Decision Making Process in Accelerating Educational Transformation Management

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ARTICLE INFO	ABSTRACT
	The aim of this research is to determine the decision-making process and management of educational transformation at the Mamba'ul 'Ulum Islamic Institute, Surakarta. The research uses a qualitative approach. Data collection through observation, interviews, literature searches and documentation. Data was analyzed using the Miles & Huberman interaction analysis model, namely data collection, data reduction, data display and conclusion drawing. Checking the validity of the data through triangulation of data sources. The research results show that the decision-making process at the Mamba'ul 'Ulum Surakarta Islamic Institute goes through four stages: problem identification, situation analysis, problem formulation and decision. The management of educational transformation is based on the vision of becoming a world class Islamic Institute characterized by Islam rahmatan lil 'alamin producing individuals with strong faith, lots of knowledge and good deeds by 2035. The educational transformation carried out is: First, the leadership style at IIM Surakarta has transformed to become more democratic. Second, the transformation of higher education governance conventional services to digital-based services. Third, financial management is transformed into outputs and outcomes based. Fourth, the learning method is transformed into blended learning. Fifth, the pattern of cooperation that tends to be formal in meeting accreditation demands is transforming into one based on outcomes and the principle of usefulness.

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INTRODUCTION

The decision-making process in modern management generally adheres to democratic understanding which is carried out through several stages which include problem identification, problem formulation and alternative selection. According to Fahriana (Fahriana, 2018), decision making is the selection of alternative behavior from two or more

alternative actions by the leader to solve the problems faced in the organization he leads by selecting one of the possible alternatives. decisions must be based on calculations and the various impacts that may arise and are decided with collective consideration and paying attention to the values or organizational culture that exist in an educational institution. According to Sabri, it is necessary to make the right decisions to overcome problems so that all alternative solutions can be achieved optimally (Sabri, 2013).

The principle of implementing decision making also includes at least four activities, the first of which is the activity of seeking information/intelligence. Intelligence activities here are activities of observing the environment to obtain the information needed and ultimately make decisions. Second, design activities. Activities to discover social facts, develop and analyze various possibilities for implementing actions in order to make a decision. Third, reducing selection activities or activities, namely the activity of selecting and/or determining certain actions from various alternative implementation actions that can be taken. Fourth, review activities. The selected actions are then implemented and an evaluation process is carried out for corrections and follow-up (Faried, 2018).

The decision-making process at the Mamba'ul 'Ulum Surakarta Islamic Institute theoretically tries to apply the principles of democratic decision-making with collegial collective principles. Collegial collective leadership is a group leadership system with more than one or two people holding leadership positions by making decisions that are not absolute but democratic (Al Fikri & Arqam, 2021). The collegial collective principle is a principle that prioritizes a leadership system that involves all stakeholders in making decisions, but in its implementation, it is relatively not optimal to fulfil the collegial collective principle. According to Sabri, this is because in every organization, whether large or small, changes in situations such as personnel changes often give rise to conflict and misunderstandings (Sabri, 2013).

Collective definition of decision making when linked to the Big Indonesian Dictionary is jointly or jointly, while college is like colleagues (colleagues), or intimately like colleagues (KBBI, 2016). So if we refer to the Big Indonesian Dictionary, it shows that university leaders in various program decision making are still trapped in partial decisions by institutional leaders which have not been carried out much by faculty leaders. This means that the collegial collective principle involving the faculty is partially reduced by the institute. Apart from this fact, the leadership of the Mamba'ul 'Ulum Surakarta Islamic Institute partially gave excessive appreciation to the team who agreed with him. Leaders with this character tend to assume that other people think and believe their opinions are best. According to Rivai (2014), leadership can play a good role if; First, the main basis for leadership effectiveness is not the appointment or appointment, but other people's acceptance of the leadership in question. Second, leadership effectiveness is reflected in its ability to grow and develop. Third, leadership effectiveness requires skills in reading situations. Fourth, a person's behavior is not formed just like that, but through growth and development. Fifth, dynamic and harmonious organizational life can be created if each member is willing to adjust their way of thinking and acting to achieve organizational goals. On the other hand, the new face of the Mamba'ul 'Ulum Surakarta Islamic Institute wants

its decision-making function to include education transformation management. According to the Indonesian Dictionary, transformation is changing, changing from a previous situation to a completely new one (Daryanto, 1997).

