

A CONTENT ANALYSIS OF THE VISION STATEMENTS OF TOP 10 LEADING UNIVERSITIES IN INDONESIA

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ABSTRAK

Studi ini menganalisis pernyataan visi dari 10 universitas teratas di Indonesia yang diperingkat oleh Times Higher Education pada tahun 2024. Pernyataan visi sangat penting untuk mendefinisikan arah strategis, identitas, dan keterlibatan pemangku kepentingan universitas. Analisis konten mengidentifikasi tema-tema yang berulang, termasuk kemajuan ilmiah, inovasi, pemberdayaan masyarakat, dan daya saing global. Meskipun pernyataan-pernyataan ini mengartikulasikan tujuan yang ambisius, tantangan potensial seperti retorika simbolis dan isomorfisme institusional dapat menghambat efektivitasnya. Temuan ini menekankan perlunya pernyataan visi yang dapat ditindaklanjuti dan selaras dengan misi institusi. Studi ini diakhiri dengan rekomendasi untuk penelitian lebih lanjut tentang implementasi praktis dari visi-visi ini dan peran kepemimpinan, serta strategi untuk mengintegrasikan visi ke dalam budaya institusi.

Kata Kunci: Pendidikan Tinggi, Inovasi, Strategi, Visi

ABSTRACT

This study analyzes the vision statements of Indonesia's top 10 universities, as ranked by Times Higher Education in 2024. Vision statements are crucial for defining a university's strategic direction, identity, and stakeholder engagement. The content analysis identifies recurring themes, including scientific advancement, innovation, community empowerment, and global competitiveness. While these statements articulate ambitious goals, potential challenges such as symbolic rhetoric and institutional isomorphism may hinder their effectiveness. The findings emphasize the need for vision statements that are actionable and aligned with the institution's mission. The study concludes with recommendations for further research on the practical implementation of these visions and the role of leadership, as well as strategies for embedding visions into institutional culture.

Keywords: Higher Education, Innovation, Strategy, Vision

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A. INTRODUCTION

Higher education plays a crucial role in shaping Indonesia's future workforce and driving national innovation (Chaerunisyah, 2021). In the dynamic landscape of higher education, a university's vision statement serves as a guiding beacon, encapsulating aspirations, core values, and long-term goals (Madikizela-Madiya, 2022a). Vision statements are not merely rhetorical flourishes, they play a critical role in shaping institutional identity, strategic planning, and stakeholder engagement (Martosenjoyo, 2021a). The vision statements are the foundation of the universities strategic plan and describe what each university intends to do in the future (Olusola et al., 2022; Breznik & Law, 2019). A strong vision statement is a significant element of an effective promotion strategy for a university to be recognized globally (Rosyidah et al., 2020). The vision statement has the groundwork of any university to guide the institution's mode of operation (Jna et al., 2020a). Vision statement is a fundamental concept in initiating strategic management as the vision statement contains the aspirations or goals necessary for the success of an educational institution to continuously grow and improve (Anisa & Rahmatullah, 2020; Anwar, 2019; Sweet, 2023).

A vision in the context of education is often described as a "guiding direction or roadmap" for the present and the future. In educational settings, a vision also serves as a crucial tool in shaping organizational culture and motivating its members (Coker, 2022a; Martosenjoyo, 2021b). However, vision statements are often more symbolic than practical, and the actual effectiveness of a vision in achieving desired outcomes is frequently questioned, especially when the vision is not genuinely internalized or implemented (Coker, 2022a). Moreover, the pressure known as institutional isomorphism pressure towards uniformity and conformity based solely on rankings—can obscure the unique identity of each university and affect the quality of education they offer (Madikizela-Madiya, 2022b). This situation is quite dangerous for higher education institutions like universities, as they may lose direction and possibly lean towards actions that benefit certain parties, such as gaining financial profit through education, while neglecting their roles in service, innovation, and producing graduates who are competitive in the job market. Therefore, it is crucial that the vision of higher education institutions, such as universities and institutes, emphasizes sustainable development and high competitiveness in both national and international sectors.

