

## Institutional Stagnation and Organizational Readiness in Establishing Higher Education: A Strategic Analysis of PCNU Bandung

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**Abstract:** This study aims to analyze the readiness of organizational resources of PCNU Bandung City in the plan to establish a higher education institution and to map the challenges of institutional stagnation amidst modernity and the competitive urban higher education environment. This research employed a qualitative approach using a field research design. Data were collected through semi-structured interviews, participatory observation, and documentation involving twelve key informants representing the Syuriyah council, Tanfidziyah executive board, and the Nahdlatul Ulama Higher Education Institution (LPTNU) of PCNU Bandung City. Data validity was ensured through source triangulation, member checking, and prolonged engagement in the field. Data analysis followed the Miles, Huberman, and Saldana model, consisting of data condensation, data display, and conclusion drawing. The findings reveal that the absence of a physical higher education institution directly managed by PCNU Bandung City does not indicate complete institutional stagnation. Instead, it represents an internal consolidation strategy adopted by the organization. PCNU Bandung City prioritizes strengthening human resource capacity through the PD-PKPNU cadre development program, academic resource mapping, and the maturation of institutional design before accelerating physical infrastructure development. The SWOT analysis indicates that the organization's primary strengths lie in its strong mass base and the authority of ulama figures, while its weaknesses relate to financial independence and uneven managerial capacity. Therefore, the current incubation phase is interpreted as a defensive-rational strategy to transform socio-cultural capital into professional institutional capacity in order to face the intense competition of higher education in urban settings.

**Keywords:** institutional stagnation, PCNU Bandung City, strategic management, SWOT analysis, higher education establishment..

**Abstrak:** Penelitian ini bertujuan untuk menganalisis kesiapan sumber daya organisasi PCNU Kota Bandung dalam rencana pendirian perguruan tinggi serta memetakan tantangan stagnasi kelembagaan di tengah dinamika modernitas dan kompetisi pendidikan tinggi di wilayah perkotaan. Penelitian menggunakan pendekatan kualitatif dengan jenis penelitian lapangan. Data diperoleh melalui wawancara semi-terstruktur, observasi partisipatif, dan dokumentasi terhadap 12 informan kunci yang terdiri dari unsur Syuriyah, Tanfidziyah, dan LPTNU PCNU Kota Bandung. Validitas data dilakukan melalui triangulasi sumber, member checking, serta pengamatan berkelanjutan. Analisis

*data menggunakan model Miles, Huberman, dan Saldana melalui tahapan kondensasi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa ketiadaan wujud fisik perguruan tinggi yang dikelola langsung oleh PCNU Kota Bandung bukan merupakan stagnasi kelembagaan secara total, melainkan manifestasi dari strategi konsolidasi internal organisasi. PCNU Kota Bandung memprioritaskan penguatan fondasi sumber daya manusia melalui program kaderisasi PD-PKPNU, pemetaan sumber daya akademik, serta pematangan desain kelembagaan sebelum melakukan pembangunan fisik. Analisis SWOT menunjukkan bahwa kekuatan utama organisasi terletak pada basis massa dan otoritas ulama, sementara kelemahan utama berada pada aspek kemandirian finansial dan variasi kapasitas manajerial. Oleh karena itu, fase inkubasi yang sedang berlangsung dipandang sebagai strategi defensif-rasional untuk mengonversi modal sosial dan kultural menjadi modalitas profesional guna menghadapi kompetisi pendidikan tinggi di lingkungan urban.*

*Kata kunci: stagnasi kelembagaan, PCNU Kota Bandung, manajemen strategis, analisis SWOT, pendirian perguruan tinggi.*

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## **Introduction**

Higher education has now become a strategic instrument for religious organizations in Indonesia to expand their intellectual and social influence within modern society. Nahdlatul Ulama (NU), as the largest Islamic organization, continues to strive to implement the values of Ahlussunnah Wal Jama'ah into a professional academic space through the establishment of higher education institutions (Hasbullah, 2022). This step is not merely about fulfilling an organizational mandate, but rather an effort to adapt to the demands of the times, which require the existence of quality formal educational institutions. However, the realization of this agenda faces complex challenges, especially when confronted with an urban ecosystem that demands high standards of quality, inclusivity, and fierce competitiveness (Hamid, 2025).

