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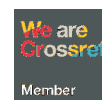
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Article

View of an evaluation framework for legal entity state universities in indonesia: integration and measuring institusional effectiveness



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ABSTRACT

This research is motivated by the turbulent development of economic improvement in the world of education regarding Legal Entity State Universities in Indonesia, which integration measuring institutional effectiveness, and evaluation framework which are needed in the tertiary environment. Therefore, it is necessary to design concepts, models of good practice, and implementation in Legal Entity State Universities in Indonesia. The method used is a qualitative method using text-based analysis, which is called textual analysis of various reports, official documents, guidelines, and procedures. This research aims to examine and analyze how legal entity state universities influence the integration of institutional effectiveness and Institutional theory-based research as a form of assessment of existing models and regulations. The results showed that the shift in the institutional form of Legal Entity State Universities (PTNBH) has brought about changes in strategic leadership models such as in private organizational governance. The analysis result found that dominant evaluation framework model legal entity state universities is the main idea, the main model in providing recommendations for good management development and preparation for handling problems with legal entity state universities in Indonesia which have not yet been implemented Researchers in this field and in Indonesia in general. The findings show that the evaluation framework model in legal entity state universities still have several problems including concept (4 findings), model (3 findings), process audit (2 finding), and implementation (1 findings). So it is necessary to immediately carry out harmonization and explain the formulation of several integration measuring institutional effectiveness.

Keywords:

Evaluation framework
Integration measuring
Institutional effectiveness
Legal entity

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Introduction

The problem discussed in this study is the limited strategic formulation in the Legal Entity State Universities in Indonesia Concept has emerged as a prominent model to improve the efficiency and effectiveness of the quality of Higher Education better. Legal Entity State Universities emphasizes

broader autonomy in academic, financial, and human resource management, allowing Legal Entity State Universities in Indonesia to be more flexible and responsive to the needs of higher education and industry. Legal entity state universities currently apply the New Public Management perspective in its management. New Public Management according to (Allen, 2020) is a private sector approach and a business approach to the public sector, where according to Abdullah et al., (2022) this is proven by the transformation of legal entity state universities to manage institutions and can seek institutional income from anywhere including through SPP or UKT or other sources that are profitable for universities

In addition to the New Public Management perspective, Legal Entity State Universities according Monti et al., (2018) also emphasize value-based management which can be applied in Legal Entity State Universities as an approach to managing resources and achieving strategic goals. Legal Entity State Universities that apply value-based management will focus on maximizing the value created for society, both through education, research, and community service.

For example, Legal Entity State Universities can use value-based management to optimize budget use, improve the quality of education, and attract more students, lecturers, and researchers. According to Hahn et al., (2021) by Tower et al., (2021) Value-based management can also help Legal Entity State Universities to manage assets and resources efficiently and effectively.

By having the freedom to establish partnerships with industry and international institutions, universities can be more effective in transferring technology and knowledge to the wider community. Through the implementation of a concept like foreign universities such as the University of California, Berkeley. Along with the development of the system, Indonesia has also implemented a similar concept, namely the Legal Entity State Universities model. With the implementation of a similar concept, the flexibility of university management is more open. This can be seen from the freedom to attract more funding from various sources, as well as participating more actively in global research and innovation. This effort is also part of a strategy to achieve World Class University (WCU) status according to (Tower et al., 2021; Ahmed et al., 2020; Valks et al., 2018).

The Legal Entity State Universities model has more flexible regulations regarding academic and non-academic aspects, including aspects of financial management. The mission of Legal Entity State Universities is to serve the community and organize quality universities by paying attention to the economic conditions of the community.

The Legal Basis for Analytical Legal Entity State Universities model is Permendikbud No. 88 of 2014 concerning the Change of State Universities (PTN) to PTNBH, Permendikbud No. 4 of 2020 concerning Amendments to Permendikbud No. 88 of 2014 concerning the Change of PTN to PTNBH. Decree of the Director General of Higher Education, Ministry of Education and Culture No. 75/E/KPT/2020 of 2020 concerning Guidelines for Changing State Universities to Legal Entity State Universities model. The change of PTN to Legal Entity State Universities model is in accordance with the Independent Campus policy as stated in the Regulation of the Minister of Education and Culture Number 4 of 2020 concerning the Change of State Universities to Legal Entity Universities.

