Vol. 08 No. 1 Juni 2022

p-ISSN: 2442-7004 e-ISSN: 2460-609x

Improving Student Quality Through Extracurricular Programs: Case Study on Ma'had IAIN Padangsidimpuan

Tatta Herawati Daulae, Diyah Hoiriyah

Institut Agama Islam Negeri Padangsidimpuan Email: tattaherawati1961@gmail.com, diyah.hoiriyah@gmail.com

Abstract

This research was motivated by the increasing learning outcomes obtained by some students after joining the ma'had program. Especially in semester III, there were many students who took lectures to semester IV, due to the GPA (Grade Point Average) they obtained and also the participation of students in scientific forums both locally and nationally. The research problem formulations were what ma'had programs in improving the quality of students, how to do it and how the evaluation system was. This study aimed to determine ma'had programs in improving the quality of students, how to do it and the evaluation system. The purpose of this research was to broaden the knowledge about student coaching. The discussion of this research related to the theory of quality improvement, extracurricular programs and ma'had or boarding schools. The research used descriptive method, the number of respondents was 25 from ma'had coaches, the instrument used observation and interviews, while the analysis of data by compiling data editors, selecting data, describing data and drawing conclusions. The results of this study therewere six ma'had programs in improving the quality of students at IAIN Padangsidimpuan. The ways to do the program were arranging the daily, weekly schedule and doing the program. The evaluation system was carried out following odd and even semester examinations. The forms of the test were oral, written and practical. If it was related with improving the quality of students, there was clearly an increase in quality that classified as high, medium and low.

Keywords: quality improvement, extracurricular programs

Abstrak

Penelitian ini dilatarbelakangi oleh meningkatnya hasil belajar yang diperoleh sebagian mahasiswa setelah mengikuti program Ma'had. Khusus pada semester III sudah banyak mahasiswa yang mengikuti kuliah ke semester IV, disebabkan IP yang mereka peroleh dan juga keikutseraan mahasiswa dalam forum ilmiah baik secara lokal maupun nasional. Rumusan masalah penelitian ini, apa programprogram ma'had dalam peningkatan mutu mahasiswa, bagaimana cara melakukannya dan bagaimana sistem evaluasinya. Penelitian ini bertujuan untuk mengetahui program-program ma'had dalam peningkatan mutu mahasiswa, cara melakukannya dan sistem evaluasinya. Kegunaan penelitian ini untuk menambah wawasan pengetahuan tentang pembinaan mahasiswa. Pembahasan penelitian berkaitan dengan teori peningkatan mutu, program ekstrakurikuler dan ma'had atau boarding school. Penelitian menggunaaan metode deskriptif, jumlah responden 25 dari pembina ma'had, alat instrumen menggunakan observasi dan wawancara, sedangkan analisa data dengan menyusun redaksi data, menyeleksi data, mendeskripsikan data dan menarik kesimpulan. Hasil penelitian ini terdapat enam program ma'had dalam peningkatan mutu mahasiswa IAIN Padangsidimpuan. Cara melakukan program yaitu menyusun jadwal harian, mingguan dan melakukan program. Sistem evaluasi yang dilakukan mengikuti ujian semester ganjil dan semester genap. Bentuk ujian berupa lisan, tulisan dan praktek. Jika dikaitkan dengan peningkatan mutu mahasiswa jelas terdapat peningkatan mutu yang tergolong tinggi, sedang dan rendah.

Kata Kunci: peningkatan mutu, program ekstrakurikuler

INTRODUCTION

Improving the quality of education is an important topic in the implementation of education and is the center of attention and a very important thing in nation building. In improving the quality of education related to several factors including teachers, school infrastructure, curriculum, school climate, management, parental and community participation. The improvement of expected quality is the quality of graduates and satisfactory service. The quality of graduates is related to good grades and good personality, while the quality of service is related to activities to serve the needs of students, teachers and the community quickly and accurately.

Related to the quality improvement, the role of educators is very important, they must try to plan and implement programs related to quality improvement (Firdianti, 2018). According to law number 12 of 2012 article 51, the higher quality of education is higher education that produces graduates who are able to actively develop their potential and produce science and/or technology that is useful for society, nation and state.