A strong vision statement is a vital strategic tool for universities, as it provides a clear purpose and direction that aligns stakeholders with the institution's goals (Gunawan & Hamida, 2023a). It guides decision-making, resource allocation, and the prioritization of initiatives, ensuring consistency with long-term objectives (Papadimitriou & Schiffecker, 2023). A well-articulated vision also differentiates a university in a competitive global education market, helping to attract talented students, faculty, and strategic partners (Makoe, 2022). Furthermore, it serves to inspire and unify stakeholders, fostering a shared sense of identity and commitment (Moye, 2019). By articulating a clear and aspirational future, a vision statement enhances the university's strategic positioning and adaptability, supporting sustained growth and success in a dynamic educational landscape. (Martosenjoyo, 2021a)

This article conducts a content analysis of the vision statements of top ten leading universities in Indonesia based on Times Higher Education Ranking year 2024. By examining vision statement, we can define the universities long-term planning and underlying message

conveyed. Through this content analysis, we seek to contribute to the broader discourse on higher education leadership and management. By understanding how these universities articulate their vision statement, policymakers, educators, and prospective students. As Indonesia's educational landscape continues to evolve, understanding the vision statements of its leading university becomes crucial to comprehending their unique contributions and their collective impact on shaping the nation's future. The selected universities represent the pinnacle of academic excellence in the country, often setting benchmarks for others to follow. Therefore, their vision statements offer valuable insight into the strategic priorities and educational philosophies that drive their success.

Understanding these vision statements is crucial for stakeholders who are invested in the future of Indonesian higher education, including government bodies, educational policymakers, university administrators, faculty members, and students. Through this analysis, we hope to contribute to the ongoing conversations about how universities can effectively navigate the challenges and opportunities of the rapid dynamics to ensuring their relevance and impact on both national and global scale. We aim to identify both convergent and divergent themes stated in the vision of each selected universities. Convergent themes may indicate shared priorities and collective aspirations within Indonesian higher education, while divergent themes can reveal unique institutional identities and strategic differentiations. This duality enriches our understanding of how universities position themselves in a competitive and ever-changing educational environment.

B. RESEARCH METHODS

This study employs a qualitative research methodology with a content analysis approach. Content analysis is selected as it allows for an in-depth examination of textual data—in this case, the vision statements of Indonesia's top 10 universities as ranked by Times Higher Education 2024. This method is suitable for exploring recurring themes, linguistic patterns, and strategic priorities articulated in the vision statements. By focusing on qualitative aspects, the research aims to provide a nuanced understanding of the intentions and aspirations embedded in these statements.

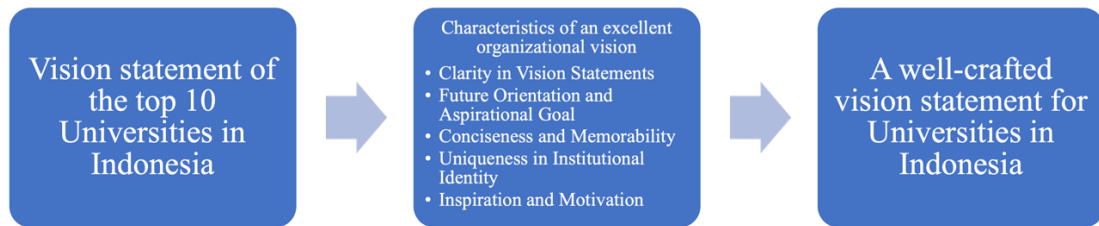
The primary data for this research consists of the official vision statements of the top 10 Indonesian universities. These vision statements were collected from publicly available university documents and websites. To ensure consistency, only the most current and officially endorsed vision statements as of 2024 were used. Additional secondary data, such as prior academic studies on vision statements and strategic management, was also consulted to provide context and enhance the analysis.

The collected data was analyzed using thematic analysis, a widely accepted qualitative technique that involves identifying and interpreting patterns or themes within the data. The analysis was conducted with the aid of Voyant Tools, which enabled the visualization of key motifs such as innovation, global competitiveness, community engagement, and sustainability. Both converging and diverging themes were examined to identify common priorities across the universities as well as distinctive elements that reflect unique institutional identities.

To ensure the validity of the research findings, triangulation was applied by cross-referencing the themes identified in the vision statements with existing literature on higher education vision formulation. Additionally, peer debriefing was conducted, where experts in



the field of strategic management and higher education reviewed the analysis to confirm the accuracy and relevance of the interpretations. This approach enhances the reliability of the study and ensures that the findings accurately reflect the content of the vision statements.