Welcoming transformation, supporting steps, and improving the quality of services in a tertiary institution depend on the use and utilization to Integrated Management System in supporting Academic Management, Research, Extension and Social Projection in tertiary institutions. The main goal is for institutions by Sutjarittham, (2018) and Ozdemir and Gupta (2021) to be able to adapt to existing advances by improving value-based management and to operate effectively and efficiently.

Bearing this in mind, it is natural that educational institutions, especially higher education institutions, are required to by He et al., (2022), and Hahn et al., (2021) be better prepared to produce undergraduate graduates who can survive in a challenging era like now. This is because the need for better education with higher grades is at the heart of all these demands. Through high quality and valuable value-based management, a higher education institution can become a superior university and be sought after by the public.

With PTNBH status, higher education state in Indonesia will have a higher authority to regulate itself compared with higher education state public service agency or unit of work. Management is not

rigid and not too bureaucratic. Legal Entity State Universities model is designed to move quickly in responding to changes in the strategic external environment that are moving so dynamically that they can run, excel, and be competitive. One of the privileges of Legal Entity State Universities model is being able to open study programs independently without going through the proposal mechanism at the institutional directorate, directorate general of DIKTI, research and technology so that it can quickly capture market needs and improve quality human resources.

The legal entity state universities status has been implemented for 21 years in Indonesia. In the first period, there were only four universities given this status, namely Bandung Institute of Technology, University of Indonesia, Gajah Mada University, and Bogor Agricultural Institute. Recently, Indonesia had 17 state universities with legal entity status. The study carried out by Salimath & Philip, (2020) reported that the status of a university with a legal entity had aided the improvement in organizational, human resources, and financial management.

Legal Entity Higher Education is a state university founded by the government under the status of an autonomous public legal entity. Previously known as State-Owned Legal Entities (BHMN) and Educational Legal Entities. As of October 2022, there are 21 state universities had legal entities. With legal entity higher education This research is compiled based on the researcher's technical experience as a Legal Entity State Universities model taskforce team obtained by the researcher and the result data in 9 well-known PTNs in Sumatra Indonesia, 4 of which already have Legal Entity State Universities model status, namely the University of North Sumatra (USU), Andalas University (Unand), Padang State University (UNP), Syiah Kuala University (Unsyiah) and 5 other PTNs Towards Legal Entity State Universities model including UNSRI, UNJA, UNRI, UNILA, and UNIMED. And especially the University of Jambi which is the domicile of the researcher regarding the mandate towards PTN BH in 2025 which makes it possible to provide quality measures, strategic formulations, models and evaluation materials for submitting organizational authority and governance of management reform in education that is proposed.

This research is compiled by providing a perspective on evaluating and effectiveness Adapting design, measures, Quality models and Implementation of Integration Management System Using the Framework for Legal Entity State University. Universities play a strategic role in implementing bureaucratic reform programs, especially as agents of change in the New Management Era. All universities in Indonesia that have legal service status and that will be transformed into legal services by the Ministry of Education, Culture, Research and Technology are committed to continuing to improve themselves and bureaucratic reform into an effort to become universities with world-class bureaucracy (world class entrepreneurship universities). This commitment is useful in providing increasingly high-quality public services and more effective and efficient governance (He et al., 2022; Sahin et al., 2018).

In the concept, model, audit process and implementation measuring integration universities, autonomy represents the offering of authority to universities, facilitating them to manage their activities evenly. In Indonesia, university autonomy consists of the power to manage both academic and non-academic activities. Educational management includes the establishment of norms and operational policies, along with the practice of tridharma (three obligations) in education.