IAIN is one of the higher education institutions in Indonesia that has the greatest functions, roles and responsibilities for the growth and development of society in general and the Islamic ummah in particular. IAIN is expected to produce scholars and mufti who have broad and productive insights and thoughts in creating leaders who are able to overcome the problems faced by Muslims and are able to also color the life of the state and society. Students are people who study in college (Tim Penyusun Kamus Pusat Bahasa, 2001 p. 695).

The future of the ummah is determined by quality, so the role of education is very dominant, therefore efforts towards the development of education such as the use of Ma'had should be done in order to make it happen, one of the most important is through education (Jamil, 2018; Permana, 2019; Setiawati, 2020). This is explained by UNESCO 1996 that in education there is the heart of personal and community development. Therefore, Islamic universities produce students need to be empowered, each program oriented towards developing the quality and learning process effectively, training students to learn independently, love to read, use international language as a daily language and foster an Islamic personality.

In carrying out these student activities, one of them is the existence of Ma'had or dormitories. As Ma'had, played by UIN Maliki Malang, he has been able to make a big contribution to this nation through its alumni in filling human development as a whole (Choir, 2015; Pramitha, 2017). Thus the existence of ma'had in the Islamic higher education community is a necessity that will become an important pillar of the academic building, and to achieve the above objectives, one of the efforts in improving the quality of IAIN Padangsidimpuan students is holding extracurricular Ma'had education in the form of lectures. Additional hours outside of lectures which are carried out in an organized manner, and have a clear program through the Ma'had education program, are expected to support the knowledge and abilities of students, so it can be created quality of students, namely intelligent with integrity and can increase students' insight in the fields of religion and language.

RESEARCH METHOD

This research was conducted at Ma'had Al-Jamiah IAIN Padangsidimpuan. Ma'had Al-Jamiah IAIN Padangsidimpuan is a supporting element of education at IAIN Padangsidimpuan. Based on the aspect of the

method, this research includes descriptive research, namely research that seeks to describe and interpret objects according to what they are (Suhardi, 2008, p.157). Meanwhile, the data sources of this research consist of primary and secondary data. Primary data sourced from Mudir Ma'had, Muwajjih and muwajjihah ma'had, *musyrif* and *musyrifah* Ma'had total 25 people. While the secondary data sources are students who live in ma'had. Then the data collection instruments in the study were structured interviews and unstructured interviews and participatory observations.

RESEARCH FINDINGS AND DISCUSSION

The Padangsidimpuan State Islamic Institute is an Islamic College located in the North Sumatra area, and one of the higher education institutions that offers compulsory Ma'had/ Dormitory for new students for one full year. The obligation to attend this dormitory certainly offers programs that can improve the quality of students academically in increasing the quality of student learning. The findings of several programs conducted by Ma'had Al-jamiah IAIN Padangsidimpuan for students include:

Ma'had al-jami'ah Programs in Improving Student Quality

There are 6 (six) types of activities described, including: 1) Character strengthening programs through: Personality Development, Habituation of Islamic etiquette and morals, Clean Week, Submission of Hadith Materials on Morals and courtesy, Discipline of Ma'had Rules; 2) Strengthening Al-Qur'an Reading Skills Through: Tahsin Qiro'ah, Recitations, and Tahfidz; 3) Strengthening Language Skills Through Giving Mufradat or Vocabulary, Muraja'ah Mufradat, Muhadatsah and Muhadara or Speech Exercises; 4) Habituation of Worship through Compulsory Prayers in congregation, Sunnah prayers, and Compulsory and Sunnah fasting; 5) Strengthening Worship Skills through Fardu Kifayah, Religious Lectures/Speech Practices, and Wirid Yasin; 6) Strengthening Interests and Talents Through Nasyid, Calligraphy, Dance, Poetry, Drama, Sports.

Strengthening/Character Program

The interview with the coordinator of the field of morality/character building said that the main purpose of this program was to improve knowledge and development of knowledge, as well as personality maturity for all students. At least it is hoped that it can raise and improve the quality of student output and strive to have good characters including respecting all differences, loving science and carrying out Islamic law.