Educational transformation is changing the form or pattern of autocratic leadership towards transformation. The transformational leadership model essentially emphasizes that a leader needs to motivate his subordinates to carry out their responsibilities more than they expect (Bashori, 2019). And in the form of applying modern management functions and democratic leadership in decision making in totality on collegial collective principles. However, the educational transformation management process at the Mamba'ul 'Ulum Surakarta Islamic Institute still has many problems that cause the process to not run smoothly. This is due to various classic problems, namely: first, the impact of old patterns in the decision-making process that are separated from collegial collective principles, second, late regeneration, Third, personnel at the faculty level are not yet able to follow the rhythm of the institutional leadership and tend to be stuck in their comfort zone, namely the terms that are important to implement. Fourth, there is minimal innovation at the faculty level, which means that this transformation process is not yet fully grounded. From these two conditions, there is a gap which is unique at the Mamba'ul 'Ulum Islamic Institute, Surakarta.

Collegial collective decision making should accelerate educational transformation management in the first year. However, entering the third year, the acceleration process was delayed due to several problems as explained above, namely that we were still stuck in old leadership patterns, which slowed down regeneration and lacked innovation at the level of each faculty. The aim of this research is to determine the decision-making process at the Mamba'ul 'Ulum Islamic Institute, Surakarta. The role of leadership in decision making in an organization is very large, so that the results of the decisions taken are the responsibility of the leader. If a leader is unable to make decisions, he should not be able to become a leader (Abijaya et al., 2021).

The difference between previous research and this research lies in the findings in the field, namely in the totality of collegial collective principles implemented at the Mamba'ul 'Ulum Islamic Institute, Surakarta. Meanwhile, in terms of educational transformation, the Mamba'ul 'Ulum Surakarta Islamic Institute is changing the form or pattern of autocratic leadership to transformative. The aim of this research is to find out and describe the extent of the decision-making process and acceleration of educational transformation management of the Mamba'ul 'Ulum Islamic Institute, Surakarta. This research is important to carry out follow-up changes in educational transformation management.

LITERATURE REVIEW

Basic Concepts of Transformation

Transformation is a process of gradual change until it reaches the ultimate stage. According to the Indonesian Dictionary, transformation is changing, changing from a previous situation to a completely new one (Daryanto, 1997). Transformation is a change

that occurs from a previous state with a new and better one. The changes described by the word transformation occur due to the influence of external and internal elements which will direct changes from previously known forms through a process of repeated duplication. In an ever-changing reality, adaptation is a strategic step for individuals and any system to continue its existence. In a broader sense, change is the essence and sign of life (Kasali, 2005). Transformation or change requires careful calculations. Transformation is an attitude choice that is made by design, considering potential, weaknesses, opportunities and potential threats. Thus, transformation requires an approach, both scientific, cultural, and most definitely a managerial approach because essentially every change requires change management.

According to Kasali (2005), transformation is usually carried out by healthy companies, or companies that are starting to pick up on less than encouraging signals. In transformation, there are two fundamental questions that become a reference, first; what's wrong actions have been committed, and secondly; What actions need to be taken to get better. Management transformation not only requires new skills and strategies, but also concerns the leadership of an organization, the ability to think and act, and the intelligence to make decisions. The transformation in it also aims to change the culture to maintain the types of approaches that are demanded today and that can change tomorrow. So management transformation is a fundamental change and shift in management that are carried out in a planned manner, using multiple approaches, and starting from a reflection of existing reality as a basis for determining future strategic steps in acting and making decisions.

