

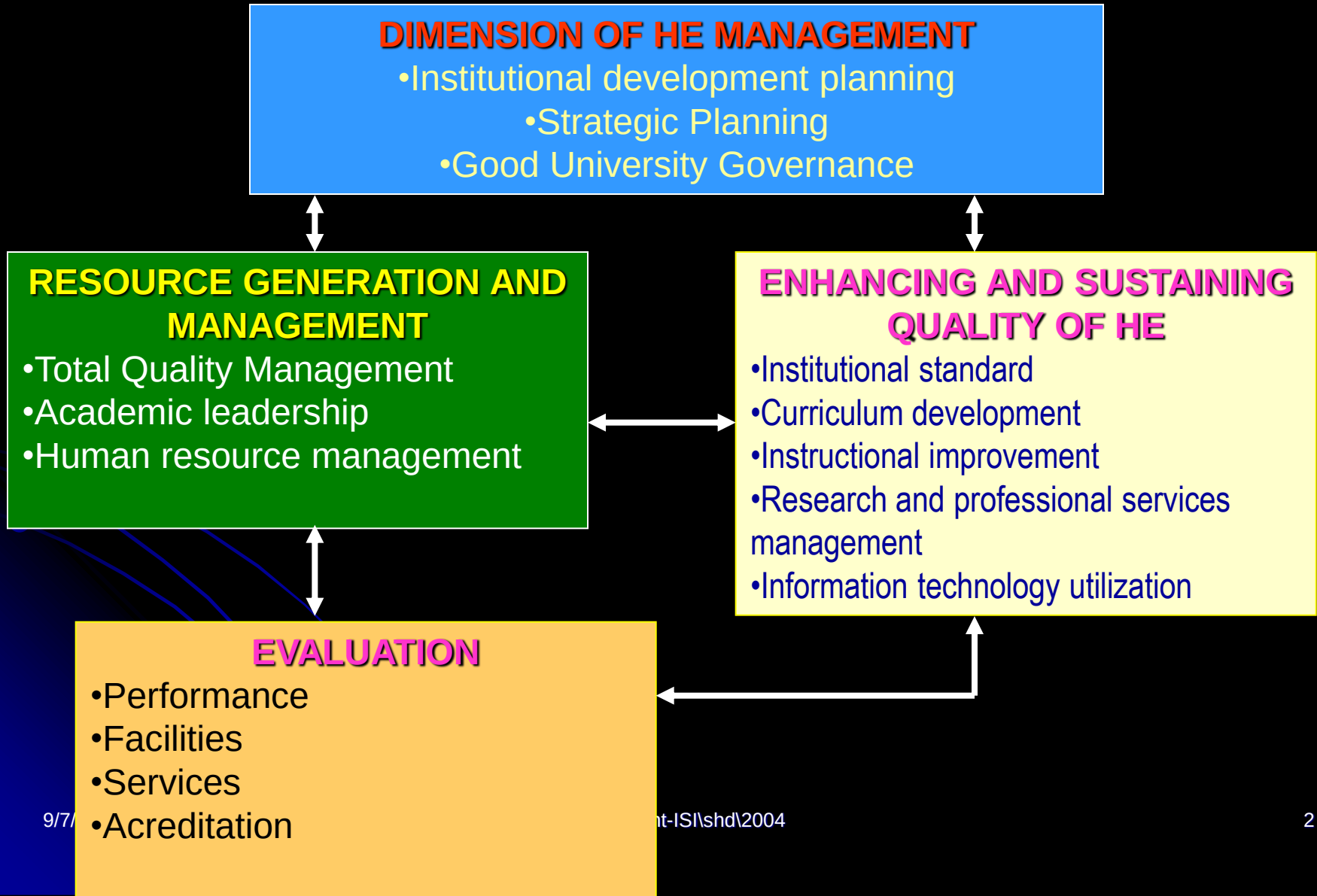


MAGISTER MANAJEMEN PENDIDIKAN TINGGI SEKOLAH PASCA SARJANA UGM

KEBIJAKAN MANAJEMEN PENDIDIKAN TINGGI

Dipersiapkan Oleh:
Sahid Susanto

Elemen dalam manajemen PT



DIMENSION OF HE MANAGEMENT

- Institutional development planning
 - Strategic Planning
 - Good University Governance