According to Serrano, (2020), and public service integrity, Valks et al., (2018) such as a good university effectiveness index to explain the form of good legal entity state universities in Indonesia. The following is Table 1 Targets and Indicators of Success in Management, which can be explained as follows based on the opinions of the experts above, namely: Adapted from, Hahn et al., (2021), Ahmed et al., (2020) ;Makey & Awatere, (2018), Wang & Shao, 2018). This study is intended to design the design of a quality model, strategic formulation and quality measurement of Legal Entity State Universities in Indonesia and evaluation of the Implementation of the Governance Management Model of Legal Entity State Universities in Indonesia.

As far as the researcher's knowledge and by reviewing approximately 100 relevant journals, no similar research model has been found that tests of an Evaluation Framework for Legal Entity State Universities in Indonesia. This is a fundamental Novelty in this study and is the first study that of an Evaluation Framework Legal Entity State Universities in Indonesia in a research model.

Table 1. Targets and Indicators of Success in Management Bureaucratic Reform

Goal	Indicators	Target	
		(2022)	(2025)
The realization of a goodland Corruption-free Government	Key Performance indicator *)	2.8	5.0
	Reasonable	42,17%	100%
	without Navel	2.73%	60%
The realization of improving the quality of public services to the community	Exception opinion Area	6,64	8,0
	Public Service Navel	6,46	8,-
	Integrity Area	122	75
	Ease of doing business	0,29	0,5
Increased capacity and accountability of a bureautic performance	Rating	24%	80%
	Good University		
	Effectiveness Index **)		
	Accountable Good University		

Source: field data (Jan-Des,2022-2025), retrieved from <https://www.kemdikbud.go.id/>

This study finds a new perspective related to Legal Entity State Universities and the implementation of Integration institution effectiveness. With the information on this measurement, this information can be used as a statement in decision making when the Assessment is carried out. Based on the historical problems that occur, this study is proposed by adopting the Legal Entity State University in Indonesia Framework, it is expected to develop standardization of educational quality related to the Management of the Legal Entity State University in Indonesia Quality Model.

These changes are a response to rapid changes in the organization's external environment and are required by Hahn et al., (2021) to be a rapid response from within. Organizational change affects competitiveness and performance. According to According to (He et al., 2022), sahin et al., (2018) the establishment of universities is an effort to renew, sharpen, and strengthen education in the field of fulfilling basic human needs, namely pedagogical presentations. These changes are a reaction to rapid changes in the organization's external environment to which the organization must also react quickly.

This research is intended to design a quality management model, strategic formulation, and quality measures for new public management in education, and evaluate the implementation of the legal entity state univesities Model in Indonesia.

In terms of changes that are concentrated in the location of universities that want to increase their value, especially those with legal service agency status, this research applies institutional theory. This theory is important to provide provisions for educators and education personnel regarding their perspectives on their environment. This theory clearly states that a good organization will follow its environmental standards. Overall, institutional theory helps people understand the organizational picture more easily, encourages managers to think logically, supports the implementation of appropriate strategies and structures, and emphasizes value enhancement.

One of them is research by; (Shulga & Busser, 2020); and Tower et al., (2021) explain that the transformation of institutions is strongly influenced by value creation. Another study by Safa et al., (2017) stated that the impact of value creation on institutional and organizational change is not significant. In addition Zhang, (2021) explained in their research that adaptive capacity can have a significant impact on organizational and institutional change. According to Fatmawati et al., (2024), adaptability does not have the ability to significantly influence organizational change.

This study finds a new perspective regarding new public management and the implementation of legal entity state universities Integration measuring effectiveness. With this quality measurement information, it can be used as a decision statement when the assessment is carried out. Based on the historical problems that have occurred, this research adopts the use of legal entity state universities, and in its measurement and it is hoped that the standardization of educational quality, and

Implementation of legal entity state universities System Integration supporting Good University Governance measuring effectiveness with legal entity state universities in Indonesia.