Management

Applying management knowledge in everyday life cannot be practiced without understanding what management is. The general understanding of management science must be understood so that it can be implemented well. Management is basically a process of using resources effectively to achieve certain targets or objectives (Muhaimin et al., 2019). Several experts define the meaning of management, including according to Hitt, Black, & Porter (2005), management is the process of collecting and using a set of resources in a goal-directed manner to complete tasks in an organization. According to Griffin (2014), management is a set of activities (including planning and decision making, organizing, leading and controlling) directed at organizational resources (human, financial, physical and information), with the aim of achieving organizational goals in an efficient and efficient manner. Effective. According to Dessler (2005) there are 5 management processes, namely planning, organizing, staffing, leading and controlling. Each definition is described as follows: 1) Planning is setting goals and standards, developing regulations and Procedures, formulating plans and predictions for the future; 2) Organizing is giving specific tasks to each subordinate: forming a department that delegates authority to subordinates and delegates Authority to subordinates; 3) Staffing is determining the type of people who should be hired: recruiting prospective employees; selecting employees: setting performance standards: compensating employees; evaluate performance; employee counseling: training and developing employees; 4) Leading is getting other people to get work done; maintain

morale; Motivate subordinates; and 5) Controlling is setting standards such as sales quotas, quality standards, or production levels: checking and seeing how actual performance compares to standards: taking corrective action as needed.

Coffman and Lutes (2007) explain that change management (transformation) is a structured approach and is used to help teams, individuals or organizations change from current conditions to better conditions. Existing approaches in transformative management or change management start formulating Islamic education orientation, curriculum renewal, preparing human resources, learning strategies, changing evaluation models, policy evaluation, and management changes in all Islamic education units. Educational transformation management is essentially a process that adapts management approaches, namely planning, organizing, actuating and controlling to make changes in education (Suprapti, 2022). According to John P. Kotter, change management in organizations is divided into several stages, including the stage of terminating old policies, the neutral stage or the stage of change initiatives that will be carried out and finally the stage of starting over from the beginning of new changes (Kosasi, 2015).

According to Pasolong (2023), the factors that influence the decision-making process are internal factors which include the availability of funds, human resources, equipment and technology. The basics of the applicable decision-making process through intuition, experience, facts, authority and rationality (Syamsi, 2000). External factors include socio-political, economic and legal conditions. The factor of complete information adequacy and high information accuracy.

METHOD

This research is a qualitative research. Qualitative research is an inquiry strategy that emphasizes the search for meaning, understanding, concepts, characteristics, symptoms, symbols, and descriptions of a phenomenon; focus and multimedia, natural and holistic; Prioritizing quality, using several ways, and presented narratively. The purpose of the study to describe the process of decision making and management of educational transformation at the Mamba'ul 'Ulum Islamic Institute Surakarta. The subjects in this study were the Chancellor of the Islamic Institute of Islamic Mamba'ul 'Ulum Surakarta, while the information included the Vice Chancellor, Dean of the Faculty of Sharia, Dean of the Faculty of Tarbiyah, Dean of the Faculty of Da'wah and Postgraduate Director. While the technique of determining informants using purposive sampling is the selection of samples with certain considerations and objectives.Research data collection techniques through observation. Observations were carried out with consideration to directly find out social facts in making decisions at the Mamba'ul 'Ulum Islamic Institute Surakarta. Subsequent data collection techniques by conducting interviews with Vice Chancellors I, III, III, Dean of the Faculty of Sharia, Dean of the Faculty of Tarbiyah, Dean of the Faculty of Da'wah and Postgraduate Director, besides that data collection is also through literature and documentation to compare and match the data obtained from observation and interview.

The data analysis process in this study is data reduction, data presentation and drawing conclusions. 1) Reduction of data is data that researchers obtained while in the field

there is quite a lot of the amount, for that it needs to be recorded carefully and in detail; and 2) Presentation of data is done after the data is reduced, then the next step is to display data. In qualitative research, the presentation of data can be done in the form of brief descriptions, charts, relationships between categories, flow charts and the like.

