DEVELOPING COMPETITIVENESS AND QUALITY ASSURANCE IN DA'WA DAN COMMUNICATION FACULTY, ISLAMIC STATE UNIVERSITY AR-RANIRY

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Abstract

Competitiveness is one of the goal for the success of an organization, including educational institution. The success of a reliable competitiveness is inseparable from the quality of leadership and the leader who is carrying out the organization. In order to realize an exceptional competitiveness, there should be a strong quality assurance at all organization-line. The objective of this paper is to analyze the leadership ethic in an educational institution that is trying to upgrade its status as well as try to provide some solutions regarding competitiveness and leadership. The most needed competitiveness in all quality assurance concepts is having a visionary leader since IAIN is trying to be a UIN. The flexibility of the leader success and respons which are vary have to be a consitency of value and basic rules, if the profesional credibility of a leader is still regarded as a significant source of influence. Credibility, in turn, is more than professional consitency dan compentency in the role of a leader. This is because the leader is the number one hope of the leds, therefore the success of a leader as a manager not only asserted by organization but also acknowledged in the heart of the leds. This endorsement is not only about "whether the leader is trusted but also whether the leader is trusted by the leds."

*Keywords***:** *Competitiveness; Quality assurance; Leadership ethic; Knowledge islamization*

A. Introduction

A great kontribution for the sake of intellectual advancement in Aceh is mandated to Islamic Institute of Ar-Raniry since it was established a half-century ago. Together with Syiah Kuala University, itbecame the heart of Acehness people as it is located in The City of Students (*Kota Pelajar dan Mahasiswa*/Kopelma), Darussalam. But its status should be changed when it deemed to give respon to the times.

The change of its status, from an insitute to a university, is one of the great ideals of the academician in this institution. The discourse of this upgrading have been initiated since the late 1990s under the leadership of Safwan Idris. It appraised inline with the Islamization of Knowledge concept which is burgeoning in international moslem world. The thought of Raji Al-Faruqi and some islamic scholars (*ulama*) also influenced the islamic education in Indonesia.

Islamization of Knowledge is an integration of islamic knowledge to the general knowledge. The unification of these two knowledge is an effort to answer the challenge of the times. Islam should also make a change in this globalization era. This paper stated that this integration can only be made in a university. Therefore, it is an urgent need to established an islamic university in Aceh.

The UIN Jakarta is arguably the first that welcome the Islamization of Knowledge ini Indonesia. With a sincerely effort, they are officially launched as the Islamic State University of Syarif Hidayatullah in 2002. This achievement at least triggered the spirit of other islamic institutes in Indonesia. This can be seen through the changing status of some islamic institutes, among others: IAIN Sunan Kalijaga Yogyakarta became UIN Sutan Kalijaga in 2004, STAIN Malang became UIN Maulana Malik Ibrahim Malang in also 2004, IAIN Sunan Gunung Djati Bandung became UIN Sunan Gunung Djati in 2005, IAIN Sulthan Syarif Qasim Riau became UIN Sultan Syarif Qasim also in 2005, and IAIN Alauddin Makassar became UIN Alauddin in 2006. That is why IAIN Ar-Raniry is attempted to be the 7th that change the status to UIN.

Indeed, long before the thought of Ismail Raji Al-Faruqi spreaded, the islamic education has given a great influence to university. Al-Azhar University for example, it can be said as the first islamic university in Egypt which is then became a well-known university for muslims around the world. While in Indonesia, a former islamic college was established to be a university in 1947 as an effort to the integration of islamic education and general knowledge.

The experiences of some islamic colleges and universities above encourage the IAIN Ar-Raniry to make a transformation, that Aceh also need an islamic university. But the dicourse is opposed by many circles whom are presumed that this institution will lose its focus. This will violate the pledge when the Kopelma first etablished, that IAIN Ar-Raniry will focus on islamic studies and Syiah Kuala University on the general one, so that this two campus would act like a husband and a wife, the complementary one.

However, islamic education should adapted as a respons to the times. Besides it is hoped to yielded islamic figures such as Ibnu Sina, Ibnu Khaldun, Al-Khawarizmi, etc, since those such figures can only be given rise in islamic university.

All efforts and sincerities making the ideal possible to achieved. But the more difficult work precisely appears when the ideal has been realized that need special

strategies to maintain the accomplishment. This is the future challege for this institution to ensure that the Islamization of Knowledge concept is perfectly performed along with the quality assurance in Ar-Raniry.