Institutional Development Planning in Higher Education

- Faktor yang berpengaruh dalam pendidikan
- **THE REALITY: Global scale and challenges**
- Korelasi antara pendidikan dengan pembangunan ekonomi
- THEORITICAL REVIEW
Prinsip Manajemen
- Paradigma baru Manajemen Pendidikan Tinggi
- **Realitas vs Perubahan**

Institutional Development Planning in HE (cont): Philosophies of Higher Education

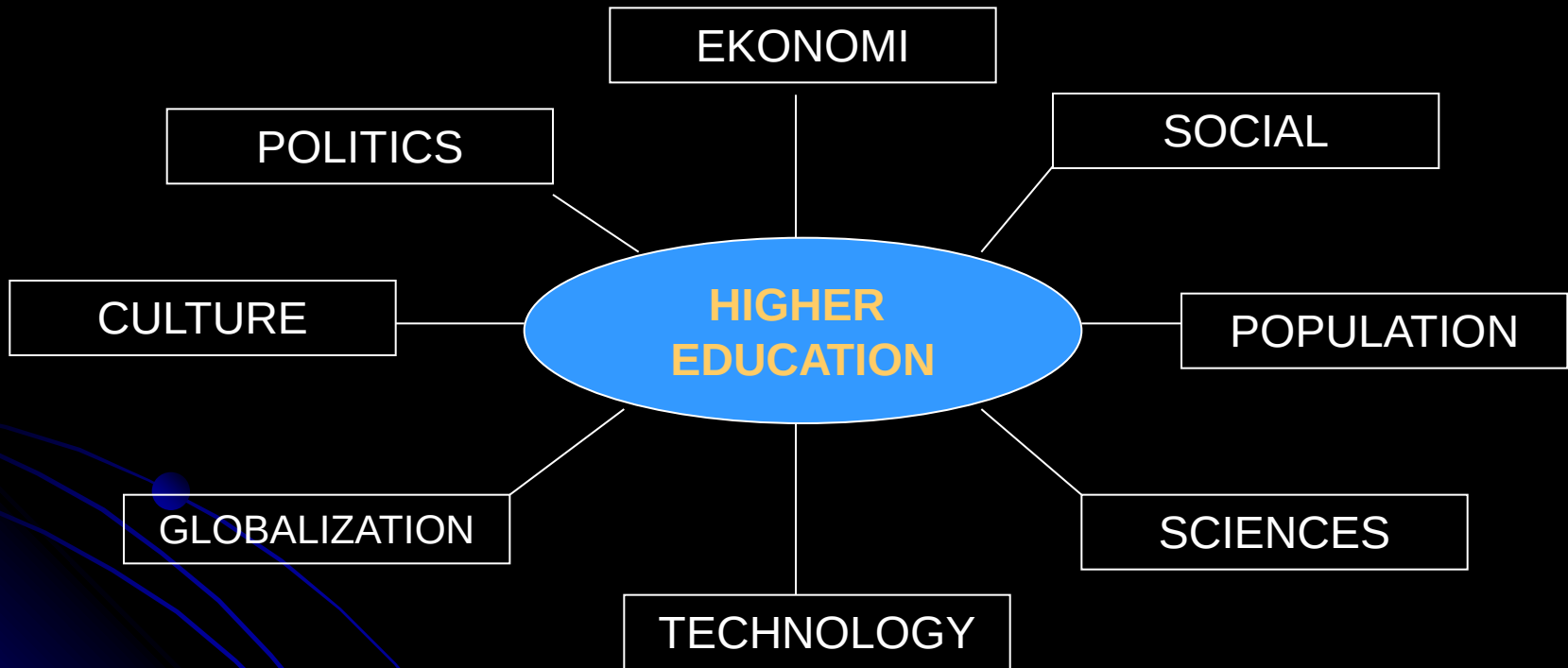
- Planning is considered a necessary activity in institutional development.
- To develop a good plan of action, one must have a thorough understanding as well as a vision of the organization.
- Administration is a process through which the organization achieves its intended goals
- The goals of a university usually reflect its belief in a certain philosophy
- In the planning for the institutional development of higher education, one must have both leadership and vision
- UNESCO:
 - education is an *organized and sustained instruction designed to communicate a combination of knowledge, skills, and understanding valuable for all the activities of life*