Picture 1. Research Design

C. RESULTS AND DISCUSSION

1. Vision Statement in Higher Education Organization

A vision statement is a vital component of an organization's strategic planning, serving as a clear and inspiring declaration of what the organization aspires to achieve in the future (Coker, 2022). A vision statement should describe the desired future state of the company, aligning the efforts of employees and stakeholders with the organization's long-term goals (David et al., 2023a). Vision statements are vital in strategic management as they provide a clear direction and purpose and motivating them to work towards common goals. A well-crafted vision statement not only outlines the organization's aspiration but also helps garner support and drive organizational change.

As outlined in *Strategic Management: Concept and Cases* by Fred R. David, effective vision statements typically possess five main characteristics: a) Clarity: they clearly indicate the industry and the future aspirations of the company; b) Future orientation: they describe what the company aims to achieve within a specific timeframe, usually around five years; c) Conciseness: they are brief, usually limited to one sentence, making them easy to remember and communicate; d) Distinctiveness: they highlight what sets the company apart from its competitors; e) Inspirations: they motivate stakeholders to support the company's vision. These characteristics summarized to 5-out-of-5 tests for an effective vision statement. While there is no universal approach to crafting a vision statement, as each organization's context and needs are unique.

In higher education, vision statements are equally crucial in defining the strategic aspirations of universities, setting a clear path toward academic excellence and societal impact. As with corporate organizations, universities use vision statements to communicate their long term-goals, distinguishing themselves within increasingly competitive global education landscape. The vision statements of Indonesia's top 10 universities offer valuable insights into how these institutions aim to position themselves both nationally and internationally. Common themes such as fostering research excellence, promoting global competitiveness, and contributing to societal advancement are prevalent across these statements. Each university adapts its vision to reflect its unique strengths and priorities while aligning with broader educational and developmental goals. Analyzing these vision statements provides a deeper understanding of how universities strategically define their

roles in shaping the future of education and contributing to national progress.

2. Analysis of The Vision statements of Top 10 Leading Indonesia Universities

A vision starts from the process of strategy formulation and depicts the desired future state of the organization (David et al., 2023a). The existence of a vision is closely related to the organization's values and culture, which provide norms on how members should behave and how resources should be allocated (Breznik & Law, 2019b; Singh & Shah, 2021).

Table 1. Vision Statements of Indonesia Universities

S/N	Institutions	Vision Statement
1.	Universitas Indonesia	To produce graduates who are highly intellectual, have noble character, and capable of competing globally (<i>Menciptakan lulusan yang berintelektualitas tinggi, berbudi luhur, dan mampu bersaing secara global</i>)
2.	Universitas Airlangga	To establish itself as an independent, innovative, and leading university at the national and international levels, pioneering the development of science, technology, humanities, and fine arts guided by religious morality. (<i>Menjadi universitas yang mandiri, inovatif, termuka di tingkat nasional dan internasional, pelopor pengembangan ilmu pengetahuan, teknologi, humaniora, dan seni berdasarkan moral agama</i>)
3.	Institut Teknologi Bandung	To pioneer, disseminate, and apply knowledge and technology in the field of industrial technology, while cultivating exceptional human resources to make Indonesia and the world a better place (<i>Menciptakan, berbagi, dan menerapkan ilmu pengetahuan dan teknologi dalam bidang teknologi industri serta menghasilkan sumber daya insani yang unggul untuk menjadikan Indonesia dan dunia lebih baik</i>)
4.	Binus University	A world-class university fostering and empowering the society in building and serving the nation
5.	Universitas Gadjah Mada	Gadjah Mada University: A Pioneer of world-class national university, superior and innovative, dedicated to the interest of the nation and humanity, guided by cultural values rooted in Pancasila (<i>Universitas Gadjah Mada sebagai pelopor perguruan tinggi nasional berkelas dunia yang unggul dan inovatif, mengabdikan kepada kepentingan bangsa dan kemanusiaan dijiwai nilai-nilai budaya berdasarkan Pancasila</i>)
6.	Institut Pertanian Bogor	To transform into a research-based university at the forefront of innovation for national independence, evolving into a leading global techno-socio-entrepreneurial university in the fields of agriculture, marine science, and tropical biosciences (<i>Menjadi perguruan tinggi berbasis riset dan terdepan dalam inovasi untuk kemandirian bangsa menuju techno-socio-entrepreneurial university yang unggul di tingkat global pada bidang pertanian, kelautan, dan biosains tropika</i>)
7.	Universitas Sebelas Maret	To establish itself as a premier international center for development of science, technology, and arts, deeply rooted