The selection of PCNU Bandung City as the research site is based on a crucial sociological and institutional anomaly. As a region with one of the highest densities of Private Islamic Higher Education Institutions (PTKIS) in West Java, PCNU Bandung City finds itself in a dilemmatic position between the structural mandate to establish a university and the reality of a saturated educational market. The current absence of a university unit managed directly by the PCNU structure is not merely a physical void, but rather a reflection of strategic caution in responding to intense competition, where the organization opts for internal consolidation before entering an aggressive market. (Mufid et al., 2025).

To dissect this phenomenon, this research moves beyond the use of SWOT analysis, which has often been misunderstood as a primary theoretical framework

when it is, in fact, merely a descriptive and limited analytical tool. Research (Zikwan n.d.) in the Journal of Islamic Economics and Law highlighted the efforts of Nahdlatul Ulama branch administrators in creating economic independence. Furthermore, (Afif 2022) in the Tadarus Tarbawi journal discussed the strategies of NU's central Ma'arif educational institutions in facing challenges in the era of globalization. Finally, (Sumartini Rahaju 2024) examined the Transformation of Religious Higher Education, but did not address the technical aspects of resource readiness. The use of organizational readiness theory allows the researcher to measure the collective commitment and efficacy of the board in facing change, while institutional capacity building is utilized to analyze how human resources and governance are prepared as the fundamental foundation for a higher education institution. (Hidayat et al., 2025).

In this context, "readiness" is positioned as an operational concept measured through parameters of academic HR qualifications, managerial capacity, socio-political legitimacy, and curricular competitiveness. With a more robust theoretical framework, this research no longer views the physical stagnation of campus development as a total failure, but rather as a "strategic pause" aimed at mapping institutional challenges more objectively. (Romzi et al., 2025). The primary focus of this research is to deeply analyze the maturity of PCNU Bandung City's human resources in the university establishment plan and the organization's strategy in maintaining the relevance of religious values amidst competitive urban modernity. (Zainuri, 2023). Therefore, this research aims to deeply analyze the readiness of the human resources of PCNU Kota Bandung in the plan to establish a university, as well as to map the challenges of institutional stagnation amidst the modernity and intense competition of Bandung City (Akmalia et al., 2025).

### **Method**

This study employs a qualitative approach with a direct field research design to investigate the organizational readiness and institutional dynamics of PCNU Bandung City. In this research, the researcher serves as the "key instrument," a position that necessitates a rigorous practice of reflexivity and positionality to mitigate potential bias, given the researcher's proximity to the organization's ideological environment. To ensure objectivity, the researcher maintains a "professional distance" by documenting a reflexive journal throughout the study, acknowledging personal perspectives while prioritizing data-driven interpretations. This approach allows for a naturalistic understanding of organizational phenomena without experimental intervention, focusing on the secretariat environment as the primary site for observing strategic discussions and managerial activities. (Dasuki, 2025).

The selection of informants is conducted through purposive sampling, specifically targeting 12 key informants who hold strategic positions within the PCNU Bandung structure. These "key figures" consist of 4 members of the Syuriah (advisory council) to capture institutional vision, 4 members of the Tanfidziyah (executive board) for operational insights, and 4 representatives from the Nahdlatul Ulama Higher Education Institution (LPTNU) who are directly responsible for the university's establishment planning. Data collection utilizes semi-structured interviews a refinement from the previous unstructured approach to provide a thematic focus on "readiness" while allowing for fluid exploration. This is complemented by participatory observation of core agendas, such as the PD-PKPNU cadre development and strategic coordination meetings, to record the tactical interactions behind organizational decisions. (Anwar, 2022).

To ensure data validity, this study operationalizes persistent observation by conducting prolonged engagement in the field for six months, allowing the researcher to identify and categorize stable patterns of behavior versus atypical occurrences. Beyond source triangulation, validity is further strengthened through member checking, where preliminary findings are presented back to the informants to verify the accuracy of the interpretations. This process ensures that the "human instrument" does not misrepresent the subjective meanings intended by the participants. Furthermore, "thick description" is employed in reporting the findings to provide a detailed context that allows readers to evaluate the transferability of the research results to other urban organizational settings.