Institutional Development Planning in HE (cont): Goals as Prerequisite to Planning

Broad aims and values of higher education as follows:

- Pursuit of truth and objective knowledge
- Research
- Liberal education
- Institutional autonomy
- Academic freedom
- A neutral and open forum for debate
- Rationality
- Development of the student's critical abilities
- Development of the student's autonomy
- Student's character formation
- Providing a critical center within society
- Preserving society's intellectual culture

Institutional Development Planning in HE (cont): Faktor yang berpengaruh dalam pendidikan



THE REALITY: Global scale and challenges

- GLOBALIZATION
DRIVEN BY MARKET-
ORIENTED ECONOMIC
SYSTEM:
 - + MARKET PRINCIPLES
 - + COMPETITION
 - + APPLYING ADVANCED
TECHNOLOGY
- DEMOCRATIC CIVIL
SOCIETY
- AFFECTS TO
UNIVERSITY
OPERATION
- NEW CHALLENGES



Institutional Development Planning in HE (cont):

- NEW CHALLENGES FOR UNIVERSITY TO:
 - + CONSTRUCT e-KNOWLEDGE
(Knowledge-driven economic
growth: Knowledge should take place as
an important factor for production passing
capital and labor. Universities, research
institute, R&D divisions of corporations and last not
least think tanks have become important factories
of knowledge, which is then transferred or sold to
other productive unit)
 - + RESPOND TO BE MORE IN
DEMOCRATIC CIVIL SOCIETY
- NEED TO BE MORE AUTONOMY IN
OPERATION
- NEED TO BE MORE ACCOUNTABLE TO
PUBLIC

Institutional Development Planning in HE (cont):

GLOBALIZATION THEORY

(Source: Bagyo, 2000)

Vannevar Bush : (NSF, NIH)

**University as part of the production sector:
National competitive advantage**

**Industries: profit maximization,
Universities: prestige maximization**

**Growing role of government and corporation
support for specific research and education**

Slaughter & Leslie

Academic capitalism, new liberalism



Catatan:

*) Kondisi ekonomi sejak krisis multidimensi 1997 sampai saat ini menunjukkan aktivitas ekonomi lebih didominasi sektor konsumsi sehingga cenderung tidak memberikan nilai tambah yang signifikan pada devisa negara

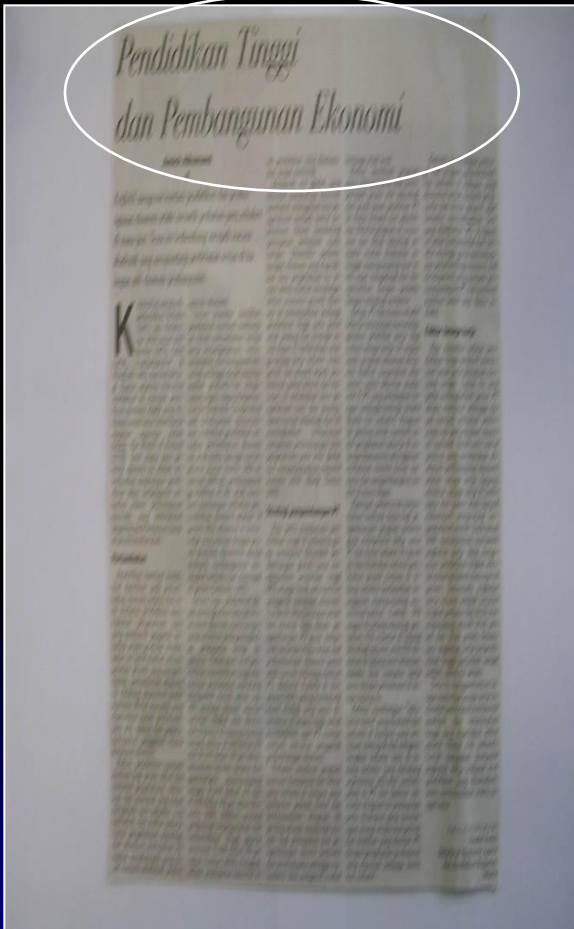
+) Kebijakan pendidikan tinggi nasional sangat dipengaruhi oleh faktor politik, ekonomi, sosial dan budaya