It was further explained that the chancellor's expectations for the guidance that had been implemented "all the coaching that was carried out did not run away from our common expectations. The Tri Dharma of higher education is added with the vision and mission of IAIN Padangsidimpuan as a reference, so that it can realize the noble values of local wisdom that can give birth to creating intellectual scholars who have many roles in fostering the ummah and are loved by the community (Siregar, *Interview*, 2019).

According to the character field coordinator's explanation, there are two ways to implement it, namely:

Personality building activities

This personality development activity was carried out collectively in three places, namely the male and female dormitories of IAIN Padangsidimpuan and the female dormitory of Baharuddin. For this activity, Ma'had brings speakers from outside Ma'had Al-Jami'ah twice a month. The character field coordinator explains how to develop the personality of students living in Ma'had al-Jami'ah, among others, through the following activities:

- 1) Knowledge Debriefing: This activity is carried out 1 time a week the presenters of Shaykh Hamdi Abdul 'Athi Muhammad Husein, H.Amsir Saleh Siregar and the builder Clerics of Ma'had.
- 2) Habituation: That is getting used to praying in congregation, memorizing, fasting Mondays and Thursdays, getting used to getting up early
- 3) Practicing attachment to laws, namely carrying out obligations as a Muslim, dormitory obligations, rules for making friends and others.
- 4) Protecting the environment: In protecting the environment, it is recommended for students to make good friends with good people.
- 5) Rewarding goodness and punishing mistakes: Students who get achievements are given prizes and those who violate the rules are given sanctions/punishments (Siregar, *Interview*, 2019).

Interview with muwajjihah Ma'had al-jami'ah who carries out student personality development by approaching the student as the beginning of the coaching, for example asking the student's identity, family background, economic situation, then giving motivation to the student, they must fight seriously does not disappoint parents, as well as provides an overview of the evaluation system and legal provisions for violators of the dormitory code of ethics as well as at IAIN Padangsidimpuan (Khoiriyah, *Interview*, 2019).

Habituation of Courtesy and Islamic Morals

In doing this habituation, this courtesy is carried out through advice by conveying verses from the Qur'an and Hadith about the etiquette of making friends when meeting greetings, morals to parents, being honest, respectful (Siregar, *Interview*, 2019). The explanation of muwajjihah in developing this courtesy is by greeting fellow Muslims, maintaining social boundaries on campus and outside campus and getting them used to having good manners. Giving directions on clothing, directions on morals to God, to humans, as well as morals that are classified as commendable and despicable, giving directions to care for others, to guests, parents and helping each other if someone is sick (Siregar, *Interview*, 2019).

Clean Week

According to the information from Ma'had, how to conduct a clean week, it is held every Sunday from 05.30-06.30, starting from the cleanliness of each individual in the room, then cleaning outside the bathroom, hall and dormitory environment. The cleaning coordinator divides all female students for cleanliness in various places and every place and every cleaning week has a place to be responsible for as their own task, if they are dirty they will be given a sanction to clean again (Siregar, *Interview*, 2019).

Submission of material hadiths of morality, and courtesy

Interview with muwajjihah, that the delivery of these moral hadiths, a muwajjihah first writes the hadith on the blackboard and reads it, all students listen to the letters that muwajjihah read carefully, then students write in their respective books, then recite it together, after that it was translated, it was explained, then the student was instructed to memorize the hadith for about 10 minutes, if you had memorized it, it was deposited in the future, the deposit was

made once a week, then checked the hadith notebook once a month (Siregar, *Interview*, 2019).

Interview with the coordinator, that every Monday afternoon, muwajjihah, conveys material on hadiths about morality, so that in one semester students hear a lot of hadiths about morality such as the hadith of helping each other, love for fellow Muslims, prohibition of insulting and boasting.

Ma'had Rules Discipline.

Discipline development has begun early in Ma'had such as campus introduction orientation and Ma'had introduction orientation, making writings in the form of announcements about regulations in Ma'had, for example making a student code of Ethics, controlling clothes and accompanied by sanctions if they violate discipline (Siregar, *Interview*, 2019). Ma'had is a disciplinary hearing every Friday night and Tuesday night. On Tuesday night a trial was held for those who violated the language, and on Friday night a trial was held for general offenders.