Data analysis follows the Miles, Huberman, and Saldana framework, which involves a concurrent process of data condensation, data display, and conclusion drawing. The coding process is guided by a thematic analytical framework derived from the Organizational Readiness for Change theory, where data is categorized into themes of "change commitment," "change efficacy," and "contextual resources." To ensure transparency and reproducibility, the reduction process utilizes a codebook to maintain consistency in interpreting the 12 interview transcripts. Research ethics are strictly upheld through informed consent and anonymization of sensitive identities, adhering to the principle that protecting participant rights is the primary foundation of qualitative inquiry (Abdi et al., 2024).

## **Result and Discussion**

### **Result**

#### **Transformation of Cadre Development and Strategic Mapping of Resources in PCNU Bandung City**

This study finds that PCNU Bandung City is currently in an acceleration phase of strengthening human resources as the primary foundation for establishing a

higher education institution. Field findings indicate that the readiness of these resources did not emerge instantly but through a gradual process involving massification of cadre development, strategic mapping (SWOT), organizational consolidation, and specific evaluation of Nahdlatul Ulama Higher Education Institutions (LPTNU). First, the fundamental effort undertaken by PCNU Bandung City is the massive implementation of structural cadre development through Nahdlatul Ulama Basic Education-Cadre Movement Education (PD-PKPNU). Based on field data, this program has been intensively implemented from 2023 to 2025 and has successfully reached 30 sub-districts in Bandung City. This program is designed not merely as a ceremonial activity but aims to produce militant cadres who are ready to take action and possess a solid understanding of Ahlussunnah Wal Jama'ah theology and NU ideology. The output of this training is the availability of cadres equipped with leadership skills, organizational management, and da'wah strategies relevant to the urban context of Bandung City (Afidatun, 2024).

Second, post-cadre development, PCNU Bandung City conducted strategic consolidation by gathering all alumni of the movement cadres. In this consolidation forum, the Katib Syuriah of PCNU Bandung City, Dr. KH. Tatang Astarudin, M.Si., emphasized the urgency of in-depth analysis of the organization's position before moving forward, including in establishing a higher education institution. He outlined NU's movement strategy based on analysis of strengths, weaknesses, opportunities, and threats. This mapping serves as an evaluative foundation to measure PCNU's internal capacity in facing the challenges of modernity

Based on the presentation from the PCNU Bandung City board and field observations, the following is a SWOT analysis matrix of the resource readiness of PCNU Bandung City. This study reveals that PCNU Bandung City is currently undergoing a strategic phase of "idea incubation," prioritizing the strengthening of human resources over physical infrastructure. Based on participatory observations during the PD-PKPNU cadre training (2023–2025), the researcher noted a significant shift in organizational culture. During a session in a sub-district in Bandung, a senior trainer emphasized that the university project is a "mentality project." One member of the Tanfidziyah stated:

*"We learned from the history of other institutions that failed because they focused on bricks and mortar first. For us in Bandung, the 'campus' must first exist in the minds and readiness of our cadres. If the human resources are not militant and professional, the building will eventually become an empty shell."* (Informant 1, October 2025).

The researcher's involvement in the LPTNU Coordination Meeting on November 29, 2025, provided a closer look at the "strategic pause." During a heated debate regarding external pressure to break ground on a campus, a key figure from LPTNU argued:

"People keep asking, 'Where is the building?' I tell them the building is currently being constructed through the intellectual mapping of our cadres. We are currently auditing 12 specific PhD holders within our internal circle to serve as the academic pillars of our future faculties. That is our real 'foundation' right now. Building a tower is easy, but building a faculty with a NIDN and a solid curriculum is where the real struggle lies." (Informant 2, November 2025).