Maintaining the quality of this institution should also followed by the increment of general science faculty. Besides, the previous five faculty have to be reformed as well, from the management-line to students. The problem is that this institution has not yet possess the competitiveness to deliver excellent workforces to compete with others in this globalization era. In this context, the author tries to analyze the opportunity and challenge faced by the Da'wa and Communication Faculty as well as try to offer some solutions to create the quality assurance competitiveness in IAIN Ar-Raniry. The author also tries to suggest some criterion of the leader that are proper for the quality assurance program in IAIN Ar-Raniry which is lately become one of the inhibitor the IAIN Ar-Raniry advancement.

B. Discussion

1. What is competitiveness?

Competitiveness has become a well-known term in economic in 2000s after it was first emerged about 30 years ago. However, the current definition of this term is still remain uncelar although the concept has been published widely.[101] The expert world in competitivenes, Stephan Garelli, in his book, suggested competitiveness as a multifaceted concept: not only reach the economic issues that can be calculated like growth-level, but also a more qualitative judgment like educational influence and value system.

Competitiveness rapidly burgeon on the non-physic assets which are difficult to estimated, calculated, made, and repaired. The success of the economic of a country increasingly depend on the vehemence of its educational system, the quality of infrastructure, dynamic research, as well as the quality of its administration.[102] This matter often disregard from national attention causing great panicity when bad things happen to social domain. It take long time to recover.

Being a winner is just not enough in creating a competitiveness. But it needs differences with the closest competitor. Competitiveness encourages the development of positive differences among countries, enterprises, individuals, and their direct competitors.[103] For example, as IAIN Ar-Raniry has officially become the UIN Ar-Raniry,

it means that the victory had already achieved. But to only "win" is never enough. To be the best one in Indonesia, the top management of this institution have to create the uniquness that distinguishes it from other previous six UIN.

The ultimate goal of the competitiveness is to enhance the prosperity level of community thorough country. This prosperity resulting from the interaction of three strengths, those are the competitiveness of company which is focused on its profit, the competitiveness of human which is focused on its personal well-being and the competitiveness of nation which is focused on the sustainable of prosperity.[104]

Competitiveness in a simple term is resulting excellent and different human resources compared to other competitors in a competitive market. In short, competitiveness delivers competitive people.[105] If it is a university then it has to produce competitive scholars. Islamic state university has to produce more excellent scholars that other public universities. Each faculty in UIN Ar-Raniry has to seek better strategies in resulting competitive and different scholars with other UIN Indonesia. This is one of the great challenges faced by UIN Ar-Raniry in the future, whoever the rector.

Competitiveness can be an attractive booster in clutching success and prosperity. It can be achieved only if someone has a desire to compete and willing to comprehend the new rules of competitiveness as well as to study the needed competencies.[106] Someone who is willing to compete has to be ambitious but consistent, aligned with the real meaning of competitiveness of Stephane Garelli that is about increasing ambitious level in general.

2. University competitiveness

The people of Aceh put their full trust on their *jantong hatee* (heart), Syiah Kuala University and IAIN Ar-Raniry. The graduates from this two universities are expected to be able to increase the level of social welfare as a whole. Those expects were able to be felt in the early age of Kopelma Darussalam when the globalization era does not influence the campus yet until 1990s. But after 2000, slowly but surely the credibility of both universities start to eroded from its first purposes of establishement as Ali Hasjmi stated.

Globalization cannot be rejected. Academician have to respond it with appropriate manners. Islam also call on his followers to adapt to the environment changes. On that basis, IAIN Ar-Raniry is actively attempt to upgrade its status to become an UIN, while undergoing the Islamization of Knowledge concept. As asserted above, the integration of

islamic knowledge and general knowledge can only be executed with university status. Besides, each faculty also have to create their own competitiveness so that their graduate will really bring propriety for the nation.

The ability of university to contribute to the improvement of the competitiveness of the nation can only be carried-out by a healthy organization that is an organization which pay their attention on the the fundamental changes trend, including quality assurance, autonomy, enterpreneurialism, dan leadership.

Quality assurance or accreditation is a set of acitivity which is institutionalized in a form of standard procedure of organization that involving external parties. Autonomy is a deliberacy for management to manage institution as long as it does not contradict the law. Enterpreneurialism is the ability of institution in managing and seeking for funding through research projects and community services in cooperation with the comminity business. Leadership is a leadership that is competent and responsible. Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent*.*

From those all, the thing that playing the greatest role in increasing the university competitiveness is a competent and responsible leadership, both at university level an at faculty level. Several reasons that can be put forward are: first, the leader have a significant role in promoting institution competency to the community; second, the leader design recruitment system of academician staffs and students; third, the leader extend his motivation and authority to the head of study program to develop their study program; fourth, the leader reforms academician atmosphere and working condition; fifth, the leader unite a vary interests in a learning process.[107] This should be underlined by the academician in UIN Ar-Raniry.

