

## **Strategies to Improve the Quality of Arabic Language Education at the Public Service Entity (BLU) State Islamic Higher Education**

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### **Abstract**

The purposes of this study were to describe and analyze the strategies for improving the quality of Arabic language education in BLU State Islamic Higher Education at UIN SATU Tulungagung and UIN Maliki Malang. The main problem faced by BLU (Public Service Agency) organizers, including PTKIN (State Islamic Higher Education Institution) that has BLU status, is the lack of alignment in understanding among stakeholders. UIN SATU Tulungagung and UIN Maliki Malang have successfully implemented specific strategies in managing their BLU campuses. This qualitative study used theoretical orientation/perspective analysis method with a phenomenological approach. The strategies implemented in UIN SATU Tulungagung included: a) Forming a BLU acceleration unit, b) Funding for improving the quality of Arabic language education which came not only from UKT, and c) BLU UIN SATU Tulungagung supported the improvement of the quality of Arabic language education with a principle of not being profit oriented. The strategies implemented in UIN Maliki Malang consisted of three strategies: a) National Contribution, providing solutions to community problems while considering the priority of achieving UIN Maliki Malang's target criteria; b) International Reputation, accelerating the achievement of UIN Maliki Malang's target criteria as a research university and world-class university; and c) Organizational Transformation, ensuring the successful implementation of PKBLU by adhering to the principles of transparency, accountability, responsibility, independence, and fairness.

**Keywords:** Arabic; BLU; improve; strategy

## Introduction

The logical consequence of the statement of the Minister of Religion is that the improvement of Arabic language education quality through strategic management must be adjusted to the spirit of autonomy of UIN as a BLU campus.<sup>1</sup> Therefore, UIN SATU Tulungagung and UIN Maliki Malang strive to realize the excellent quality of Arabic language education through the establishment of a campus vision and mission to become a bilingual campus.<sup>2</sup>

A bilingual campus refers to a higher education institution's ability to integrate international languages, namely Arabic and English, with intellectual rigor<sup>3</sup> and spiritual depth while fostering religious character development<sup>4</sup> and excellence in academic pursuits<sup>5</sup>, including but not limited to the fields of science<sup>6</sup>, technology<sup>7</sup>, and religious studies.<sup>8</sup> This endeavor positions UIN SATU Tulungagung and UIN Maliki Malang as preeminent destinations for civilization campuses throughout Southeast Asia in the coming years.<sup>9</sup> UIN Maulana Malik Ibrahim Malang's program to improve excellent service on campus, namely Arabic and English courses. This new program in early 2020 is managed directly by PKPBA and PKPBI under the auspices of the Center for

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<sup>1</sup> Mahyudin Ritonga et al., "Analysis of Arabic Language Learning at Higher Education Institutions with Multi-Religion Students," *Universal Journal of Educational Research* 8, no. 9 (2020): 4333–39, <https://doi.org/10.13189/ujer.2020.080960>.

<sup>2</sup> Fatmah Al-Omari, "Teaching Arabic Language for Non-Native Speakers in the Light of Modern Linguistics," *Dirasat: Human and Social Sciences* 43, no. 3 (2016): 2529–36, <https://doi.org/10.35516/0103-043-003-018>.

<sup>3</sup> Yogia Prihartini and Wahyudi Buska, "Lecturers' Speech Acts in Arabic Language Learning Interactions at UIN Sulthan Thaha Saifuddin Jambi," *Al-Ta Lim Journal* 27, no. 1 (2020): 41–57, <https://doi.org/10.15548/jt.v27i1.597>.

<sup>4</sup> Farid Qomaruddin, "Pendidikan Bahasa Arab Berbasis Multikultural," 1999, 77–86.

<sup>5</sup> Syuhadak Syuhadak, Danial Hilmi, and Inayatur Rosyidah, "Arabic Language Learning with Multicultural Perspective at State Islamic Universities in East Java," *LISANIA: Journal of Arabic Education and Literature* 5, no. 2 (2021): 129–43, <https://doi.org/10.18326/lisania.v5i2.129-143>.