The examination of data validity is carried out through a triangulation of data sources, namely comparing and matching data sourced from observations, interviews and literature search and documents related to the decision-making process and accelerating education transformation management of the Islamic Institute of Mamba'ul 'Ulum Surakarta.

FINDINGS

Decision Making Process at the Mamba'ul 'Ulum Islamic Institute Surakarta

In the Big Indonesian Dictionary, process means a series of changes (events) in the development of something. The changes described by the word transformation occur due to the influence of external and internal elements which will direct changes from previously known forms through a process of repeated duplication. In an ever-changing reality, adaptation is a strategic step for individuals and any system to continue its existence. In a broader sense, change is the essence and a sign of life (Kasali, 2005). If this is related to the social process of making a decision, it can be interpreted as a process of reciprocal influence between various areas of life. Taking contains the definition of the process, method, the act of taking and opinion. Meanwhile, etymologically, the decision comes from the word break, which means unrelated, finished, ended and reached or reached an agreement. Then it becomes a decision, which means matters related to the decision; all decisions that have been made after consideration and thought. The definition of a decision according to Machali is the result of solving problems faced by leaders so that every decision maker must be responsible for any risks of a decision (Machali & Hidayat, 2016).

In decision making, there is a need for system instruments to support a decision. A system must have one goal (goal) or target (objective). The goals of the system really determine the input the system needs and the output the system will produce (Lipursari, 2013). According to Febrina (2015), namely, first, the data management subsystem is stored in a database which is organized by the database management system. Second, the model management subsystem which is a duplication of the real world and pays attention to each model that is stored is important to add comprehensive, detailed explanations regarding the models created. Third, the dialogue subsystem that articulates and implements so that users can communicate with the designed system.

Apart from decision support system instruments, there are stages that must be passed in a decision-making process which according to Fahmi (2016) normatively must fulfill the stages: first, defining the problem clearly and easily understood. Second, compile a list of problems on a priority scale so that they are focused and controlled. Third, identify each problem in order to obtain a clear, focused and specific picture. Fourth, problem mapping based on classification is complemented by the use of the model or test equipment used.

Fifth, ensure that the tools used are in accordance with general principles and rules. The decision-making stages carried out by the Mamba'ul 'Ulum Surakarta Islamic Institute are: first, problem identification. This stage first takes an inventory of the various problems faced and then reduces or groups the problems as urgent or heavy or light. Relating to problem identification to more easily understand the following problem identification table:

Table 1. Identification of Problems at the Mamba'ul 'Ulum Islamic Institute Surakarta

Field	Problem
Academic	Some curricula do not meet the demands of graduate users
Academic	The use of the latest standard semester learning plans is quite late
Academic	Lecturers' writing productivity is still low
Institutional	The number of institutions and technical implementing units is still limited
Finance	Tuition fees are relatively low so investment funds are still low
Human Resources	Lecturer recruitment still meets the NIDN requirements
Human Resources	Some lecturers do not have linear knowledge with the study program
Student Affairs	The number of students in some study programs is still low
Alumni	Alumni involvement is not yet optimal
Cooperation	Collaboration with foreign universities is still low

Second, situation Analysis, after identifying the problem, the chancellor of the Mamba'ul 'Ulum Surakarta Islamic Institute presented or displayed problem data and ordered the vice chancellors to analyze the situation. Next, prepare a priority scale of problems that will be used as a basis for consideration in decision making. Setting priorities begins with careful planning, solid organization, proper implementation, and supervision for control (Qolbi & Sutrisno, 2021). The situation analysis can be presented in the following table:

Table 2. Situation Analysis of the Mamba'ul 'Ulum Islamic Institute, Surakarta

Internal Factors	External Factors
Strength	Opportunity
1. Tolerance for diverse religious ideologies is very good 2. The number of productive age lecturer resources is greater, namely 69%, compared to 31% of the resources entering retirement. 3. Credible and accountable financial management 4. Affordable tuition fees	1. The number of large Islamic boarding schools in Solo Raya is very large 2. The number of applicants to become lecturers or staff at IIM is quite large, so the opportunity to have competent human resources is wide open

5. Has a student base of Islamic boarding school graduates with high loyalty 6. Has the great name Mamba'ul 'Ulum	3. The workforce absorption from IIM alumni is high so they are increasingly trusted 4. An open society with the concept of sharia which incidentally is a specification for IIM Surakarta graduates 5. Society is aware of the importance of education
Weakness	Threat
1. Educational infrastructure is still limited 2. In the field of Human Resources, IIM Surakarta does not yet have an internal product professor 3. There is still minimal scientific work published in reputable international journals 4. The role of alumni in the tri dharma of higher education is still minimal 5. Marketing of the Mamba'ul 'Ulum Surakarta Islamic Institute to public schools is still limited	1. Regulations are changing rapidly 2. Student economics Most of the economic classes are lower middle class 3. There are quite a lot of similar universities 4. Developing student pragmatism

Third, problem formulation. In formulating problems at the Mamba'ul 'Ulum Surakarta Islamic Institute, namely by analyzing social facts, opinions and ideas from internal and external stakeholders, namely alumni and graduate users. d). Decision, at this stage the decision making to establish policies at the Mamba'ul 'Ulum Surakarta Islamic Institute is divided into two levels, namely the institute level and the faculty level. However, at the faculty level, things often don't go well due to fear of making a mistake, so the rector makes decisions directly. The Chancellor makes decisions directly because the leader's role is very large in making decisions and taking responsibility because this attitude reflects the character of a leader (Bhudianto, 2015).

Management of Educational Transformation of the Mamba'ul 'Ulum Islamic Institute Surakarta

Management, if defined, is the process of using resources effectively to achieve certain targets or objectives (Muhaimin, 2011). Mulyati defines management as having three focuses, namely first, management as an ability, skill or knowledge. Second, management as a systematic and integrated process. Third, management as an art in mobilizing other people for a common goal (UPI, 2011). Different opinions regarding the definition of

management as written by Arikunto (1990) state that management is a series of activities that refer to collaborative efforts between two or more people to achieve set goals.

Transformation according to the Big Indonesian Dictionary is a change in form, nature, function, and so on. Stillman said that the era of the industrial revolution had encouraged technological innovations that had a disruptive impact or fundamental changes in people's lives. One of the disruptions caused by technology is the job market ((Stillman, 2018). Meanwhile, education comes from the word didik which means maintaining and providing training (teaching, guidance, leadership) regarding morals and intelligence of the mind. So education means to the process of changing the attitudes and behavior of a person or a group of people in an effort to mature humans through teaching and training efforts; process, method, act of educating. Education is a process of training and developing knowledge, skills, thoughts, character and so on, especially through formal schooling (Sagala, 2017).

The transformation of education at the Mamba'ul 'Ulum Surakarta Islamic Institute is interpreted as a transformation of Islamic education. Education is an effort to attract something in humans as an effort to provide programmed learning experiences in the form of formal, non-formal, and informal education in schools, and outside of school, which lasts a lifetime that aims live precisely (Triyanto, 2014). Education is the process of changing the attitudes and behavior of a person or a group of people in an effort to mature humans through teaching and training efforts, processes, ways, and educator acts. Education is a conscious and planned transfer of knowledge to change human behavior and mature humans through the teaching process in the form of formal, non -formal education, and informal education (Fahmi, 2016). Islamic education that is in line with the demands of the times, so that it can provide greater benefits for Islamic society in the modern era (Alfatih, 2023). With the transfer of knowledge, it is expected to change the attitude of behavior, maturity of thinking and personality maturity into formal education and informal education (Moses, 2012).