3. Develop quality assurance in UIN Ar-Raniry

To win a competition, a company requires competent human resources whom are able to respond to every new changes quickly, especially in which regarding to the creation of added value which is novelty. This ability can be acquired through education and training that can deliver the ability to organize a more efficient working system and having value-added.[108] Higher education is expected to be able to realized its own quality assurance programs.

Quality assurance is a consistent decision and accomplishment process of management quality standard so that consumers and producers and other concerned parties are satisfied. In the context of higher education, the quality assurance is intended in order that the students, their parents, workplaces, government, lecturers, supporting staffs and other concerned parties are able to perceived satisfaction. [109]

The quality assurance of higher education is aimed to maintain and increase the quality of higher education that is sustainable (continous improvement), which is internally undertaken by university to realize its vision and mission as well as to fulfill the stakeholder's requirement like societal needs, industrial needs, and professional needs.[110]

It is not an easy to build a quality assurance in UIN Ar-Raniry. The top management have to realize the integration mission. This task is a similar to other UIN management in Indonesia. The more difficult task is to increase the graduates quality or at least improve it. This mission can be summarized into quality assurance program of UIN Ar-Raniry to be implemented all at once at each faculty.

One of this quality assurance missions is to deliver workforces of UIN graduates that can increase the added-value to products (for example scientific works or services). This is marked by the increase of working quality, its productivity (totally and partially), a more quickly and efficient working time. This hope will likely be realized if its graduates are qualified: trained, skilled and productive. Productivity is the main determinant of ROI level and the aggregation of economic growth. The multi-complex problem in Indonesia does not means no ways out; we can achieve the competitiveness of nation by increasing the human resource quality, apply a more appropriate science and technolgy, reform the macro and micro ekonomic condition and reform the quality of public institutions.[111]

Therefore, the quality assurance of IAIN Ar-Raniry in writer's words is an attempt to create a renewable educational pattern which is inline with the islamization of knowledge so that deliver excellent graduates. This quality assurance is applied all at once at each faculty with their own style but with persisten objective, that is bringing UIN Ar-Raniry as the Mecca of islamic higher education in Indonesia within the next 10-20 years.

4. Leadership Criteria of UIN Ar-Raniry

A competence and responsible leader is needed by UIN Ar-Raniry, indeed. That such leader can be seen from the people outside the campus itself. The indicator is in the

10-20 years young people in Aceh (even Indonesia) will droves to enter UIN. The competence leader is ambitious of being differences with other campus, that is why she/he has to possess one of four leadership style as follow:

a) Adair's Model

Professor John Adair is a formet soldier and then became a lecturer in Royal Military Academi, Sandhurst. John Adair served as the first chairman at a university in the UK. As a prolific author and public speaker, he has been developing and promoting the concept of 'action centered leadership'.

Adair models on leadership are based on three main functions of a leader, namely (1) to achieve the task, (2) maintaining the team, and (3) meet the needs of the individual.

This Adair's model has been widely used since the 1960s and is recognized as a basic pragmatic and relevant to leadership and management task, team and individual, and at any level, from shop-floor to the board of directors. The central idea of maintaining a balance of focus, between-meeting the demands of the task, keeping the team and meet the needs of individual team members-is the ultimate guide for leaders and provide practical benchmarks for self-monitoring, self-development training, and coaching. As a whole, provide a relevant discipline in running a leadership.

b) Hersey dan Blanchard's Model

Paul Hersey and Kenneth Blanchard develop their concept of 'Situational Leadership' in the early 1970s. The basic premise of their model is that the maturity of team members function is a major determinant of the style and focus that need to be adopted by the leaders, to obtain optimal productivity and response from the people.

This leadership model puts leaders to "perfectly functioned" in govern as far as: (1) competent to successfully carry out the tasks assigned to them, (2) self-confidence to face the challenges posed by the tasks, and (3) is committed and motivated to perform tasks.