Ways of fostering Ma'had discipline include: 1) Controlling the discipline applied in the use of Arabic and English; 2) Regulate bathing hours; 3) Regulate sleeping hours; 4) Licensing discipline; 5) Prayer time discipline; 6) Discipline of meal times; and 7) Discipline when dressing (Ridwanana, *Interview*, 2019).

Sanctions for violations such as carrying out cleanliness in the dormitory environment, bathrooms, and dormitory yards, use attributes that create shame. The deadline for sanctions is from Tuesday to Thursday evening and Friday morning to Monday night.

Students must follow the rules of Ma'had such as being required to pray in congregation at the time of dawn, sunset and Isa prayers from Monday to Saturday and Sunday prayers in congregation 5 times a day. Another example is mealtime and bath time.

According to the explanation of the coordinator of the character field, in particular, there are five character development programs, namely religious, honest, disciplined, critical and caring characters.

a. Religious character development: In fostering religious character, priority is given to the implementation of obligatory congregational prayers and sunnah worship and carrying out wirid yasin every Friday night and coordinating the implementation of remembrance after the obligatory prayers.

- b. Honesty character development: The program in the field of honesty is carried out through advice, by conveying verses of the Qur'an and hadith about the nature of honesty, including the benefits and dangers. Starting to enter ma'had, it has been explained that in ma'had it is not allowed to lie, so that in every activity an attendance sheet is made to practice the honesty of students.
- c. Discipline character building: Discipline development has started early in ma'had such as campus introduction orientation and ma'had introduction orientation, writing in the form of announcements about regulations in ma'had, making a student code of ethics, controlling clothing and accompanied by sanctions if violates ma'had discipline, namely the existence of a disciplinary trial every Friday night and Tuesday night. Friday night the trial violated the language, Tuesday night was a general violation.
- d. Critical character development: According to muwajjih/ah's explanation, efforts to develop critical character are: 1) always giving time to ask questions and practice answering questions; 2) assign individual and group assignments; 3) sobahul lughah activities every day after the dawn prayer; 4) give gifts to those who dare to ask questions; 5) punish those who do not memorize; 6) conduct ma'had league to compete; 7) do muhadaroh by practicing speech in three languages; 8) performances of dance creations, nasyid, stand-up comedy by students.
- e. Caring character building: Interview with musyrifah, that student concern is trained in the following matters: 1) formation of study groups; 2) the fields of learning and language help each other in repeating muhadasah; 3) the health sector, caring about healthy attitudes together in the dormitory environment; 4). the field of worship through congregational prayers; 5) carry out clean Fridays; 6) always give direction to care for each other between one room, one floor, one musrifah, one dormitory; 7) delivery of hadith material about mutual help, love for fellow Muslims; 8) care and concern for guests and parents by spreading the culture of greetings; 9) giving directions to help a friend who has lost; 10) always motivates and greets students when they meet students; 11) the activity of reading the Qur'an after every Isya prayer that is guided by the Musyrifah; 12) takziah activities

Qur'an Reading Skills Strengthening Program

In the study of the Qur'an there are three activities carried out by students in Ma'had, such as: a) Before the implementation of learning the Qur'an held a placement test by ma'had al-jami'ah to determine the group of students according to ability respectively; b) The group of tahsin, tahfidz and recitation of the Qur'an is guided by ustadz/ah or musyrif/ah based on the group that has been determined according to the results of the placement test; c) The guidance of other mahasantri/ah qira'ah is carried out based on the group of musyrif/ah, each carried out four times a week.

Language Skills Strengthening Program

The language coordinator explained the language activities as follows: a) Muaradat activities are carried out four times a week guided by the respective musyrif/ah; b) Murajaah mufradat activities are carried out once a week guided by the respective musyrif/ah; c) Muhadastah activities are carried out once a week guided by the respective musyrif/ah; d) Application of Arabic and English language week; e) Court execution for violators of Arabic and English

According to the language coordinator, the main purpose of the language program is to manage the language of the students, so that their English and Arabic are better and better in the future (Ritonga, *Interview*, 2019). The language program conducted at Ma'had al-Jami'ah consists of two languages, namely: Arabic and English (Ulfah, *Interview*, 2019).

