	I	II	III
	MEDIUM 2,00 – 2,99 2	IV	V	VI
	LOW 1,00 – 1,99 1	VII	VIII	IX

From result of external strategy factor analysis, it is revealed the total score is 2,902. That amount is above average which is 2,50, it means that the college has strategy that could take every opportunities and minimize threats/negative possibility from external factor, but it still needs more effective strategy because there is still external strategic factors which is responded in average amount by *Shariah* economy study program.

Conclusion

There are several obstacles factor that prevent the department, one of them is lack of working synchronization between faculty and department;

monopoly act performed by head of faculty who did not include *Shariah* economy department on some occasion; there is no synergy of *Shariah* economy on national scale. The curriculum is not yet focused; lecturers do not have good competency in real *Shariah* economy; the budget is not used based on accreditation and department working performance; lack of corporation, lack of infrastructures that support students competency to fulfil market demands; limited literature reference; lack of confidence from faculty to give some infrastructure regarding this department such as investment gallery and stock exchange; students' activity is not increasing their competency.

Next, total amount of IFE matrix 2,806 and EFE matrix 2,902, it means that the position of *Shariah* economic department of IAIN Ambon is in quadrant of V, it is in strategy of maintain and defend. Based on EFE and IFE matrix, department of *Shariah* economy is on V quadrant which means on integration and developing stage.

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