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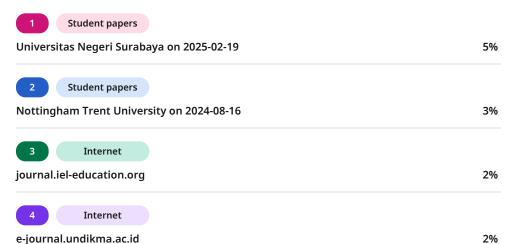
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### Rebranding and Restructuring Strategy of Physics Education Study Program in PTS NTB: UNDIKMA Case Study

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Enrollment Trends; Higher Education Indonesia; Physics Education; Rebranding Strategy.



Objective: This study investigates the declining enrollment trend in the Physics Education Study Program at Universitas Pendidikan Mandalika (UNDIKMA), a private higher education institution in West Nusa Tenggara, Indonesia. The objective is to identify the factors contributing to reduced student interest and to propose strategic interventions to revitalize the program amid increasing competition between public and private universities. Method: A mixed-methods approach was employed, combining longitudinal analysis of enrollment data with qualitative insights from interviews, surveys, and document reviews. Comparative data from similar study programs at both private and public universities in the region were also examined. Additionally, SWOT and TOWS analyses were conducted to generate strategic recommendations. Results: The findings reveal a consistent decline in enrollment, influenced by limited career prospects for physics education graduates, dominance of public universities in the region, outdated curricula, and weak promotional strategies. Comparative analysis underscores structural disparities in institutional reputation and resource allocation between private and public institutions. Novelty: This study highlights the urgent need for contextually adaptive strategies to sustain science-based teacher education in non-metropolitan regions. The proposed interventions curriculum restructuring, digital rebranding, alum engagement, and hybrid learning formats – offer an integrated framework for enhancing program appeal. The research contributes to policy discourse on sustaining strategic academic programs in private institutions by emphasizing the importance of institutional identity and targeted communication.

#### **INTRODUCTION**

Over the past two decades, higher education in Indonesia has undergone a significant transformation, driven by the growing number of institutions and intensifying competition among both public and private universities. The decentralization of education, national selection policies, and demands for quality assurance have placed considerable pressure on higher education institutions to remain relevant and competitive (Aphar et al., 2024). One direct consequence of these dynamics has been the disparity in program attractiveness, particularly in science-based teacher education programs such as Physics Education, which have seen a notable decline in student interest, especially in private universities (PTS).

This phenomenon is exemplified by the case of the Universitas Pendidikan Mandalika (UNDIKMA), a private university in West Nusa Tenggara (NTB), where enrollment in the Physics Education Study Program fell from 20 students in 2020 to 15 in 2024, reaching its lowest point at only nine students in 2023. Similar declining trends have also been recorded in other private universities in NTB, including Universitas Hamzanwadi, Universitas Muhammadiyah Mataram, Universitas Samawa, STKIP Taman Siswa Bima, and STKIP Bima. This downward trend not only threatens the