Arabic

The Arabic language program is carried out at Ma'had Jamiah IAIN Padangsidimpuan to foster students' language skills, including by: a) Memorizing Mufradat: The provision of vocabulary (mufradat) is delivered by musyrif/ah every morning to students at Ma'had al-jami'ah. The vocabulary taught is based on the mufradat syllabus published by Ma'had (language coordinator); b) Muraja'ah: After participating in mufradat activities 4 times a week, then on different days muraja'ah activities are carried out, namely the activity of repeating the mufradat that has been conveyed by the previous musyrif/ah. This is done to find out the mastery of the students towards the vocabulary that has been given; c) Muhadasah: Muhadasah activities are practical activities of conversation or dialogue between students and their

friends. With the supervision of the musyrif/ah, this activity was made to get used to the student/ah to pronounce foreign words. This activity is carried out once a week. This is a place for them to practice what they have learned in class and in the dormitory; d) Muhadarah: The way to do muhadarah is in the form of dialogue in Arabic, both between students and students and between lecturers and students. The purpose of this muhadaroh is to practice conversation in Arabic; e) Mujdah: Mujdah is debating in Arabic with the aim of practicing Arabic language skillsf; f) Arabic Competition: The Arabic language competition is conducting musabaqah or Arabic language competitions such as speaking Arabic, between groups or between individuals (Ulfah, *Interview*. 2019).

English

In the field of English, according to the explanation of the coordinator for the field of English, English language habituation is only done in 2 (two) ways, namely vocabulary and conversation. Vocabulary is done Monday to Friday 5 words every day, while the conversation starts Monday morning after the dawn prayer every day. Then continued with public speaking (art performance) on Saturday night (Nasution, *Interview*, 2019).

Worship Habituation Program

For the guidance of female students' worship, it is obligatory for all female students to carry out fardu prayers in congregation and sunnah prayers such as fasting Monday and Thursday, praying sunnah dhuha and tahajjud.

According to the explanation of the worship division, that the main purpose of this program is to deepen the knowledge of female students in the field of worship both in theory and practice, as well as strengthen the willingness of female students to perform prayers (Nadia, *Interview*, 2019).

Interview with Musyrifah of Ma'had, that this habit of worship includes obligatory prayers in congregation, sunnah prayers, obligatory fasting and sunnah. Furthermore, for the guidance of worship for female students, it is obligatory for all female students to carry out sunnah worship such as fasting Monday - Thursday, sunnah prayers Duha and Tahajjud.

Strengthening Worship Skills

This field of worship is carried out in 2 (two) ways, namely: 1) Presenting theories related to worship; 2) Done with practice (Hutapea, *Interview*, 2019).

Interest and Talent Strengthening Program

To develop the interests and talents of female students at ma'had aljami'ah, they carry out several activities such as trilingual speech exercises, sports, arts and culture.

The results of the interview with the supervisor of Ma'had, that the purpose of this program is to develop the talents that exist in students. The types of these programs include nasyid, calligraphy, dance, poetry, drama and sports (Muhlison, *Interview*, 2019).

The method of implementing this program is to display the creations and talents of students in the fields of language, art, recitation of the Qur'an. In the field of art, it is done by training students with Islamic music, namely nasyid (Masdingin, *Interview*, 2019).

Nasyid is a place to channel hidden artistic talent in the students of Ma'had al-Jami'ah IAIN Padangsidimpuan, this is done to improve the talents that exist in students. Musyrifah's explanation said that with the existence of art performances, students could show various kinds of activities or creations of students in language. For example speech, poetry, drama, story telling, and various kinds of things that are made as interesting as possible to teach students / to make it easier to use Arabic and English in everyday life.

In addition to nasyid, there is also a Ma'had league which is oriented towards sports such as: volleyball, futsal and table tennis, badminton, and others. Usually a competition is held between dormitories to provide a competitive spirit for Ma'had al-Jami'ah students at IAIN Padangsidimpuan.