Researchers solved several basic problems in this research, related to the following matters: (1) RQ1: What is the concept of evaluation framework and integration measuring institutional effectiveness with legal entity state universities in Indonesia?; (2) RQ2: What is the model of evaluation framework and integration measuring institutional effectiveness with legal entity state universities in Indonesia?; (3) RQ3: What is the audit evaluation framework and integration measuring institutional effectiveness with legal entity state universities in Indonesia?; (4) RQ4: What is the implementation of evaluation framework and integration measuring institutional effectiveness with legal entity state universities in Indonesia?

This research aims to determine the Design of evaluation framework legal entity state university and integration measuring institutional university effectiveness. Based on the results of several previous studies, there is still no research that applies legal entity state universities to education assessments; therefore, this research is considered worthy of being carried out as a reference for universities with legal service status. The novelty of this research is specifically determining the effectiveness of legal entity state universities in providing value creation and the ability to integrate measuring institutional effectiveness.

Therefore, this study analyzed some factors perceived as dominant in the management of state universities with legal entity status. Specifically, we reviewed the relevant literature for further empirical studies, concept, audit process, model and implementation adoption of dominant variables in the development of effective management in universities. Therefore, the results of this analysis can be references for the head of higher education institutions in determining the primary for university development. Universities can develop and innovate faster. State Universities with Legal Entity status have broader autonomy. Which means that the state universities with legal entity status can take care of their household more independently.

The next section highlights the methodological approach, applied in the systematic literature review and potential future empirical research. Next, the researcher focused on elaborating a review of the relevant literature and theoretical developments in developing the model.

Methods

The research method used by the author is a descriptive qualitative method with a primary focus on literature study. The qualitative research method itself focuses on a model that prioritizes analysis or descriptive. In this method, the author uses a theoretical basis as a guideline and will emphasize more on the subject's perspective to ensure that the writing results are in accordance with the reality in the field. This literature study aims for the author to understand and develop ideas that are relevant to the issue being studied, then strengthen the issue, and compile a theoretical framework for the study and research design.

To strengthen the ideas in this study, interviews were conducted using stratified sampling by dividing informants into several groups (strata) based on certain characteristics, then conducting interviews with random samples from each selected group. Activities in-depth interviews with verbally 21 Top Management people and Heads of Quality Assurance at Universities with Legal Entity State Universities in Indonesia formed consent for participation in the study has been obtained.

The criteria asked regarding the concept, model, audit process, and implementation of evaluation framework and integration measuring institutional effectiveness with legal entity state universities in Indonesia were obtained virtually form of a Group Discussion and Information Sharing Forum about Universities with Legal Services Status.

The determination of a legal entity state universities with legal service status is determined through an assessment by the government with several requirements including. The requirements for higher education to become a legal entity higher education include the level and degree of higher education's ability to: (a) implementing the Tri dharma of quality higher education; (b) managing the higher education organization based on the principles of good governance; (c) meet minimum

standards of financial viability; (d) carry out social responsibility. The interview process was carried out through an online Plenary Meeting with the Council of Professors of Legal Entity State Universities (MDGB-PTNBH) regarding Academic Leadership Training on Innovative Transformation for University Development and Empowerment on 29 February – 2 March 2024.

The method of analysis in the research that will be carried out by researchers uses directed content analysis. Interview transcripts from several informants will be read and coded using codes determined by the researcher according to certain criteria. If there is data that cannot be included in the existing code, the researcher will read it again and, if necessary, add a new code.

Apart from data collection, an in-depth study of the material was also conducted through thematic workshops/seminars with experts from the Ministry of Research, Technology, and Higher Education, as well as at the political (central) level. The results of the evaluation tools and workshops are combined with information from the literature (Indonesian Government, 2023 ; Gauthier et al., 2019; Tregua et al., 2019), for further analysis and processing into policy recommendations, which include the following evaluation components and sub-components which is based on the Regulation Of Minister Of Finance of The Republic in Indonesia Number 156 of 2024 about Procedure for determining initial wealth on Legal Entity Higher Education in Indonesia:

Results and Discussion

The evaluation framework of the research activities used is the gap analysis method of the level of performance achieved concept, model, audit process and implementation to the expected ideal conditions. This assessment was carried out through qualitative analysis of the context of each university with legal services status, which is a Center of Excellence for Legal Entity State Universities; through funding measures, governance/management, academic/scientific elements, collaboration and innovation, and technological elements. In addition, the results of the data analysis are equipped with supporting data for each survey response and are expressed through Forum Discussion Groups at universities in Indonesia.