Situational Leadership Model is a tool that is relevant and practical. Like the concept of the 'three circles' John Adair, it can be used as a benchmark set of personal development, to build and provide necessary forms to develop a leadership style of a manager.

c) Tichy's Model

Noel Tichy is an American academician. He is known from the learning of transformational leadership and leadership development leaders to development the 'leadership engine' concept. The model is based on the premise that the leader is very important, as an energizing and driving force in collective activities. Tichy see a leader as someone who is committed, focused, resilient individual, have high energy, who led by example. Tichy considered effective mobilization of workers-including-leaders as the central role of the leader and his/her main contribution to the organization.

Tichy Leadership machine has the following three different aspects:

- Leader is responsible to ensure that there are enough ideas and outstanding information that relevant to the tasks at hand. The role of the leader may be varied in ways to generate, stimulate, trigger, or cultivate new and fresh thinking on an issue. Leaders are not the source of knowledge for all, but their job is to make sure that they themselves have insight, enough intuition, logic and intellectual energy which is created and available to deal effectively with the challenges the team faced.

- Lead by example. A leader provides continuous demonstrations in the values that represent the core culture of the team or group. Taking place every day through integrity and consistency, their role is to define and give examples of what became the basis of their group and their trust.

  In many cultures—including that collectively do things the way the British— often there is a thin line between integrity and ambition. Workers are usually on the cutting edge that sooner or later will be able to distinguish the real thing or not as well as genuine or fake.

- A leader should have the E3 factor that consists of three elements:

  (1) Emotions and encouragement to get the job well done;

  (2) Energy and ability to provide energy to others and create energy and synergy where there is no such thing before;

  (3) 'Edge' which is the ability to take the tough decisions needed and remain firm resilient in difficult or high-pressure conditions. If the leader of the 'edge' down, they do not remain silent, but lives by adhering to the philosophy of "life gives you lemonade, so make lemonade!."

In this case, 'edge' is the difference leadership styles between who are going to win and who will lose out in today's competitive world. Leader of the 'edge' will deliver business agility, decisiveness, courage and energy. This leadership can be applied for the decision to invest time, money and resources, for optimal results, where and how to add value to the business.

d) Collins' Model

Jim Collins is the author of Good to Great book, McKinsey research analyzer, a former Stanford professor and supporter of the controversial principle of "first who ... then what". Jim Collins emerged as one of the great teachers in management today. His finding about leadership is something surprise after doing research in over 1400 successful companies. He then formulated the concept of 'Level 5 Leadership'. This leadership style characterized by a logical work, with additional measures, high-disciplined and focused.

The level 5 leadership is what one defines as 'great', those that have gone from 'good' to 'great'. It is about one who see the right people for the right place and in the appropriate role (eliminate wrong people) before they ask "what"?. Or in other words, their first priority is to set the right person and the right direction. They are also consistent leader with a strong sense of accountability and high credibility to 'say-do'.

Collins and his research team found that the so-called Level 5 Leadership tend to work consistently and diligently, for a certain period, to develop 'flywheel' effect, to create a momentum that continues to increase, and to change their company from good to great. Collins identified several leaders that more unusual, or unexpected, the characteristics of the leaders 'good to great', including readiness to face the brutal circumstances.

According to Collins, 'basically those people who are disciplined lead through an unusual combination of professional lines (strong focus on business-not their own) and a humble personal (as opposed to arrogance and selfishness).

He further said that Level 5 Leadership is low-key characterized but disciplined thinker and dedicated to make their businesses great. They succeeded as leader through a combination of high professional drive and personal humility. They give praise for success and blame others if indeed there is wrongness. In addition, Level 5 Leadership has traits with capable and responsible leaders.

The main responsibility of a leader is to orientate even when he himself lost. The last thing that most employees want to know is whether their leader lost their ways or not. If a leader loses direction for a while, it is better not to say anything and keep continue while looking for a way out. As long as you still have the sensitivity to the destination as a whole, it is only a minor deviation. Like a compass, it has the sensitivity to notify the direction, even when you momentarily lose a goal in the worst condition.[112]

The author's have a certain view that the leadership of UIN Ar-Raniry is not losing its way, though the signals can be felt in the campus environment. In this case, the rector has to direct all deans to do things that appropriate to the quality assurance mission of UIN Ar-Raniry, and then let the deans use their own manners.

The four models of leadership above can be a wind-of-change for UIN Ar-Raniry leaders. Indeed, those style are used to lead the company in a business, they can be applied anywhere, including institutions of higher education. Therefore, the top management in UIN Ar-Raniry can choose the one they like and that they perceived to easily be applied.

The author suggest the management of UIN Ar-Raniry to choose the Level 5 Leadership model as it is the most appropriate model for the UIN to be outperformed to the other six UIN Indonesia.