<sup>6</sup> Hezi Y. Brosh, "Arabic Language-Learning Strategy Preferences among Undergraduate Students," *Studies in Second Language Learning and Teaching* 9, no. 2 (2019): 351–77, <https://doi.org/10.14746/ssl.t.2019.9.2.5>.

<sup>7</sup> Rio Kurniawan, Sugeng Sugiyono, and Tulus Musthofa, "Integrative Arabic Language Teaching of Integrated Islamic Elementary Schools in Solo Raya," *Arabiyat: Jurnal Pendidikan Bahasa Arab Dan Kebahasaaraban* 8, no. 1 (2021): 60–74, <https://doi.org/10.15408/a.v8i1.20095>.

<sup>8</sup> Dan P. Dewey, R. Kirk Belnap, and Rebecca Hillstrom, "Social Network Development, Language Use, and Language Acquisition during Study Abroad: Arabic Language Learners' Perspectives," *Frontiers: The Interdisciplinary Journal of Study Abroad* 22, no. 1 (2013): 84–110, <https://doi.org/10.36366/frontiers.v22i1.320>.

<sup>9</sup> Ismail Suardi Wekke and Maimun Aqsha Lubis, "A Multicultural Approach in Arabic Language Teaching: Creating Equality at Indonesian Pesantren Classroom Life," *Sosiohumanika* 1, no. 2 (2016): 295–310, <http://mindamas-journals.com/index.php/sosiohumanika/article/view/337%5Cnhttp://mindamas-journals.com/index.php/sosiohumanika/article/download/337/336>.

Language Development (PPB). The Language Development Center (P2B) of UIN Sayyid Ali Rahmatullah Tulungagung has developed an online service system, namely SIYASA (Language Development Center Service System), to improve student bilingual abilities and facilitate the implementation of TOAP, TOEP, and TOEIC which have been in operation since 2021.

The Rector of UIN SATU Tulungagung's efforts to improve Arabic language education through strategic management are supported by the government by providing two buildings with Surat Berharga Syari'ah Negara (SBSN), these are the K.H. Arief Mustaqiem and Saifuddin Zuhri building. Besides that, there are also five-floor library buildings, two Ma'had al-Jami'ah buildings, a computer laboratory, and the construction of a three-floors campus mosque.<sup>10</sup> These facilities and infrastructure are supporting media in realizing the excellent quality of Arabic language education.<sup>11</sup>

While the Rector of UIN Maliki Malang's efforts focus on constructing Campus III in Junrejo Kota Batu, expanding the network, enhancing the quality of lecturers, establishing high-integrity leaders for work units, lecturers, and staff, maintaining communication within work units, improving student achievement, preserving the institution's A-accreditation, strengthening the AA-scores of the best BLU system, enhancing webometrics, and increasing the number of foreign students.<sup>12</sup>

The researchers assume that UIN SATU Tulungagung and UIN Maliki Malang can optimize the quality of Arabic language education by strategic management based on the Grand Theory of Quality Management in Education by G.R. Terry in his book *Principles of Management* as a unique process that consists of planning, actions, organizing, mobilizing, and controlling are carried out to achieve the goals that have been determined by resource utilization strategies.<sup>13</sup>

The reasons why UIN SATU Tulungagung and UIN Maliki Malang have been chosen are: First, they have PBA and BSA study programs, as well as

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<sup>10</sup> Mahyudin Ritonga et al., "Arabic as Foreign Language Learning in Pandemic COVID-19 as Perceived by Students and Teachers," *Linguistics and Culture Review* 5, no. 1 (2021): 75–92, <https://doi.org/10.21744/lingcure.v5n1.726>.

<sup>11</sup> Kamarulzaman Abdul Ghani, Mohammad Shiham Mahfuz, and Abdul Jamir Md Saad, "Relationship between the Usage of Language Learning Strategies and the Level of Proficiency in Learning Arabic Ab Initio," *Asian Social Science* 10, no. 9 (2014): 262–75, <https://doi.org/10.5539/ass.v10n9p262>.