The SWOT analysis reconstructed from these field findings shows that the "Weakness" in financial independence is being compensated by a "Strength" in academic human resource mapping. The decision to delay physical development is an exercise in Organizational Readiness, where the board prioritizes institutional legitimacy over mere physical visibility. This reflective process ensures that when the university eventually opens, it will possess the institutional resilience required to compete in the complex urban ecosystem of Bandung.

Presented in Table 1

No	Analysis Components	Field Research Observations
1	<i>Strengths</i>	Having loyal followers spread across various social strata in Bandung City
		A deeply rooted structure extending down to the branch level, fully supported by Autonomous Bodies (BANOM)
		Authority of Figures: The presence of local Ulama and Kiai who serve as key opinion leaders and spiritual-social role models
2	<i>Weaknesses</i>	Financial Independence: The sustainability of self-funding schemes remains weak
		The quality of human resources at the management level is still varied
		Optimization of organizational asset management and data recording
		Internal coordination among management and external public communication are sometimes less effective

3	<i>Opportunities</i>	The potential for strategic cooperation with the Bandung City government in human resource development
		Developing the potential of young NU generations for leadership regeneration
		Technological advancements that open opportunities for utilizing digital platforms for preaching and management
4	<i>Threats</i>	The massive influx of exclusive and radical religious ideologies in urban areas
		Intense competition with more established educational institutions/community organizations
		Potential for division due to the dynamics of practical politics

Third, as a follow-up to the mapping, PCNU Kota Bandung held a Grand Assembly and Working Meeting on October 26, 2025. This forum was attended by the daily management board and NU activist cadres to formulate tactical steps forward. In this forum, the organization's commitment to "keep moving and progressing" (dynamization) amidst all existing limitations was reaffirmed. This agenda serves as evidence that PCNU Kota Bandung is striving to transform the strength of its mass base into measurable programmatic strength (Hidayat & Wahyono, 2025).

Fourth, field observations focused on the activities of the Nahdlatul Ulama Higher Education Institution Coordination Meeting (LPTNU), held on Saturday, November 29, 2025. From an organizational management perspective, this activity represents a crucial stage of strategic planning before program execution. The PCNU management emphasized the urgency of preparing academic documents and managerial readiness as top priorities, rather than merely accelerating physical development (Nasrullah, 2023). The current absence of a physical university campus is positioned by organizational actors as a phase of institutional design maturation to meet higher education quality standards. Therefore, the field conditions more reflect a process of idea incubation and resource consolidation to minimize the risk of managerial failure in the future (Syaqowi et al., 2025).

## **Discussion**

### **The Dynamics of Strategic Management: Internal Consolidation and the Conversion of Institutional Capital**

The strategic position of PCNU Bandung City, characterized by the absence of a physical campus, can be systematically explained through the Resource-Based View (RBV) framework. Analysis of field data indicates that while the organization possesses "Rare and Inimitable" resources, specifically the socio-cultural loyalty of its mass base and the symbolic authority of the Ulama, these assets remain in an intangible state. The intensive PD-PKPNU cadre development (2023-2025) represents an attempt at Resource Orchestration, aiming to convert traditional loyalty into "Human Capital" capable of managing a modern institution. However, the researcher observed a significant "capability gap"; the transition from charismatic authority to technocratic-managerial leadership remains a point of internal friction. This suggests that the current stagnation is not merely a "choice" but a functional necessity, as the organization lacks the "Organizational Capability" required to govern a complex academic entity in an urban environment (Kurniawan, 2024).

From the perspective of Institutional Theory, the "strategic pause" narrated by the board can be interpreted as an effort to maintain institutional legitimacy amidst a "Red Ocean" of competition in Bandung. Field observations during the LPTNU Coordination Meeting revealed that the board is acutely aware of the "isomorphism" pressure the need to mimic the high standards of established universities to be recognized as a legitimate player. However, the data also suggests that this "strategic caution" may partially mask Organizational Inertia caused by actual resource scarcity, particularly the lack of a stable self-funding scheme (Kuniasih, 2024).

The reliance on secondary documents and formal presentations during the study highlights a "decoupling" phenomenon, where the formal plans for a university exist on paper, but the operational readiness on the ground is hindered by competing internal interests and financial constraints. (Sabarudin, 2024).