Evaluation framework from legal entity state universities is an effort to create concept, model, audit process and implementation measuring integration university. New offers consist of: core offers, expected features, added features, and symbolic features. Core features are the main products offered by best practice new public management, which integrates the e model as a potential exchange. Expected features are additional features/services provided by universities to their customers as per Monti et al., (2018) , Firk et al., (2019) , Brown (2021), which shows that legal entity state universities influence from this understanding Integration Measuring Institutional Effectiveness, are important elements in carrying out every activity at universities in Indonesia.

Proposition One: the concept of evaluation framework and integration measuring institutional effectiveness with legal entity state universities in Indonesia

The research results show that concept educational institutions with legal entity state universities in Indonesia have recognized the importance of value issues in the practice. The results of interviews conducted by researchers with key informants and respondents who met the requirements provide an explanation of the importance of the of evaluation framework and integration measuring instructional effectiveness with legal entity state universities in Indonesia.

With Legal Entity State Universities concept will have autonomy or discretion authority could ever have, namely governance decisions independently, the right to manage funds independently, transparency and accountability, the authority raised and dismissed its own faculty and staff, as well as them to authorize an established enterprises and develop the endowment and has all the authority 's to open and organize and closing courses (McGee, 2023; and Nasution et al., 2024).

Changing the status to PTNBH requires State Universities to reorient based on the status of PTNBH which includes increased independence in asset and institutional management, academic and non-academic, improvement of world class universities (World Class University) and increased financial capacity. To realize a state higher education institution that is a world class university and achieve the vision that has been formulated, of course, the leader must carry out a strategic planning process

which will be able to produce strategic policies to achieve his vision and mission (Nur et al., 2018; Walker-Munro, 2024; and Summerlin & Taylor, 2025).

This is shown by the inclusion of four main values in a legal entity state universities profile after the vision and mission 1) tenacious focus; (2) freedom to innovate; (3) farsighted; and (4) embrace diversity. The University wants to be a world-class university, and these four value ideas stem from its vision. Understand how important this value concept is to use as a foundation and guideline for legal entity state universities in Indonesia concept.

According by Hahn et al., (2021), (Ahmed et al., 2020) and (McCann et al., 2019) In their explanation of the role of legal entity state universities, establish four main values as the foundation and practice guidelines for the management and education they offer. These values are required by Hahn et al., (2021) Sulaksono et al., (2023) be compiled from concepts that are considered to represent the main goal of every legal entity state university status namely, to become a World-Class University.

As explained by respondents interviewed by researchers, the concept of legal entity state universities which originates from the vision and mission of higher education is a development of previous values, such as feelings and belief in God. In addition to the previous values, the application of the four main values as a basis for management and individual components in it is an improvement from the previous values. Based on such a legal entity state universities concept system, evaluation framework and integration measuring instruksional effectiveness.

Second Proposition: the model of evaluation framework and integration measuring institutional effectiveness with legal entity state universities in Indonesia

Table 2. Legal Entity State Universities Model in Indonesia Autonomy Field

Field	Sub-Field	Management
Academic	Education	a. Academic requirements; b. Study program; c. Learning Process; d. Study program; e. Assessment of learning outcomes; f. Graduation requirements; g. Graduation
	Research and community service	-
Non Academic	Organization	a. Strategic and operational plans; b. Organizational structure and work procedures; c. Internal control and supervision system; and d. Internal quality assurance system.
	Finance	a. Short-and long-term budget planning and management; b. Educational service rates; c. Receiving, spending, and managing money; d. Short-term and long term investment; e. Financial recording and reporting system;
	Student affairs	a. Student organizations; b. Intracurricular and extracurricular student activities; c. Development of student's talents and interest
	Power	a. Assignments, coaching and development; b. Admission requirements and procedures; c. Preparing work targets and career paths; and d. Dismissal
	Facilities and infrastructure	a. Utilization; b. Ownership; c. Consumption; d. Maintenance