<sup>12</sup> Moh. Taufiqur Rahman Moh. Ulum, Siti Maisuroh, Rafika Milania, "Rekonstruksi Pengembangan Pendidikan Bahasa Arab," *Lisan An Natbiq: Jurnal Bahasa Dan Pendidikan Bahasa Arab* 2, no. 2 (2021): 133–46.

<sup>13</sup> Azkia Muharom Albantani and Ahmad Madkur, "Musyahadat Al Fidyu: Youtube-Based Teaching and Learning of Arabic as Foreign Language (AFL)," *Dinamika Ilmu* 17, no. 2 (2017): 291–308, <https://doi.org/10.21093/di.v17i2.854>.

a significant variety of religious study programs, comprising 33 undergraduate study programs, 10 graduate programs, and 2 postgraduate programs. Second, they are the largest campus in East Java, with the number of new student registrants in 2019 reaching the top 8 at the national level. Third, both play a crucial role in improving the character of the nation's generation and maintaining Arabic language education in Indonesia, particularly by establishing PBA, BSA, International Class, Middle East Studies Center, and reinforced by Ma'had al-Jami'ah and Madin programs.<sup>14</sup> In 2020, Indonesia was in 74th position out of 100 countries in the English Proficiency Index survey by English First (EF). Even though it is still relatively low in terms of fluency in English, in fact, mixing foreign languages with Indonesian in everyday conversation is not a strange thing for millennials and Z generations.

Fourth, UIN Sayyid Ali Rahmatullah Tulungagung Accreditation Ranking, B with a score of 312. UIN Maulana Malik Ibrahim has been accredited "A" based on SK No. 166/SK/BAN-PT/Akred/PT/IV/2019. IAIN Tulungagung is the 6th best PTKN in Indonesia, and UIN Maulana Malik Ibrahim Malang is ranked as the 8th best PTKN in Indonesia based on the Webometrics ranking in July 2021. IAIN Tulungagung is the highest-registered university for the 2020 UM-PTKIN IAIN category ranking 1st throughout Indonesia with a total of 13,993 applicants. UIN Maulana Malik Ibrahim Malang in PMB 2022 received the 5th largest number of registrants at the PTKIN level, namely 16,992 registrants.

The research entitled Implementation of Strategic Management Based to Improve the Quality of Arabic Education in Public Service Entity (BLU) State Islamic Higher Educations (Multi-case Study at UIN SATU Tulungagung and UIN Maliki Malang) is expected to make scientific contributions in the form of developing scientific knowledge and theories as well as analysis, relevance, and implications to improve the quality of Arabic language education within the Ministry of Religion and BLU PTKIN in Indonesia.<sup>15</sup>

This is qualitative research. The research uses the theoretical orientation/perspective analysis method with a phenomenological approach, the researcher tries to understand the meaning behind reality, so the involvement of subjects with objects is required, and subjects act as instruments to uncover the meaning behind a reality according to recognition, opinions, feelings, and

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<sup>14</sup> M Abdul Hamida Uril Bahruddina, Muhammad Fadli Ramadhana, Halomoan Halomoanb, Diaya Uddeen Deab Mahmoud Alziticawic, "The Quality Improvement of The Interaction Indicators of The Arabic Language Learning in Higher Education," *Izdihar: Journal of Arabic Language Teaching, Linguistics, and Literature* 4, no. 1 (2021): 59–70, <https://ejournal.umm.ac.id/index.php/izdihar/article/view/15919>.

<sup>15</sup> Zamri Arifin et al., "Language Learning Strategies of Non-Muslim Students Applied to Arabic Language Course Inside and Outside the Classroom," *Ijaz Arabi Journal of Arabic Learning* 4, no. 1 (2020): 1–11, <https://doi.org/10.18860/ijazarabi.v4i1.9995>.

willingness of the object.<sup>16</sup> The phenomenon under investigation in this research is the implementation of Strategic Management, based on the Grand Theory of Quality Management in Education by G.R. Terry, to improve the quality of Arabic language education in Public Service Entity (BLU) State Islamic Higher Education institutions at UIN SATU Tulungagung and UIN Maliki Malang.