The SWOT matrix, when analyzed through the lens of Strategic Fit, confirms that PCNU is in a defensive-rational position. The "Threat" of transnational ideologies and the presence of established competitors necessitate a Differentiation Strategy that PCNU has yet to fully formulate. While the organization claims to be in an "incubation phase," the researcher noted that the lack of synchronized digital asset management and financial transparency remains a primary "Weakness." This indicates that the "wait and see" approach is a rational response to avoid the "liability of newness," the high risk of failure for new organizations with low financial reserves. Without a clear mechanism for Capital Conversion – transforming social influence into sustainable financial flow – the ambition to establish a university faces

the risk of becoming a "stalled project" rather than a calculated delay (Parama Santati 2023).

Ultimately, the apparent physical stagnation at PCNU Bandung City conceals a complex dynamic of Institutional Capacity Building that is still in its infancy. The focus on "software" development such as curriculum design and PhD auditing – is a pragmatic move to ensure "*Survival Readiness*" before entering the market. However, a critical analysis suggests that for this "Strategic Pause" to be successful, PCNU must move beyond official rhetoric and address the structural barriers of financial independence and managerial professionalization. The parameters of readiness, therefore, should not be measured by the existence of a building, but by the organization's ability to bridge the gap between its traditional-cultural strength and the technocratic demands of modern higher education governance. (Haris et al., 2025).

However, there are strategic opportunities being optimized, namely local government support and the digitalization era. The LPTNU Coordination Meeting, which emphasizes the preparation of academic documents and feasibility studies, is an implementation of the Diversification strategy. PCNU is striving to leverage technological advancements (digitalization of management) to cover for traditional operational weaknesses. Synergy with the government in human resource development also serves as a "bridge" to fill financial gaps. This indicates that the organization is attempting to achieve strategic fit, which involves aligning internal resources with external opportunities to create timely momentum for establishment (Hendra 2023).

The reality captured in the LPTNU Coordination Meeting on November 29, 2025, confirms that PCNU Kota Bandung is practicing a Defensive-Rational Strategy. In strategic management, when an organization possesses significant Strengths (mass/figures) but faces high Threats (intense competition) and internal Weaknesses (financial), the best course of action is not aggressive expansion, but rather strengthening the foundation. The current absence of a physical campus is a manifestation of prioritizing "system building" over "infrastructure development." The administrators recognize that failure in planning (strategic planning) is planning to fail, thus the incubation phase for academic documents becomes a non-negotiable imperative.

As the culmination of this analysis, the apparent physical stagnation on the surface actually conceals a dynamic of substantial movement within the organization. Based on the SWOT analysis map, PCNU Kota Bandung is identified as being in a crucial phase of Capital Conversion. This phase is interpreted as a strategic effort to transform the strength of socio-cultural capital (mass loyalty and ulama authority) into measurable intellectual and professional capabilities (Ruswan,

2023). Therefore, the parameters of resource readiness cannot be reduced merely to the existence of physical infrastructure alone, but must be viewed in terms of the readiness of institutional "software," including curriculum design, governance, and human resource quality, which are currently being comprehensively formulated in various strategic forums. Thus, the challenges of modernity are addressed not through reactive steps, but through precise, calculated strategies to ensure the future sustainability of the institution (Indraerawati 2023).

### **Conclusion**

Based on the research findings and discussion, it can be concluded that the current phenomenon of the absence of a physical higher education institution within the environment of the PCNU of Bandung City does not represent total institutional stagnation. Rather, it is a manifestation of an Internal Consolidation strategy that prioritizes the maturation of human resource quality over the acceleration of infrastructure development. Through a strategic management approach based on SWOT analysis, it was found that the organization is currently implementing defensive-rational steps to convert the strength of socio-cultural capital into professional modalities. This is done to mitigate the risks of financial weakness and the challenges of intense competition in the education market (Red Ocean). Therefore, this current incubation phase is an absolute prerequisite for creating modern and sustainable institutional governance. Consequently, the future establishment of a higher education institution will not be merely symbolic but will possess substantive competitiveness in addressing the challenges of modernity.

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