Gambar 1. Keterkaitan lingkungan eksternal dan internal Pendidikan Tinggi

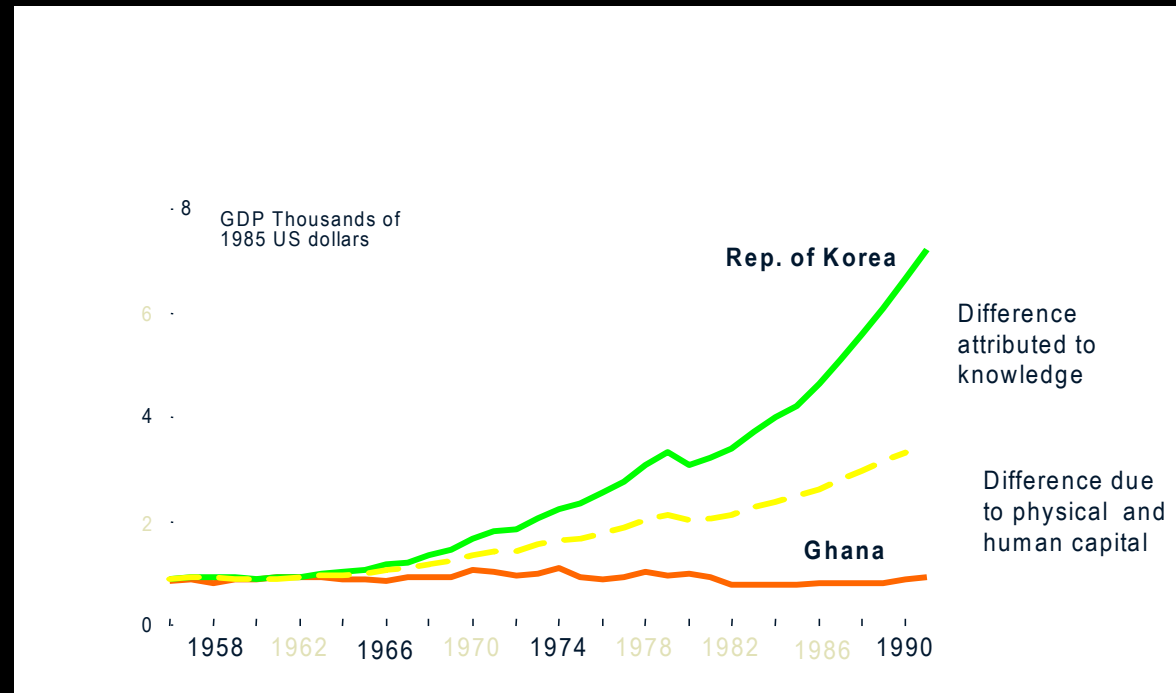
Korelasi antara pendidikan dengan pembangunan ekonomi

Menciptakan iptek baru yang berpengaruh pada proses produksi (pendekatan *Schumpeterian growth*)

Menjadi medium difusi & transmisi iptek sehingga bisa mengubah cara berpikir, cara bertindak dan kultur bekerja