This research is conducted in two very popular campuses, namely UIN SATU Tulungagung and UIN Maliki Malang. The object of the research is indicators, phenomena, and data records that illustrate the improvement in Strategic Management Based to Improve the Quality of Arabic Education in Public Service Entity (BLU) State Islamic Higher Education at UIN SATU Tulungagung and UIN Maliki Malang.<sup>17</sup>

The data sources are informants, events or activities, places or locations, documents or archives relating to phenomena or realities of the Strategic Management Based to Improve the Quality of Arabic Education in Public Service Entity (BLU) State Islamic Higher Education at UIN SATU Tulungagung and UIN Maliki Malang. Data collection techniques include in-depth interviews, participant-observers, and documentation.<sup>18</sup> The informants in this study were the former LPM UIN SATU Tulungagung, Vice Dean III of FTIK UIN SATU Tulungagung, the Rector of UIN SATU Tulungagung, the Chancellor of UIN SATU Tulungagung, Vice Dean 1 of FTIK UIN Maliki Malang, and the Dean of FTIK UIN Maliki Malang.

The researchers use Miles and Huberman's data analysis, the analysis includes data reduction, data display, and conclusion drawing and verification. Whereas in analyzing this data, researchers used inductive, deductive, and comparative methods.<sup>19</sup>

The research instruments in this study are the researchers themselves, who act as planners, data collectors and analysts, interpreters of data, and ultimately as reporters of their findings. The data sources include (1) resource persons or informants, (2) events or activities, (3) places or locations, and (4) documents or archives. The data collection techniques involve (1) in-depth interviews, (2) participant observation, and (3) documentation.<sup>20</sup> In-depth interviews were conducted by researchers with the various informants

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<sup>16</sup> R Taylor, S. J, Bogdan, *Introduction to Qualitative Research Methods* (New York: Oxford University Press, 1992).

<sup>17</sup> S. K Bogdan, R., & Biklen, *Qualitative Research for Education* (Boston: Allyn & Bacon, 1997).

<sup>18</sup> Lexy J. Moleong, *Metodologi Penelitian Kualitatif* (Bandung: PT. Remaja Rosdakarya, 2005).

<sup>19</sup> M.B.; Miles and A.M. Huberman, *Qualitative Data Analysis*, 3rd ed. (USA: Sage Publication, 2014).

<sup>20</sup> Aminuddin, *Metodologi Penelitian Kualitatif: Tinjauan Teoritis Dan Praktis* (Malang: Lembaga Penelitian UNISMA, 2019).

mentioned earlier. Researchers carried out participant observation by directly participating in several activities carried out by the two campuses. Documentation in the form of notes owned by the informant was requested by the researcher for permission to complement and support the research.

Before the researchers wrote the research report, they conducted a validity test. Besides, researchers also use in-depth observation techniques and triangulation. With the peer debriefing method, by discussing the data that has been collected with parties who have relevant knowledge and expertise, both colleagues and the research supervisors.<sup>21</sup>

## Findings and Discussion

### Implementation of Strategic Management Based on Quality Improvement of Arabic Language Education at the Public Service Entity (BLU) at UIN SATU Tulungagung

#### First, Action

1. Establishing a Muasykar Lughah program to improve students' academic achievement

*Muasykar lughoh* is a language-camp event held by HMJ PBA to improve language skills and socialize with the surrounding community. There are 4 main activities, such as camping for 4 days, joining some competitions, studying linguistic materials, and contemplating naturally. The participants are all the 1st semester students of Arabic Language Education who are required to stay there to socialize with the surrounding community.

The objective of this program is to enhance skills in various areas of Arabic language such as khitobah (Arabic speech), imathah (intelligent), mujlah (Arabic debate), ghina' Arabiy (singing songs in Arabic), Syi'ir Arabiy (Arabic poetry), and taqdimul qishah (Arabic storytelling).

2. Strengthen Arabic literacy.

In strengthening PBA literacy, Dr. H. Kojin, MA the Head of the Postgraduate Arabic Language Study Program of UIN SATU Tulungagung launched his two books entitled "Talaah Tafsir Al-Muyassar Volumes I-VI" and the book "Vocabulary in the Qur'an". In addition, the articles from one of the PBA lecturers Dr. H. Ahmad Nurcholis can be accessed via the following link: <https://scholar.google.com/citations?user=hUPzpCEAAAAJ&hl=en&oi=ao>

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<sup>21</sup> Sugiyono, *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif Dan R&D* (Bandung: Alfabeta, 2015).