The transformation of Islamic education is defined as the efforts made by leaders and teaching staff towards students so that Islamic education is right on target according to the vision of the Mamba'ul 'Ulum Surakarta Islamic Institute to become a world class Islamic Institute characterized by Islam rahmatan lil 'alarming, giving birth to individuals with strong faith, lots of knowledge and charity in 2035. In terms of educational transformation at the Mamba'ul 'Ulum Islamic Institute, it includes First, autocratic leadership becomes democratic. Second, manual service-based higher education management has changed to digital services based on an educational information system called SIAKAD/academic information system. Third, financial management is transforming from being based on honorarium sharing to being based on output and outcomes. Fourth, the lecture method is starting to transform from face-to-face in class to blended learning or a combination of two methods, namely e-learning and offline. Fifth, the pattern of cooperation that originally met formal legal requirements has transformed into being output-based by providing mutual benefits.

Applying management knowledge in everyday life cannot be practiced without understanding what management is. The general understanding of management science must

be understood so that it can be implemented well. Management is basically a process of using resources effectively to achieve certain targets or objectives (Muhaimin et al, 2009). Accelerating educational transformation management at the Mamba'ul 'Ulum Islamic Institute, Surakarta adheres to the management function theory promoted by George R. Terry. The management functions are planning, organizing, actuating and controlling. In implementing the management functions as follows:

a. Planning

The Mamba'ul 'Ulum Surakarta Islamic Institute in planning in the academic field includes planning curriculum structures, planning scientific distinctions, preparing course syllabi and semester learning plans, preparing lecture schedules and developing teaching materials and implementing learning as well as determining teaching staff and their qualifications. In the institutional sector, it is planned to rationalize the number of institutions and units that must be formed. Planning in the fields of finance, infrastructure and human resource development is planned in a transparent and accountable manner. Transparency and accountability are carried out by expanding stakeholder involvement in preparing expenditure budgets, planning educational infrastructure and supporting facilities. Human resource development is projected according to the needs of the study program in the relevant faculty by paying attention to the ratio of lecturers and staff to the number of students.

Student affairs planning related to new student admissions includes market segmentation plans, socialization systems, requirements for becoming a student, selection systems and mechanisms and designation as students at the Mamba'ul 'Ulum Surakarta Islamic Institute. Planning for developing student organizations and a roadmap for alumni involvement and plans for expanding overseas collaboration networks. Of course, all planning influences Supervision Management (Angelliza Chantica et al., 2022).

b. Organizing

In organizing the Mamba'ul 'Ulum Surakarta Islamic Institute, it focused on the goals to be achieved, then the Chancellor issued a decision letter on the division of tasks from the institutional, faculty, institution and technical implementation unit levels. The placement of each personnel at the Mamba'ul 'Ulum Surakarta Islamic Institute is based on qualifications and competencies. The division of authority and responsibility is divided based on the main tasks and functions of each work unit. Delegation of authority distributed to each work unit adheres to the principles of professionalism and proportionality. And another main aspect of organizing is grouping activities into departments or some other subdivisions. For example, staffing, to ensure that human resources are needed to achieve organizational goals (Dakhi, 2016)

c. Actuating

In mobilizing all the potential of human resources at the Mamba'ul 'Ulum Surakarta Islamic Institute, the Chancellor's leadership style is inseparable. The Chancellor's leadership adopts a democratic leadership style by prioritizing religious attitudes and morals by example. Apart from that, one of the unique things about the Mamba'u 'Ulum

Surakarta Islamic Institute is that in terms of communication, it emphasizes humanistic relationships and there is almost no distance between leaders and subordinates. To encourage increased performance of all subordinates, the Chancellor chose a strategy to provide incentives for those who excel. According to Akillah, providing incentives will make employees feel, attention and recognition for the achievements achieved so that their work morale and loyalty will be better (Akilah & Rahman, 2020).