Ma'had al-Jami'ah Evaluation System on Student Quality

The evaluation system carried out by Ma'had al-Jami'ah for the quality improvement program for IAIN Padangsidimpuan students includes: 1) Character: Assessing student compliance and obedience based on attendance recapitulation, violations of Ma'had al-Jami'ah rules and regulations and the Code of Ethics of the IAIN Padangsidimpuan Campus while at Ma'had alJami'ah, Assessing speaking and polite ethics courtesy of students on a daily basis based

on the results of investigations and reports from various parties; 2) Al-Qur'an: Types of evaluation in strengthening the skills of reading the Qur'an can be done with an oral test (Qiro'ah), writing and/or practice; 3) Language: This type of evaluation in language strengthening is carried out by means of oral, written and/or practical tests; Worship: Types of evaluation in worship skills are carried out by oral, written and/or practical tests; Graduation of the Ma'had al-Jami'ah program at IAIN Padangsidimpuan: According to the Instructions for Organizing a Campus Islamic Boarding School (Ma'had al-Jami'ah) Number: Dj.l/Dt.l.IV/ PP.00.9 / 2374/2014 that graduation in the Ma'had Al-Jami'ah program is a prerequisite for taking certain courses and/or other academic practices. Therefore, it was determined that the graduation of the Ma'had al-jami'ah IAIN Padangsidimpuan program was a requirement to take the comprehensive examination in the upper semester.

Ma'had Al-jami'ah Program Achievements

The improvements that have been achieved by students after attending education at ma'had al-jami'ah are as follows:

1. Language Sector: Mastery of Arabic and English is getting better, as evidenced by the large number students alumni of Ma'had participating in national and international activities using Arabic and English. Like the English debate competition ranked fourth PKM in Sumatra. English debate competition at IAIN Batu Sangkar. Chosen as an awardee from CAMP EPIC4 which was pioneered by RELO under the auspices of the American embassy. Chosen to be a participant in various national events, such as the Lombok Peace Camp, Camp Tolerance. 4th place in the PKM Sumatra/Palembang English debate (Siregar, *Interview*, 2019).

According to the interview with the language supervisor, students' mastery of language is increasing, the highest in Arabic and English is FTIK and the second is FEBI in the field of English (Amin, *Interview*, 2019).

Interview with the Arabic language coach, that improving the quality of students in habituation of students' daily language communication is a priority for ma'had. It was started and marked from the pledge of Mahad students to use English and Arabic in daily communication(Hidayah, *Interview*, 2019).

Furthermore, quality improvement in the field of English has increased, such as the practice of communicating, in the field of vocabulary and fluency, the ability to speak in public, as a moderator and presenter (Sokhira, *Interview*, 2019).

According to the supervisor's explanation, the quality improvement achieved by students after the existence of ma'had increased the motivation to study abroad increased, the interaction between students and lecturers became more qualified and students' confidence in communicating using Arabic and English increased (Rosdiani, *Interview*, 2019).

- 2. Increasing Interests and Talents: Student participation in vlog competitions, taking part in Pioneers IX 2019, making learning media innovations.
- Improvement in the Tri Dharma of Higher Education in the Field of Community Service. Activities that have been participated in are KKN-PPM throughout Sumatra, Malaysia and Brunei Darussalam in Bungo Regency, Jambi Province in 2019.
- 4. Improved Learning Outcomes: After participating in ma'had Al-Jami'ah activities, student learning outcomes are increasing, as can be seen from the achievement of IP every semester.
- 5. Increasing Al-Qur'an Reading and Writing: Especially for students who come from public schools, they can increase their reading of the Qur'an. According to the explanation of the ma'had coordinator, the improvement in the field of the Koran can be seen from the existence of converts who are able to read the Koran more than those who are not converts (Hidayah, *Interview*, 2019).
- 6. Improvement of Worship: In the implementation of worship according to the explanation of the supervisor of ma'had, there is a culture of congregational prayer that continues to be consistent on a daily basis.
- 7. Character Sector: The results of the interview with Ustadz Purnama showed that there were cultural characters of smiles, greetings, greetings, courtesy and manners that had been cultivated by the ma'had administrators.

CONCLUSION

There are six types of programs carried out by Ma'had in improving the quality of IAIN Padangsidimpuan students, namely: strengthening character, strengthening Qur'an reading skills, strengthening language skills, habituation of worship, strengthening worship skills, strengthening interests and talents.

