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GADJAH MADA
**Analisis Strategi Transformasi PTN Satker Menjadi BLU: Studi Kasus Universitas Maritim Raja Ali Haji
(UMRAH)**
Rachmawati, Prof. Dr. Ir. Budi Prasetyo Widyobroto, DESS., DEA., IPU., ASEAN Eng. ; Ir. Djoko Luknanto, M.Sc., Ph
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INTISARI

Penelitian ini bertujuan menganalisis strategi transformasi Universitas Maritim Raja Ali Haji (UMRAH) dari PTN Satker menuju PTN BLU. Fokus penelitian mencakup faktor internal dan eksternal, tahapan dan kebijakan kelembagaan, hambatan dan peluang, serta strategi keberlanjutan transformasi. Penelitian menggunakan pendekatan kualitatif dengan desain studi kasus. Data dikumpulkan melalui wawancara mendalam terhadap 19 informan, observasi, dan telaah dokumen, kemudian dianalisis secara tematik dengan bantuan NVivo 15.

Hasil penelitian menunjukkan bahwa dimensi kepemimpinan rektor menjadi pendorong internal utama, sedangkan kerangka regulasi dan dinamika daya saing berperan sebagai akselerator eksternal. Transformasi berlangsung secara iteratif sejak 2018 hingga persiapan operasional 2026. Hambatan utama terletak pada regulasi PER-11/PB/2025, rasio keuangan, keterbatasan SDM, dan komunikasi perubahan yang belum sepenuhnya partisipatif. Strategi keberlanjutan diarahkan pada konsolidasi administratif, penguatan mutu akademik berbasis maritim, digitalisasi tata kelola, diversifikasi pendapatan non-UKT, kepemimpinan partisipatif dan pelembagaan budaya kerja berbasis kinerja.

Keseluruhan arah kebijakan UMRAH merefleksikan implementasi strategi *entrepreneurial university* menuju universitas yang mandiri, adaptif, dan berdaya saing melalui integrasi nilai akademik, ekonomi, dan sosial dalam kerangka BLU.

Kata kunci: transformasi kelembagaan, PTN Satker, BLU, kepemimpinan, strategi keberlanjutan.

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ABSTRACT

This study aims to analyze the transformation strategy of Universitas Maritim Raja Ali Haji (UMRAH) from a Public Service Agency (PTN Satker) to a Public Service University (PTN BLU). The research focuses on internal and external factors, institutional stages and policies, barriers and opportunities, as well as sustainability strategies. A qualitative case study design was employed, with data collected through in-depth interviews with 19 informants, observations, and document reviews, then analyzed thematically using NVivo 15.

The findings reveal that rectoral leadership, cohesion of the BLU Team, and the need for financial flexibility serve as the main internal drivers, while regulations, PRPTN, external audits, and competitiveness dynamics act as external accelerators. The transformation has proceeded iteratively from 2018 to operational preparation in 2026. Key obstacles include PER-11/PB/2025 regulation, financial ratio constraints, limited human resources, and change communication that remains insufficiently participatory. Sustainability strategies are directed toward administrative consolidation, strengthening maritime-based academic quality, governance digitalization, diversification of non-tuition revenues, participative leadership, and institutionalization of performance-based work culture.

UMRAH's overall policy direction reflects the entrepreneurial university strategy, advancing independence, adaptability, and competitiveness through integrated academic, economic, and social values within the BLU framework.

Keywords: ***institutional transformation, PTN Satker, BLU, leadership, Sustainability strategy.***