d. Controlling

In terms of supervision, the Mamba'ul 'Ulum Surakarta Islamic Institute first determines the minimum standards to be achieved in each work unit. Apart from that, determine measuring tools and implement measurements of the achievement of the work program for each work unit, then compare and match them with the plan, and identify whether there are deviations or failures. Based on this identification, proceed with developing recommendations and follow-up plans. In achieving the targets that have been set, an organization will be successful if the organization is able to carry out management functions to coordinate and implement the targets that have been set, as well as monitoring work implementation (Arumsari, 2017)

DISCUSSION

The decision-making process carried out by the Mamba'ul 'Ulum Islamic Institute (IIM) Surakarta is: a) Problem Identification, This stage IIM Surakarta first takes an inventory of the various problems it faces and then reduces or groups the problems as urgent, heavy or light. Identification of problems includes academic, institutional, financial, human resources, student affairs, alumni and cooperation problems. b) The Chancellor of IIM Surakarta presented problem data and ordered the vice chancellors to analyze the situation which included analysis of strengths, weaknesses, opportunities and threats. c) In formulating the problem, namely by analyzing social facts, opinions and ideas from internal stakeholders at IIM Surakarta and from external ones, namely alumni and graduate users. d) The decision-making stage for establishing policies at IIM Surakarta is divided into two levels, namely the institute level and the faculty level (Bhudianto, 2015)

Compared with other research which took almost the same theme, namely on decision-making management in Madrasahs, different findings were obtained. In this research, the stages of decision-making were problem identification, identification of decision criteria, allocation of weight to the criteria, development of alternatives and selection of one of the alternatives (Qodariyah & Khoiruddin, 2016). The decision-making process at the Mamba'ul 'Ulum Surakarta Islamic Institute is related to internal and external situation analysis, describing social facts, opinions and stakeholder ideas into interesting facts (Qolbi & Sutrisno, 2021)

The decision-making process accelerating the management of educational transformation at the Mamba'ul 'Ulum Surakarta Islamic Institute is interpreted as a modernist transformation of Islamic education (Alfatih, 2023). It is called modernist because it encourages democratization and digitalization in various aspects of management. A transformative decision-making process encourages accelerated management changes in the

forms or leadership patterns that motivate subordinates to carry out responsibilities beyond expectations and reduce old individualistic patterns to become more collective in decision making (Bashori, 2019)

CONCLUSION

The conclusion from the discussion above is that the decision-making process at the Mamba'ul 'Ulum Surakarta Islamic Institute goes through four stages, namely, first, identifying problems which are divided into three areas, namely: 1). Academic and institutional, 2). Finance, infrastructure and human resources, 3). Student Affairs, Alumni and Collaboration. Second, the situation analysis is divided into two, namely internal and external analysis which is detailed in the SWOT analysis which includes the strengths and weaknesses of the Mamba'ul 'Ulum Surakarta Islamic Institute as well as opportunities that can be taken and threats. Next, formulate the problem and determine the decision.

The management functions are planning, organizing, actuating and controlling which are based on the vision of the Mamba'ul 'Ulum Surakarta Islamic Institute, namely to become a world class Islamic Institute characterized by Islam rahmatan lil 'alarming, giving birth to individuals with strong faith, lots of knowledge and charity by 2035. This transformation includes First, autocratic leadership changes to democratic. Second, manual service-based higher education management has changed to digital services based on an educational information system called SIAKAD/academic information system. Third, financial management shifted from being based on honorarium to being based on output and outcomes. Fourth, learning methods are starting to shift from offline/face-to-face in class to blended learning or a combination of two methods, namely e-learning and offline. Fifth, the pattern of formal cooperation is shifting to be output-based.

This research is limited to discussing the decision-making process in accelerating educational transformation management to only one location, namely the Mamba'ul 'Ulum Islamic Institute, Surakarta. Because this research is only limited to the decision-making process in the context of accelerating educational transformation management, future researchers need to expand it further in terms of research approaches and research targets.

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