### 3. Strengthening campus webometric rankings at the national level.

According to the Webometrics ranking, UIN SATU Tulungagung is the 6th best State Religious University in Indonesia and is currently in the 74th position among thousands of universities throughout Indonesia.

### **Second, Organizing**

#### 1. Accelerating lecturers' careers and encouraging them to reach doctoral level.

To improve career development services and the academic competence of lecturers related to academic promotions and ranks for newly inaugurated Civil Servants (PNS) and prospective PNS lecturers, UIN SATU Tulungagung conducted a socialization event on lecturer career path development. The activity took place on the 3rd floor of the Rectorate Building on Friday, May 27th, 2022.

It was attended by the PNS Lecturers Class of 2019 and the CPNS Prospective Lecturers Batch of 2021. This program was aimed at improving the lecturers' careers, which can be done through promotion, starting from expert assistant, lecturer, head lecturer, and professor..

The speaker at this event was Ruchman Basori, M.Ag., the Head of the Sub-Directorate of Manpower at the PTKI Directorate General of Education at the Ministry of Religion of the Republic of Indonesia. He said that lecturers are the spearhead of a university. A campus has superior quality if the lecturers have a high level of education equivalent to the doctoral level and are active in implementing the tridharma. This can make a useful contribution to society and has an academic functional position (JFA). Every lecturer must have the dream of having a JFA at the highest level to become a professor.

#### 2. Strengthening the scientific journal At Tadris towards Sinta 2.

Al-Tadris: Journal of Arabic Language Education publishes scholarly articles dealing with that specifically discuss Arabic Learning Innovations. This journal warmly welcomes contributions from scholars and authors whose main concern is innovation in Arabic language learning. Al-Tadris: Journal of Arabic Language Education specializes in the study of Arabic Learning Innovations. Its principal concern is learning with innovative methods.

#### 3. Realizing a campus of Da'wah and Civilization.

The da'wah will become an enlightening and liberating concept if it is guided by an empirical and rigorous scientific spirit and method. The concept of da'wah raised by UIN SATU Tulungagung is an epistemological endeavor that makes the prophetic mission of humanity find its endless forms and possibilities. This is only possible if the prophetic mission is accompanied by empirical and rigorous scientific work.

This marks the foundation for celebrating the universality of science. The scientific method, as the heart of science, will continue to shape and guide the prophetic mission of da'wah. A cosmopolitan attitude can be achieved if these principles are successfully instilled in the communal awareness of UIN SATU Tulungagung.

### **Implementation of Strategic Management Based on Quality Improvement of Arabic Language Education at the Public Service Entity (BLU) at UIN Maliki Malang**

#### **First, Mobilizing**

1. Establishing an Arabic trilogy, makhad al jami'ah, and a library.

UIN Maulana Malik Ibrahim Malang challenges the long-held assumptions in Indonesian society that professional scientists are only produced by colleges, and Islamic experts are only born from Islamic boarding schools. As a World Class University, this campus initiated an unconventional program called Ma'had Al-Jami'ah Center, which has become the pilot program for PTKIN throughout Indonesia. Ma'had, which refers to an educational institution that combines both religious and secular education, aims to produce well-rounded graduates who are not only knowledgeable in their field of study but also grounded in Islamic values.<sup>22</sup>

This program becomes a place of integration between world sciences and religious sciences connected to the PBA study program and the library. Ma'had Al-Jami'ah Al-Aly is a forum for students to deepen their understanding of religion, especially through studying turats books, which are the basis for practicing amaliyah worship and legal sources for various Muslims muamalah concerns.