How to carry out Ma'had programs in improving the quality of IAIN Padangsidimpuan students, namely: Arrange daily activity schedule for Ma'had Al-Jami'ah IAIN Padangsidimpuan, Arrange weekly activity schedule for Ma'had Al-Jami'ah IAIN Padangsidimpuan, Conduct programs Ma'had: 1) The field of character strengthening; 2) Field of reading the Qur'an; 3) Language field; 4) Habituation; 5) Strengthening worship skills; 6) Strengthening interests and talents.

The evaluation system carried out in Ma'had for the quality improvement program for IAIN Padangsidimpuan students is to conduct odd and even semester exams with material on hadith, mahfuzat, tamrin lugoh, and worship practices. And in particular all programs are carried out verbally and in writing. With the evaluation system, the improvement in student quality can be seen, such as improving language, areas of interest and talent, the field of higher education tri dharma in the field of community service, learning outcomes, reading and writing the Koran, worship and character.

REFERENCES

- Choir, A. N. (2015). *Peran ma'had Sunan Ampel Al-Aly UIN Maliki Malang dalam meningkatkan kedisiplinan shalat berjamaah mahasantri* [Undergraduate, Universitas Islam Negeri Maulana Malik Ibrahim]. http://etheses.uin-malang.ac.id/5028/
- Firdianti, A. (2018). *Implementasi Manajemen Berbasis Sekolah Dalam Meningkatkan Prestasi Belajar Siswa*. Gre Publishing.
- Hutapea, M, (2019). Koordinator Bidang Ibadah, *Wawancara* di Ma'had al-Jami'ah IAIN Padangsidimpuan pada tanggal 14 Agustus 2019
- Jamil, Z. A. (2018). Evaluasi Manajemen Mah'ad Al-Jami'ah Perguruan Tinggi Agama Islam. *TADBIR: Jurnal Studi Manajemen Pendidikan*, 2(1), 1–22. https://core.ac.uk/reader/237014950
- Khoiriyah, S. (2019). Sekretaris Divisi Character Peserta FGD. MAS Al-Ansor
- Masdingin, Muwajjihah, Wawancara di Kuttab tanggal 5 Agustus 2019
- Muhlison, Mudir Ma'had Al-Jami'ah IAIN Padangsidimpuan, *Wawancara*, di Kantor Ma'had Al-Jami'ah tanggal 5-7-2019
- Permana, F. (2019). Pendidikan Ma'had 'Aly Sebagai Pendidikan Tinggi Bagi Mahasantri. *Al Qodiri: Jurnal Pendidikan, Sosial Dan Keagamaan, 16*(1). http://ejournal.kopertais4.or.id/tapalkuda/index.php/qodiri/article/view/3 310
- Pramitha, D. (2017). Kepemimpinan Kyai dalam Mengaktualisasikan Modernisasi Pendidikan Pesantren di Perguruan Tinggi (Studi Interaksionisme Simbolik Di Ma'had Sunan Ampel Al-'Aly UIN Maliki Malang). *J-PAI: Jurnal Pendidikan Agama Islam, 4*(1), Article 1. https://doi.org/10.18860/jpai.v4i1.5274
- Ridwana, (2019). Anggota Divisi Character Building, *Wawancara*. Kuttub 5 Agustus 2019
- Ritonga, H. B., (2019). Muwajjih Bahasa Arab, *Wawancara*. Kampus IAIN Padangsidimpuan tanggal 5 Agustus 2019
- Nasution, R. F., (2019). Koordinator Bahasa Inggris, *FGD*, Mas Al-Ansor tanggal 21-08-2019

- Setiawati, F. (2020). Manajemen Strategi untuk Meningkatkan Kualitas Pendidikan. *Jurnal At-Tadbir : Media Hukum Dan Pendidikan, 30*(1), 57–66. https://doi.org/10.52030/attadbir.v30i01.31
- Siregar, R. (2019). Kordinator Bidang Akhlak/Karakter Building. *Wawancara*. Kuttab, tanggal 21-5-2019
- Tim Penyusun Kamus Pusat Bahasa (2001) Kamus Besar Bahasa Indonesia. Jakarta: Balai Pustaka
- Ulfah, M. Muwajjih Devisi Bahasa. Wawancara. Kuttab, Tanggal 14 Agustus 2019