5. Building Competitiveness and Quality Assurance in Da'wa and Communication Faculty of UIN Ar-Raniry

The Faculty of Da'wa and Communication of UIN Ar-Raniry is fully aware that at this present time, it is under the umbrella of religious education that requires a great performance to be able to perch and survive in this highly competitive era.

This faculty that has graduated competence scholars in the social and communication continues to target the growth centers and institutions for more promising cooperation. This different new global reality is then referred as the globality of education.

The function of organization (faculty) should understand the factors that can lead to result good performances or in the contrary result poor performances. This information is then used as a feedback to the planning of human resource development.

Globality is based on a unified world without borders. A new world that fused by a network of information and communication technology (ICT). ICT network is something that would blow the new character of the competition in the era of globality: ICT network

will quickly be able to provide information about how to compete perfectly or information about who is best, creative, and effective. When the information has been so open, the competition in the era of globality has found another face, the competition becomes more intense, in the arena that resembles a "flat field" or global arena.

In short, in this era of global competition, we have to run faster than compared to other runners who took part in the competition. It means that, the main measure to view the competitiveness lies on how we work and human resource power in managing knowledge, archiving and organizing the implementation of good administration. In order to have competitiveness to compete in this era, Faculty of Da'wa and Communication should reinforce these concepts.

Faculty of Da'wa and Communication understanding the new concept of competitiveness as: field that seeks to unite and integrate theory and practice to walk in the same direction. In large portions, strength and competitiveness are built toward future direction so it can generate added-value as well as value-oriented human capital. Faculty seeks to direct and facilitate a framework that can maximize the value-added to the strengthening of administration, services, and strong archiving. Each of those efforts is ultimately accelerate the Quality Assurance of UIN Ar-Raniry.

The faculty is now running in the same manner as its leader does. In this case, the Dean of this faculty has to act as an actor in creating a competitive Quality Assurance in UIN Ar-Raniry. The dean also has to carry the capable leadership and responsible model in addition to pay attention to the change of quality assurance, autonomy, and enterpreneurialism trend.

The dean with the Level 5 Leadership model, has to plot the right workforce in place and in the proper role (eliminate wrong people) before they ask the question 'what?'. In other words, they work together to find and establish appropriate academic community and then directed toward the Quality Assurance of UIN Ar-Raniry.

Level 5 Leadership has to be executed with firmness, seeing the tasks that need to be carried out. Firstly, the dean playing a role to promote the competence of the faculty to the community; secondly, the dean redesign the recruitment system of new academic staffs and students; Thirdly, the dean provide motivation and authority for the head of study program to develop their own program that is in-line with the mission of the Quality Assurance of UIN; fourthly, the dean improve the academic atmosphere and working

conditions; and fifthly, the dean uniting diverse interests in the teaching and learning processes.

Mahatma Gandhi stated that: "We have to turn into what we want to see." The UIN Ar-Raniry leaders have to do differently for the Quality Assurance of UIN Ar-Raniry. Presumably two points behind is the best solution for the Faculty of Da'wa and Communication to redefine the concept of competitiveness. Sure to be driven by the model for that applying the Level 5 Leadership model.

a) Creating Lecturer's Competitiveness

At least, there are a hundred of lecturers and dozens of staffs in the Faculty of Da'wa and Communication UIN Ar-Raniry, at this time. But not up to tens of percent (probability) are working in the competitiveness circles. It would be very surprising if a half of them do not understand what competitiveness is. If this happens, it will be a tough task for the dean. To that end, the authors offer the following five opportunities to overcome the challenges of the Quality Assurance acceleration in UIN the Ar-Raniry.

(1) The deans have to transform themselves before creating a competitive edge for themselves and faculty members. Dean not only to have an international outlook, but also doing as so. In this case, the dean build faculty with professional manner by involving other competent academicians in accordance with the running program. Another hallmark of professionalism leadership is coordinating with all faculties and even with people who is never in their positions.

(2) The dean has to manage the lecturers. This management related to faculty understanding of competitiveness and quality assurance of UIN, including ICT knowledge. We can say that when UIN Ar-Raniry inaugurated, the dean hold a sort of in-house training for the entire of academic community for a couple weeks by bring the social sciences and communications experts, including from the UIN first in Indonesia. While the intention to contribute outside the campus should be postponed before attending the training.