2. Develop a unique curriculum called Arabic Language Education based on 'Arabiyyah lil Aulad (ALA) and applications.

The Language Development Center of UIN Maliki Malang is a unit that has a role as an executor of foreign language learning. It is only the Language Development Center that teaches Arabic and English intensively to all new students from various faculties and departments. They learn Arabic in the first year and English in the second year. There is also digital learning called HATI (Hayah Arabiyah Tafauliyah Iliktruniyah). Besides, PPB UIN Maliki Malang also provides online TOAFL and TOEFL test services.

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<sup>22</sup> Abdullah Mohammed Harbi, "Arabic Diglossia and Its Impact on the Social Communication and Learning Process of Non- Native Arabic Learners : Students ' Perspective," *Arab World English Journal* (King Khalid University, 2022).



### 3. Initiating collaborative scientific work of students and lecturers.

The Faculty of Sharia consistently strives to enhance and improve the quality of international collaborative research every year to support the research aspect of the tridharma. Furthermore, the campus implements a research-based education and teaching approach that provides students with the latest academic material, in line with the ever-evolving developments in the field of science.

Through the collaborative research activities of BLU lecturers and students, it is hoped that researchers will be able to develop their competencies so that they can increase their credibility and capability. The results of research-based works have a high significance to be used as a reference for scientific development. Furthermore, the research should follow the developing legal issues.

It is important because the quality of research in the context of academic development is expected to improve the quality and quantity of the lecturers' research skills, encouraging them to publish books and articles in scientific journals to increase the value of PBA accreditation and enhance PBA's academic reputation.

## **Second, Evaluating**

### 1. Preparing the campus to become PTNBH/World Class University.

The path to achieving the status of a World Class University involves implementing innovative research, providing excellent learning opportunities, pursuing professional organizational transformation, and contributing to the development of civil society on a national level. The process begins by establishing a legal entity known as BLU and progressively advancing from being one of the best universities in the region to achieving national recognition before eventually reaching the pinnacle of success as a PTNBH or world-class university.

### 2. Building more efficient BLU management.

This campus implements Good University Governance in line with the strategic programs of the Ministry of Research, Technology, and Higher Education. The programs include the expansion of higher education autonomy, increasing access to higher education in remote and underdeveloped regions (3T), ensuring the quality of higher education, producing holistic graduates with an entrepreneurial spirit and a commitment to lifelong learning, strengthening Technical and Vocational Education and Training (IVET), promoting financial sustainability, fostering an ecosystem of innovation, and promoting online learning. The wider adoption of information and communication technology (ICT) to enhance access to education is also a key objective.

### 3. Aligning the quality of Arabic language education at the international level.

The strategy to improve the quality of international education is to collaborate with various foreign lecturers. PKPBA lecturers are responsible for teaching and familiarizing all students participating in the Arabic language learning program. They have varied educational backgrounds that support Arabic language learning development with high enthusiasm. Formally they are alumni of master's and doctoral from several foreign and domestic universities such as UIN/IAIN/STAIN, State University of Malang, King Saud University Riyadh, Al Azhar University Egypt, Khortum University Sudan, and Ummudurman University Sudan.

#### **Strategies to improve the Quality of Arabic Language Education at the Public Service Entity (BLU) at UIN SATU Tulungagung**

UIN SATU Tulungagung follows the grand theory of G.R. Terry's perspective (1989) which is focused more on action and organizing.

##### **First, Action**

1. Choosing the head of a study program that has a doctoral degree and has a linear S1, S2, and S3 so that he can control work programs professionally and thoroughly.

Several PBA lecturers who have linearity degrees include Dr. H. Kojin, M.A., the Head of the Postgraduate Study Program, Dr. H. Ahmad Nurcholis, SS. M.Pd., the Head of Adab, Faculty of Ushuluddin, Adab, and Da'wah, and Dr. Ahmad Afton, M.Pd., a permanent lecturer at PBA.

2. Increasing the lecturers' scientific work based on IPR (Intellectual Property Rights). Some of the IPRs created by PBA lecturers such as:

First, Copyright Holder Name: Dr. Ahmad Nurcholis, M.Pd. Address: Jl. Galunggung VII/03 Malang, Malang, East Java, 65115 Nationality: Indonesian. Type of Creation: Song (Music with Text). Title of Creation: Mars Managemen Da'wah IAIN Tulungagung. Date and place announced for the first time in Indonesian or outside Indonesian territory: 1 March 2019, in Tulungagung.