		in the noble values of national culture (<i>Menjadi pusat pengembangan ilmu pengetahuan, teknologi, dan seni yang unggul di tingkat internasional dengan berdasarkan pada nilai luhur budaya nasional</i>)
8.	Universitas Syiah Kuala	To metamorphose into a globally renowned socio-techno-entrepreneurial university pioneering innovation, self-reliance, and eminence (<i>Menjadi universitas sosio-teknopreneur yang inovatif, mandiri, dan terkemuka di tingkat global</i>)
9.	Institut Teknologi Sepuluh November	To established itself as a world-class university that contributes to national independence while becoming a benchmark for education, research, community service, and innovation development, particularly in support of industry and marine affairs (<i>Menjadi perguruan tinggi berkelas dunia yang berkontribusi pada kemandirian bangsa serta menjadi rujukan dalam pendidikan, penelitian, dan pengabdian masyarakat serta pengembangan inovasi terutama yang menunjang industri dan kelautan</i>)
10.	Universitas Andalas	To earn recognition as a university of excellence and dignity (<i>Menjadi universitas terkemuka dan bermartabat</i>)

With strong and well-defined values, a vision can help shape the organization's sustainable mission and strategy. An effective vision should have at least five key characteristics that can serve as a guide in writing or evaluating vision statements. These five characteristics are the standard for an excellent organizational vision . The five characteristics for creating a vision are as follows:

- Clear: The vision statement should indicate the type of institution the company is running and what it wants to achieve to become.
- Futuristic: The vision statement should express what the institution aims to achieve in the next five years.
- Concise: The vision statement should ideally consist of only one sentence, which can be easily remembered and understood.
- Unique: The vision statement should reflect the company's competitive advantage, make it distinct from other companies
- Inspiring: The vision statement should motivate its readers to support the company and its goals. (David et al., 2023b).

In the context of education, in addition to a clear and futuristic vision, leadership practices and strategies are also essential for building and implementing change, as well as developing a diverse, equitable, ideal, and inclusive educational environment (Sweet, 2023b). The role of leaders, within the context of the institution, also impacts the vision of an institution, with each leader bringing a different vision for themselves and the institution (Intsiful & Essuman, 2024). A vision in the context of education is related to why the organization exists, its purpose, who sets the mission, and how that mission is translated, which often forms part of the strategic plan .

The visions created by higher education institutions in Indonesia tend to aim for quality improvement by targeting better rankings at the national and international levels and are future-oriented (Jna et al., 2020b). Vision in the context of education often focuses on

improving public welfare, empowering communities, and enhancing the quality of life globally (Haski-Leventhal, 2020). As presented in Table 1, each university—being a higher education institution—has a different vision depending on what they want to achieve. The projection of university visions in Table 1 illustrates that university leaders—Rector, Dean, and others—possess strategic and revolutionary capabilities to produce high-quality graduates who can compete at the local, national, and international levels. As demonstrated by the vision of the Sepuluh Nopember Institute of Technology, "To become a world-class university that contributes to national self-reliance and serves as a reference in education, research, community service, and the development of innovation, especially in supporting industry and marine affairs," this university aims to be an institution of international quality, contributing to the nation through self-reliance, and the development and diffusion of innovation, particularly in the fields of marine and industry.

There is still a prevailing view that universities should not be stagnant and must continuously evolve in line with societal and even global developments (Gunawan & Hamida, 2023b). The top ten university visions in Table 1 indicate that, on average, universities in Indonesia are engaged in the development of science and technology (IPTEK), strive to create innovation and simultaneously diffuse it, and focus on community empowerment. These three objectives are undoubtedly very beneficial if managed well.

3. Clarity in Vision Statements

Clarity is one of the most important features of a strong vision statement. A clear vision should succinctly communicate what the university aims to achieve and the industry or field in which it operates. In this regard, the majority of the universities analyzed such as Universitas Indonesia (UI) and Institut Teknologi Bandung (ITB)—have vision statements that clearly define their goals. For instance, UI's vision explicitly mentions the goal of producing globally competitive graduates with high intellectual standards, highlighting both the institution's educational focus and its future aspirations.