(3) It is important lecturers to be equipped with research knowledge. There are only rew lecturers in the Faculty of Da'wa and Communication Studies IAIN Ar-Raniry who are understand in writing scientific papers. Though this skill is necessarily needed to upgrade their respective fields as they are teaching and communicating in the social

environment. Of course it needs good communication techniques to be social creatures. For this case, this also needs to hold a workshop on scientific writing by presenting a competent expert. After that, they are required to follow the call of paper or other scientific writing competition at national and even international level.

(4) The dean needs to "preach" the return values for the entire of academician in Islamic Da'wa and Communication Faculty of UIN Ar-Raniry. Religious meetings should be conducted regularly. This effort is expected to unite the islamic academicians mind so at least it can erode the habit of talking without any real evidence.

(5) Lecturers should give attention to students. Lecturers who are visionary involving students in scientific activities both inside and outside the campus but did not run away from the majors studied. The dean and lecturers also need to dig and maintain students' talent. They also have to reduce the busyness that is not related to the campus so that this vision can be run effectively.

Those five opportunities and challenges is presumably can guarantee the quality of the Faculty of Da'wa and Communication UIN Ar-Raniry before scoring superior and competitive workforce candidate. At the same time, other academic members hasl also working on the Quality Assurance of UIN Ar-Raniry. It is a worth to be a motivation in order to compete differently with others.

b) Creating Student's Competitiveness

If a teacher has good attitude, surely the students will follow. If the faculty members wrapped themselves with the Competitiveness of Quality Assurance of UIN Ar-Raniry, then the students also ought to do more than the lecturers. Here the much needed attention to the lecturer. Success may not be achieved if involved by one party only. The students also have to perform their own role. The task of the lecturer is to implant self-aliases in every student. Then students need to run the following five points:

(1) If the UIN Ar-Raniry wants to build akin to Ma'had Ali, the fresh students must live there for the first year. This has been applied by other UIN, indeed, but the UIN Ar-Raniry has to get their own way to change the mindset of students during the dormitory. In Ali's Ma'had, competitiveness is easier.

(2) Students are not only active (vocals) while studying in the room, they also should often communicate with other faculty members, outside the classroom. If the students feel

that they do not get enough time in the room, students may asked the lecturers for their time to explain what is not unknown about the education.

(3) Students are required to read books. Reading is the key to science. Each lecturer have to compel the students to complete reading at least one course-related books in a week. The trick, every teacher reminds students to try to read particular book and shall be presented for the next meeting. Give sanctions for violators.

(4) Students should consult with an academic advisor or related-lecturer about their specific talents that can be developed. In this case the lecture needs to give more attention to students that have special skills in addition to improve their quality.

(5) Students are not set out the elements of seniority. There is no difference between senior and junior. The quality knowledge that distinguish them. Old students cannot arrogant to new students. Instead new students should approach to the old one. They have to conduct regular gathering to exchange their experience. This task should be led by campus organizations or even individuals.

The above five challenges and opportunities have to controlled by students in order to implement it consistently. In addition, the student also have to compete to each other in order to be the best at the same time, students in another faculties (presumably) implement the same thing in regard their faculty policy. When both parties (faculty and students) are both struggling, the competitiveness of the Quality Assurance efforts in UIN Ar-Raniry be long lasting.

C. Conclusion

The improvement status of IAIN Ar-Raniry to UIN Ar-Raniry bring a major change to the education in Aceh. Society does not need to worry about losing the islamic aspect in this UIN, because in fact this changing status establishes the human resources improvement.

The UIN Ar-Raniry existence can be maintained by creating competitiveness, by creating superior and different human resources in a competition, and also by mastering the network of information and communication technologies. First of all leaders the leader of UIN Ar-Raniry with the Level 5 Leadership model would create the strong environment for administrative, financial, and archiving. Rector also oversees faculty leaders to do the same thing, although in a different manners.

Competition is also introduced at faculty level. The academician at Faculty of Da'wa and Communication has to be the best and different from other faculties. Communication is the tools for other science. Therefore, this faculty must be the Mecca for other faculty in increasing competitiveness for Quality Assurance of UIN Ar-Raniry. The process carried out through competitiveness that conducted in by the academic members and students simultaneously.

The sincerely effort for the Quality Assurance does not rule out the possibility for UIN Ar-Raniry to be Mecca of Islamization of Knowledge in Indonesia in the next 10-20 years. In the end we can easily direct the students to be like Ibn Khaldun, Ibn Sina, Al-Khwarizmi, and Nuruddin Ar-Raniry. It is very important for all UIN academic members to know and comprehend. Insha Allah.

Catatan Akhir

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