Second, Copyright Holder Name: Ahmad Nurcholis and Moh. Ersat Address: Jl. Galunggung VII/03 Malang, Malang, East Java, 65115 Nationality: Indonesian Type of Creation: Writing Paper Title of Creation: Pledge of Supervisor of Indonesian Hajj Jama'ah date and place announced for the first time in Indonesia or outside Indonesia: 7 December 2021, in Surabaya Period of protection: Valid for the life of the Creator and continues for 70 (seventy) years after the Creator's death, starting on January 1 of the following year. Registration number: 000314059.

Third, Copyright Holder Name: Dr. H. Ahmad Nurcholis, SS., M.Pd  
Address: Kidul Kali RT 17/RW 02 Majangtengah Dampit Kab. Malang, Malang, East Java, 65181 Nationality: Indonesia Type of Creation: Written Work Title of Creation: Sholawat UIN Sayyid Ali Rahmatullah Tulungagung date and place announced for the first time in Indonesian territory or outside Indonesian territory: 8 July 2022, in Tulungagung Period of protection: Valid for the life of the Creator and continues for 70 (seventy) years after the Creator's death, starting from January 1 of the following year. Registration number: 000367537.

### 3. Building Arabic Language Education interconnection with Madin.

All PBA students in semester 1 are required to take part in the Madin UIN SATU Tulungagung, which is divided into three classifications. The first is madin ula (low), wustha (medium), and ulya (high). This classification is divided based on the yellow book mastery contained in it.

## **Second, Organizing**

1. Establishing a BLU Corner led by Mr. Syamsul Umam and Ahmad Yuzki Faridian Nawafi'. BLU Corner helps and accelerates Arabic education study programs in producing superior products from lecturers' scientific works that can be sold and have economic value.

2. Initiating a smart campus as a service center for lecturers and students.

In providing optimal services to 25.000 students, UIN SATU Tulungagung provides IT-based services. Now UIN SATU Tulungagung is developing IT-based service facilities and infrastructure called Smart Campus. Interaction between academics occurs regardless of time and distance. Smart Campus synergizes the needs of teachers, students, and management in one system.

Synergized processes start in the classroom, the place of the learning process, and are connected to the administrative system center through several applications that will be built. On the other hand, UIN SATU Tulungagung needs partners to jointly provide the best service to the community.

Banking plays a very important role in helping this campus realize these efforts. Payments for student academic services, scholarship payments, university operations, business unit operations, and short-term investments at BLU UIN SATU Tulungagung are made through banking services. UIN SATU Tulungagung together with BTN Tulungagung and BTN Tulungagung Branch discussed the development of cooperation in a wider field. It is expected to be able to provide better services to the community.

On the same occasion when the MoU was signed at the UIN SATU Tulungagung campus, MY Iman Santoso the Branch Manager of Bank BTN Kediri Raya explained that Bank BTN Kediri Raya Area had collaborated with

more than 400 agencies from the government, educational institutions, the private sector, and more than 250 developer partners.

3. Integrating the KKNi and MBKM curriculum with the 512 formula.

First, number 5 (five) refers to semester 5 (five), which means that the MBKM curriculum will only be the alternative program for students who will enter the 5th semester. So, every student who has not completed or is under Semester 5 (five) will still run a regular lecture program.

Second, numbers 1 (one) and 2 (two) represent MBKM programs taken by 5 (five) semester students and will be run in 3 (three) semesters with details, so students for 1 (one) semester run lectures across study programs but still within the scope of PT.

This course is calculated as equivalent to 20 credits (SKS). Furthermore, for 2 (two) semesters students run lectures across PT. This course is calculated as equivalent to 40 credits with a distribution of 20 credits when conducting lectures with the same study program at other universities/institutions and 20 credits when conducting lectures with study programs at other universities/other institutions.