Source; Studi literatur process model in dept interview 21 legal entity state universities in Indonesia, processed by author (2025)

Targets and indicators of success in management such as good university effectiveness index (Tower et al., 2021; Serrano, 2020), and public service integrity (Valks et al., 2018). The principle of evaluation framework model in an institution is a long-term practice that involves all parties examining the organization, including shareholders and stakeholders. The process of creating legal entity state universities is also closely related to organizational culture, progress in the management structure, existing policies and regulations, and how everyone in the organization views the model (Fulda & Missal, 2022).

Conceptually, the legal entity state universities model has many choices in terms of evaluation framework and integration measuring institutional effectiveness. One of them is research by Hansen et al., (2019) and Kwet & Prinsloo, (2020). The most important thing is that they can innovate, change strategies, and gradually implement their vision, mission, and goals.

However, the most important thing to do is understand how legal entity state universities in Indonesia function today. One way to achieve this is to use Forces model. This model is a tool used to analyze the level of attractiveness or value in the industrial structure. This result's main evaluation framework was made by identifying literatur study was made field model legal entity state universities by identifying main model, as explain on Table 2.

Based on the autonomy of higher education administration above, PTN-BH has autonomy in non-academic fields with specificity in the financial sub-sector. If linked to the PPP philosophy and objectives, PTN-BH can implement PPP if there is autonomy in the financial sector in order to support the implementation of investment cooperation, implement the user pays principle and ensure investment returns to business entities

Third Proposition: the audit process evaluation framework and integration measuring institutional effectiveness with legal entity state universities in Indonesia

As is known, creating value is not enough to base an organization's audit practices on legal entity state university. According to Zhang (2021) and Retno Herawati & Joko Raharjo, (2021) to ensure that values in legal entity state universities in Indonesia practices continue to run well, an integration measuring institutional effectiveness process is needed. An institution that is full of value is one that can carry out a value creation process, either through innovation, deriving a vision from every movement of the institution's management, or through value creation actions.

Moreover, if this value creation audit process audit is combined with a good legal entity state universities in Indonesia process, then it can even function as a value-bearing institution for others. In general, value management audit procedures based on value are the responsibility of all sections or lines of management in a company (Sutjarittham, 2018 ; Schwee et al., 2019).

In the context of legal entity state universities in Indonesia, this means are required to by Tower et al., (2021) that you are not only dependent on the leadership of the chancellor at the top management level but are also responsible for the study program or department at the university. All lines are involved in this legal entity state university practice, with the aim that value according to Ahmed et al., (2020), according to, D. Wang et al., (2021), becomes part of the operations of all components involved in the management of a legal entity state universities in Indonesia model. To manage value, here are several steps you can take.

The legal entity state university commitment to efforts to manage the audit process in audit process can take various forms measuring integrating university, including: (1) Top management the managing for value approach throughout the organisation for legal entity state university; (2) Measuring Integrating effectiveness it as a supplement and complement to the management techniques already instituted in the company; training and building skills in the technique-initially, and decision makers, then all key personnel, and lastly, covering every employee in the legal entity state university in Indonesia; (3) Organising and overseeing value projects, as a routine; and appraising and appropriately rewarding accomplishments; (4) A prestudy is recommended. Here the senior management can collect and clarify their thinking in the legal entity state university.

It will prevent the team from chasing every issue they fancy when working on the projects. Second, management must integrate legal entity state universities in Indonesia efforts with various techniques measuring effectiveness.

Fourth Proposition: the implementation of evaluation framework and integration measuring institutional effectiveness with legal entity state universities in Indonesia

In short, the analysis results found that implementation evaluation framework organizational development in the higher education institution is determined by a number of factors, such as organizational structure, the regulation of the working mechanism, and organizational culture, which later produce organizational climate and staffs motivation, along with the adoption of information technology devices which accelerates the completion of the task in the legal entity state university.