Sumber: Kompas, 6 Agustus 2004



Knowledge Makes the Difference between Poverty and Wealth

STRATEGIC PLANNING DAN PERBAIKAN KUALITAS INSTITUSI PENDIDIKAN TINGGI

- **BEBERAPA PENGERTIAN**
- **PERUBAHAN MANAJEMEN**
- **PERENCANAAN STRATEGIS**
- **PERENCANAAN STRATEGIS FTP-UGM
(Contoh)**

BEBERAPA PENGERTIAN (1)

- Perencanaan Strategis

Merumuskan aktivitas institusi untuk mencapai tujuan strategis yang telah ditetapkan

Lingkup:

Merumuskan tujuan yang realistis bisa dicapai

Menyusun prosedur pelaksanaannya

Substansi:

Misi, Visi, Nilai, tujuan strategis, Strategi kunci, Indikator Hasil, Perencanaan Operasi dan Akuntabilitas

BEBERAPA PENGERTIAN (2)

- Visi dan Misi

Misi merupakan ‘**pernyataan bersama**’ untuk dipakai sebagai pedoman dalam mengarahkan suatu organisasi untuk mencapai tujuan yang hendak dicapai dan mampu menjelaskan mengapa organisasi itu ada dan berguna.

Visi merupakan pernyataan atas ‘**kemampuan**’ untuk melihat ke depan atas dasar kenyataan yang ada dengan mewujudkannya melalui suatu gambaran yang realistis, dapat dipercaya, menarik dan menantang untuk menentukan arah masa depan dari suatu organisasi

BEBERAPA PENGERTIAN (3)

- **Misi** cenderung bermakna pernyataan tujuan yang bersifat ideal. Oleh karena itu, pernyataan misi sebaiknya cukup sekali saja dan berlaku untuk selamanya, selama organisasi itu diinginkan keberadaanya
- **Visi** cenderung bermakna pernyataan yang bersifat operasional untuk jangka waktu tertentu dan dalam situasi yang spesifik dalam upaya untuk menuju misi yang telah ditetapkan.

BEBERAPA PENGERTIAN (4)

- **Arah Strategi (*Strategic Direction*):**
Sasaran kunci pada periode perencanaan
Dirumuskan berdasarkan pada analisis evaluasi diri (SWOT)
- **Tujuan (*Objectives*):**
Keinginan realistis yang hendak dicapai melalui arah strategi
- **Hasil kinerja (*Performance Outcomes*)**
 - ukuran yang mencerminkan pencapaian tujuan yang telah ditetapkan dalam kurun waktu tertentu
- **Indikator kinerja kunci (Key performance indicators)**
ukuran yang telah dicapai dari aktivitas utama (*core activities*)

PERUBAHAN MANAJEMEN DALAM PENDIDIKAN TINGGI (1)

- *Democratization of HE*
 - *Responding to the need of society*
 - *Opportunities for conducting of life long education*
- *Knowledge-economy (K-economy)*
- *Knowledge-society (K-society)*
- *ICT (Information and Communication Technology)*
- *Internationalization of education*

INTRODUCTION

(Source: Bagyo, 2000)

NEW PUBLIC MANAGEMENT (NPM) THEORY

Michel Foucault

Decentralization

New contractualism: self management doctrine

New accountability and funding structure

Bureaucracy to autonomous agency

Clarification of institutional objective

Input control to output and performance targets

Short term performance contracts (staff)

Provision of educational services is contestable

Marketized and “privatized”

e-Knowledge

Knowledge as a key factor of development

- Knowledge accumulation has become one of the major factors in economic development and is increasingly at the core of a country's competitive advantage
- Advanced economies enjoy the fruits of a virtuous cycle in which the benefits of research help produce the wealth and public support needed to continue investing in R&D
- In many developing countries have neither articulated a development strategy linking knowledge to economic growth nor taken steps to build up their capacity to do so