### **Strategies to improve the Quality of Arabic Language Education at the Public Service Entity (BLU) at UIN Maliki Malang**

UIN Maliki Malang in implements Arabic language education stand on strategic management based on the perspective of G.R. Terry 1989 at the stage of mobilizing and evaluating

#### **First, Mobilizing**

1. Cooperating with 32 countries to realize international Arabic language education.

The rector of UIN Maliki Malang, Prof. Zain said that currently, UIN Maliki Malang has collaborated with more than 26 institutions around the world, from America, Europe, Africa, the Middle East, Australia, Asia, and Southeast Asia, in various scopes and fields of cooperation. In addition, for years, UIN Maliki Malang has been a good educational destination for further study for international students from 32 different countries.

2. Increasing the number of Arabic Language Education professors.

UIN Maliki Malang succeeded in producing the first professor in Arabic, he is Prof. Dr. Uril Bahruddin, MA as of May 1, 2021, the professor's decree was issued. In addition, PBA as part of the Faculty of Tarbiyah and Teacher Training (FITK) UIN Maliki Malang has Prof. Dr. H. Uril Bahruddin, MA as Professor of Arabic Language.

3. Build campus 3 as a medium for Arabic Language Development in Junrejo Batu.

This building is specially designed with a modern and Islamic concept. Viewed from the construction model, this building forms basmalah calligraphy. This concept is the first in the world.

### **Second, Organizing**

1. Establishing an intensive Arabic program by using excellent Arabic books including the Kitab al 'arabiyyah lil hayah.

This book consists of 4 volumes written by the PKPBA Lecturer Team and equipped with the "Al Arabiyah Lilhayah Dictionary". In semester 1 the books used are volumes 1 and 2, while in semester 2 are volumes 3 and 4.

2. Initiating a bilingual campus as an effort towards international standard Arabic language education.

This campus conducts Arabic and English courses. Under the direction of the Language Development Center (PPB), PKPBA and PKPBI will directly manage this new program in early 2020. This weekly course is centered in the Lecture Room, Building C, 1st floor.

Dr. M. Abdul Hamid positively welcomed the mandate of the campus leader. He and his team also offer to learn that is different from other foreign language training. Within 60 minutes of each meeting, participants will learn two languages at once. Therefore, two lecturers specifically manage one class.

The material prepared by the PPB Unit team starts from the basic material. At each meeting, participants are also directly invited to practice speaking. PPB hopes that there will be no more obstacles for UIN Malang employees when facing guests from abroad. Thus, the campus can achieve high goals to reach an international level or what is often called a World Class University.

3. Creating the interconnection of Arabic Language Education with Makhad al Jami'ah through the PKPBA program.

Ma'had Al Jamiah provides resonance in realizing a scientific-religious Islamic Higher Education institution, as well as a form of strengthening the formation of intellectual-professional graduates. Thus, the existence of Ma'had in the Islamic Higher Education community is a necessity that will become an important pillar of academic buildings, especially for PBA study program.

Special Program for Arabic Language Development (PKPBA) UIN Maliki Malang has the responsibility to handle Arabic language lectures which are managed with a special program. This institution has an integrated work

mechanism by dividing job descriptions following existing units with professional work mechanisms.

In realizing the Arabic Language Lecture Special Program, the leader of UIN Maliki Malang, the Head of the Language Development Center, the PKPBA Daily implementer with all the staff of each existing unit, the lecturer coordinator team, homeroom teachers, and Arabic language lecturers are both subjects and objects in the implementation of Arabic language development.

## Conclusion

Strategies to enhance the quality of Arabic language education at the UIN SATU Tulungagung Public Service Entity (BLU) include a) Establishing an acceleration unit for BLU work, b) Diversifying funding sources to improve the quality of Arabic language education, c) Creating synergy between the economy and education, and d) Implementing sharia principles. Meanwhile, the UIN Maliki Malang has three strategic approaches to improving the quality of Arabic Language Education at its Public Service Entity (BLU): 1) Providing national contributions by offering solutions to community problems, 2) Building international reputation by accelerating the achievement of the target criteria for UIN Maliki Malang as a Research University and World Class University, and 3) Organizational transformation through successful implementation of PKBLU by adhering to the principles of Transparency, Accountability, Responsibility, Independence, and Fairness (TARIF).

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