In the current era of advances in information and communication technology, competition is inevitable. Many colleges offer similar and different goods and services to stay competitive in the competition. Thus, in the development of an organization, according Crucke et al., (2022) and Gibbs et al., (2025).we still need organizational structure, working mechanism, communication process, formulation of a conducive working climate, and organization culture as the foundation of futuristic organization development for legal entity state universities in Indonesia (Tekler et al., 2020).

To remain competitive implementation evaluation framework, according by Tregua et al., (2019), Ganohariti, (2023) and Sumadi, (2024) higher education institutions must have adequate institutional strength, facilities and academic infrastructure. At this point, implementing legal entity state universities model is very important because it determines the steps, direction, policies and all necessary actions. Values form the basis and starting point of character. Every higher education institution must have a vision, mission, strategy, goals, actions, philosophy and values that have been established from the start. According to interviews conducted by researchers, this is the main problem often faced by higher education institutions. However, if only a few people can operate well to achieve the vision, mission and goals, then there is something wrong with the management practices (Shulga & Busser, 2020; Tower et al., 2021).

This error is usually caused by different organizational principles that stand alone, regardless of the awareness and actions of the part of the organization that is its members and administrators. To be competitive and compete with other higher education institutions, according by Al-Faouri (2023) and Shan et al. (2020) these values will become the main strength of educational institutions. In other words, these values will determine the sustainable competitive advantage of a higher education institution in the future.

If an educational institution, or educational institutions in general, one of them this research by Kwet & Prinsloo (2020), can gain this competitive advantage, then the institution will survive and be able to overcome current competitive pressures. It was also explained that the implementation of legal entity state universities in model is linked to the success of an institution in achieving education and management quality standards.

Conclusion

The analysis results found of the research and discussion, legal entity state universities in Indonesia model are philosophy that uses analytical tools and processes to focus on one goal, namely creating value for the academic community and stakeholders (society). The value model in legal entity state universities in Indonesia focuses on managing processes, content, and resources that are influenced by organizational structure, management systems, organizational culture, values, and work ethics.

Evaluation framework model the legal entity state universities in makes institutions in Indonesia implement the idealism of balancing the aspects of education, research, and community service. Education demands business competition and competition among legal entity state universities. Value creation is the initial practice audit process within the framework of implementing legal entity state universities in Indonesia in an institution. In the context of legal entity state universities in Indonesia, institutions with legal service status, this practice begins with the formulation of a vision, mission, goals, strategies, and the formulation of institutional philosophical values that will become

guidelines and guidance for each element. The implementing legal entity state universities in Indonesia. Which includes the internalization of ideal values that have been formulated into every element of management and institutions effectiveness.

This research produces concepts, models, process audit, and best practice implementation of evaluation framework and integration measuring institutional effectiveness which can be used as strategic formulations in carrying out. The results of combining research findings and group discussion forums provide a perspective on the implementation of legal entity state universities in Indonesia, which is desirable. The results of providing a scientific contribution perspective in this research are the refinement of the combination of the two concepts of evaluation framework legal entity state universities measuring integrating effectiveness. This study produces policies and strategic steps for developing legal entity state universities. In addition, this research also contributes to legal entity state universities model in Indonesia which is carried out using input from experts and experts, which has never been done before.

This study specifically and theoretically identified the variables perceived as the main components of organizational progression in a higher education institution. These data show the scientific contribution of this research, namely the findings evaluation framework model that legal entity state universities in Indonesia. Based on the results of the research and discussion, it can be concluded that legal entity state universities is a management philosophy that uses analytical tools and processes to focus universities with legal service status on one goal: creating excellent service value by realizing new public management and a legal entity state university. And all authors agree to be accountable for all aspects of the work in ensuring that questions related to the accuracy or integrity of any part of the work are appropriately investigated and resolved conclusion is intended to help the reader understand why your research should matter to them after they have finished reading the paper. A conclusion is not merely a summary of the main topics covered or a re-statement of your research problem, but a synthesis of key points. It is important that the conclusion does not leave the question unanswered.

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