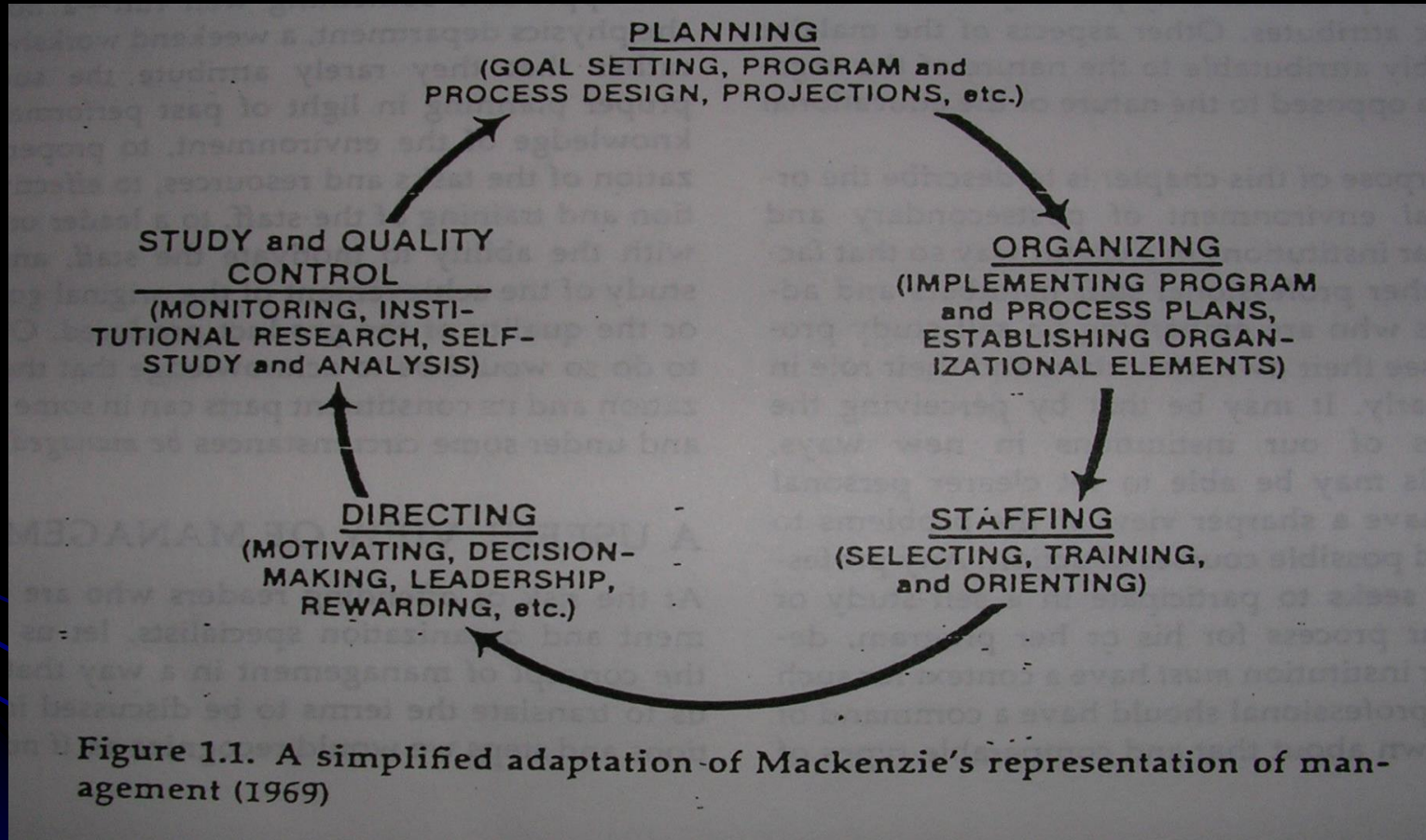
e-Knowledge

The New Challenges

- Higher education is central to the creation of the intellectual capacity
- New types of higher education institutions and new forms of competition are appearing, inducing traditional institutions to change their modes of operation and delivery and take advantage of opportunities offered by the new information and communication technologies