However, not all vision statements achieve the same level of clarity. In some cases, vague or overly broad language can dilute the impact of the vision. For example, while Universitas Andalas aspires to be a "university of excellence and dignity," the lack of specificity in terms of what "excellence" entails makes the vision statement less clear compared to others. Clarity is essential because it guides the institution's stakeholders including faculty, students, and partners in understanding the institution's long-term direction.

4. Future Orientation and Aspirational Goal

A key component of any vision statement is its focus on the future. According to best practices, a vision should outline what the institution hopes to achieve over the next several years. In this analysis, many universities demonstrated a strong future orientation in their vision statements. For example, Institut Teknologi Sepuluh Nopember (ITS) envisions becoming a "world-class university" that contributes to national independence, especially through advancements in industry and marine affairs. This focus on future goals aligns with Indonesia's broader national objectives, which emphasize technological progress and self-sufficiency. Vision statements like those from ITS and IPB (Institut Pertanian Bogor) reflect



an understanding of the role universities play in shaping the future, particularly through research, innovation, and contributions to sustainable development. The future orientation of these vision statements inspires both internal and external stakeholders to work toward shared long-term goals.

5. Conciseness and Memorability

Conciseness is a vital characteristic of effective vision statements as it enables the institution's goals to be communicated clearly and memorably. A concise vision is brief, focusing on core messages without unnecessary complexity, making it easy for stakeholders to internalize and act upon. Many of Indonesia's top universities have successfully crafted concise visions, such as Binus University's short, impactful statement that emphasizes its global ambitions and societal contributions. This brevity ensures that the message is easily understood and remembered, both by the university community and external stakeholders. A concise vision also enhances the institution's ability to project a clear and consistent brand to a wider audience, including prospective students, partners, and funders.

However, some universities, such as Universitas Gadjah Mada (UGM), have opted for more detailed statements that reflect their unique values and national identity. While these visions are rich in meaning, their complexity can reduce memorability, requiring more effort to internalize. The balance between brevity and depth is crucial to avoid overwhelming the audience while still capturing the institution's unique mission. Conciseness does not equate to oversimplification. Universities like Institut Teknologi Sepuluh Nopember (ITS) demonstrate how a vision can remain concise while still being meaningful and motivating. By focusing on key areas like national independence and innovation in industry and marine affairs, ITS keeps its vision brief but impactful. This balance ensures that the vision is both actionable and easy to communicate across different levels of the institution.

In conclusion, concise vision statements are more likely to be integrated into the university's daily operations, guiding its strategic direction and decision-making. While brevity enhances memorability and clarity, universities must ensure their visions remain meaningful and aligned with their specific goals. Achieving this balance makes the vision a powerful tool for inspiring and uniting the institution's stakeholders around shared objectives.

6. Uniqueness in Institutional Identity

One of the core functions of a vision statement is to differentiate the institution from its peers by highlighting its unique strengths. The uniqueness of a vision statement ensures that the institution stands out in a competitive landscape. In this regard, several universities in Indonesia have vision statements that reflect their distinct institutional identities. For example, Institut Pertanian Bogor (IPB) emphasizes its goal of becoming a leading technosocio-entrepreneurial university, with a specific focus on agriculture, marine science, and tropical biosciences. This distinct focus on areas critical to Indonesia's natural environment and economy sets IPB apart from other universities that may prioritize more general technological or social sciences.

However, the analysis also revealed a risk of institutional isomorphism, where multiple universities adopt similar language and goals in their vision statements, often in response to pressures from global rankings. For example, many universities, such as

Universitas Indonesia, Universitas Airlangga, and Institut Teknologi Bandung, all emphasize global competitiveness and innovation, which, while important, can result in visions that lack distinctiveness. To stand out, it is crucial for universities to incorporate elements that reflect their unique values, strengths, and contributions to society.

One of the key findings in this study is the balance many universities try to achieve between their global aspirations and national identity. While many vision statements emphasize a commitment to becoming globally competitive, they also often reflect a strong sense of responsibility toward national development. For example, Universitas Gadjah Mada (UGM) and Universitas Airlangga (UNAIR) emphasize their roles in serving the nation, alongside their global ambitions. This dual focus ensures that these universities remain connected to their local communities while pursuing international recognition. This balance is crucial because it reflects the broader challenge that many universities face: the need to position themselves in the global higher education arena while still addressing the specific needs of their country. This approach not only enhances the universities' global competitiveness but also ensures that they retain their unique cultural and national identities.

7. Inspiration and Motivation

An ideal vision statement should not only provide direction but also inspire and motivate stakeholders—such as students, faculty, and the broader community—to work toward the institution's goals. A vision that is truly inspirational connects with its audience on a deeper level, fostering a sense of purpose and pride. In this analysis, universities like Universitas Gadjah Mada (UGM) and Institut Teknologi Sepuluh Nopember (ITS) excel in this aspect. Their vision statements evoke a sense of ambition and commitment to both national progress and global leadership, which inspires action and alignment within their institutions. For example, UGM's vision to be a “pioneer of a world-class national university dedicated to the nation and humanity” carries a strong message of national pride, while also emphasizing global aspirations. This dual focus appeals to both the internal community and external stakeholders by positioning UGM as a leader in Indonesia's educational and societal development. The inspirational quality of this vision encourages students and faculty to contribute to the university's mission with a clear understanding of how their roles impact both the nation and the world.

In contrast, some universities might fall short in this area by crafting vision statements that, while clear and concise, lack the emotional resonance necessary to inspire. For instance, Universitas Andalas aims to be a “university of excellence and dignity,” but the lack of specific motivating language makes it less compelling compared to more aspirational visions. A vision that fails to inspire risks becoming merely symbolic, losing its power to guide and energize the institution's stakeholders toward meaningful action. Motivational language in a vision statement is also essential for building a strong institutional culture. When the vision aligns with the values and aspirations of the university community, it can foster a sense of unity and purpose. For example, ITS's vision to “become a world-class university contributing to national independence” not only sets clear goals but also evokes a sense of duty and pride, motivating stakeholders to work towards shared national and global ambitions. Inspirational visions like this help unify the institution's efforts and ensure that all members are working in harmony toward common objectives.



The inspirational and motivational qualities of a vision statement are crucial for translating the university's strategic goals into action. A strong vision should not only outline what the institution aspires to achieve but also evoke a sense of purpose that engages and excites its community. Universities that successfully integrate motivation into their vision statements, like UGM and ITS, can foster a culture of commitment and shared responsibility, driving progress toward their long-term goals.

D. CONCLUSION

The vision statements of Indonesia's top 10 universities generally align with the ideal characteristics of a strong vision statement which are clarity, future orientation, conciseness, uniqueness, and inspiration. These elements are evident in the ways the universities articulate their long-term goals, from innovation and global competitiveness to sustainability and community engagement. The analysis reveals a strong focus on advancing science and technology, fostering innovation, and empowering communities. These objectives are in line with the universities' goals to enhance their national and international standings, contribute to societal well-being, and produce globally competitive graduates.

However, the analysis also reveals that some universities risk adopting too-similar visions in their pursuit of global rankings, leading to potential issues of institutional isomorphism. To mitigate this, it is essential for each university to emphasize its unique strengths and identity while maintaining a focus on the future. There are concerns that these visions may become symbolic rather than practical if not properly internalized, and the pressure to conform to rankings could dilute each university's unique identity, potentially compromising the quality of education and the broader educational mission.

For future research, it is important to explore how these vision statements are being implemented in practice, examining the alignment between the vision and the daily operations of faculty, staff, and students. Additionally, the impact of institutional isomorphism where universities prioritize rankings over their unique missions should be studied to understand how this trend affects innovation and educational quality. Research should also delve into the role of leadership in ensuring that the vision is not just aspirational but is actively driving the institution's progress.

In conclusion, a well-crafted vision statement not only guides an institution's strategic direction but also inspires stakeholders to work toward achieving shared goals. By ensuring that their visions are clear, inspiring, and reflective of their unique missions, Indonesia's top universities can continue to lead in both national development and global education. Institutions should focus on developing vision statements that are both aspirational and actionable, involving a wide range of stakeholders in the process to ensure broad resonance. While pursuing higher rankings can be beneficial, universities must also maintain a balance between these aspirations and their core mission, ensuring that their pursuit of prestige does not overshadow their commitment to innovation, community service, and producing well-rounded graduates. Lastly, universities need to ensure that their vision statements are deeply internalized within their communities. This can be achieved through regular engagement activities, such as discussions and workshops, that embed the vision into the university's culture and operations. By doing so, institutions can ensure that their visions are more than just symbolic declarations and that they truly guide the university toward sustainable success and meaningful impact.

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