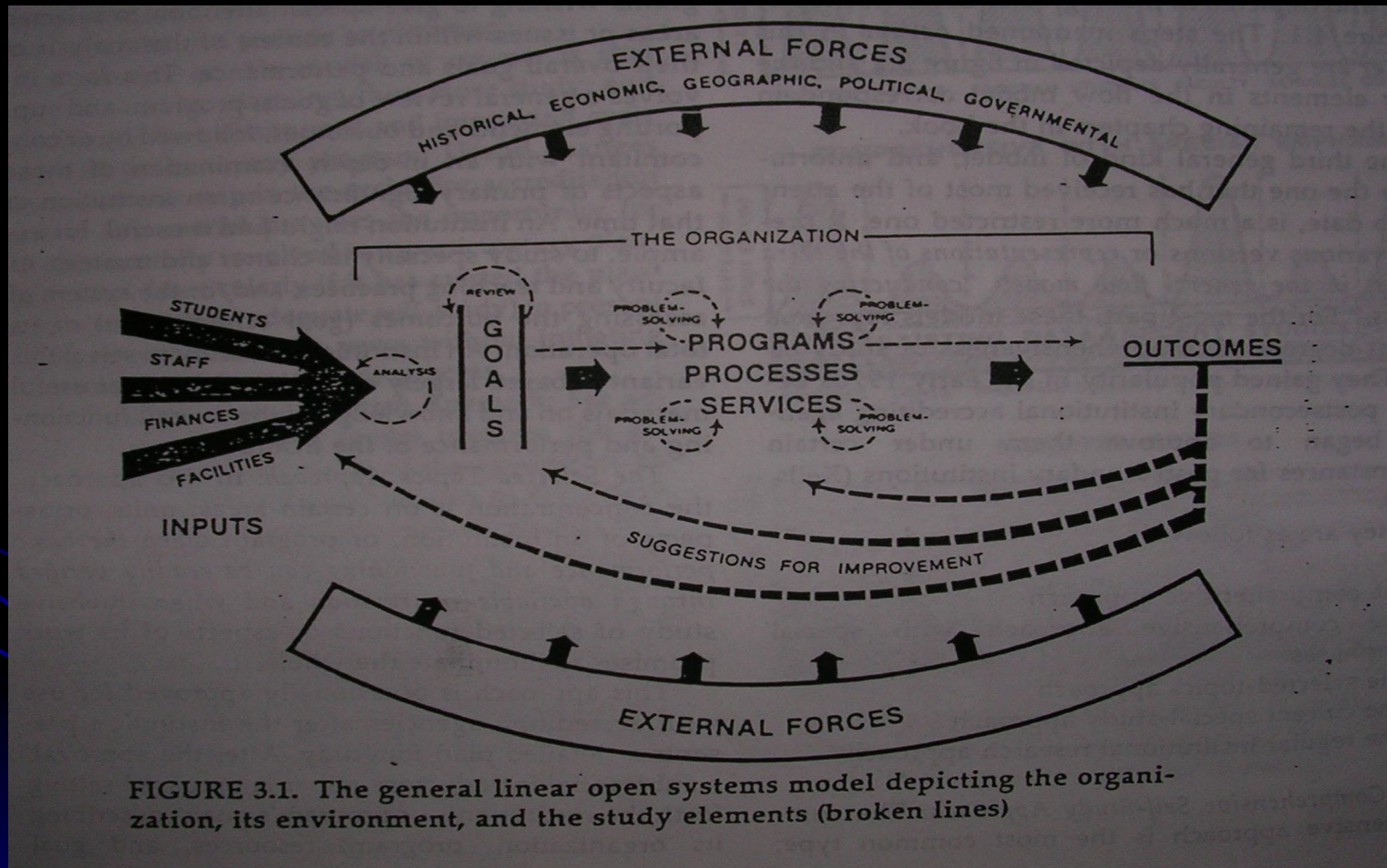
THEORITICAL REVIEW

Prinsip Manajemen

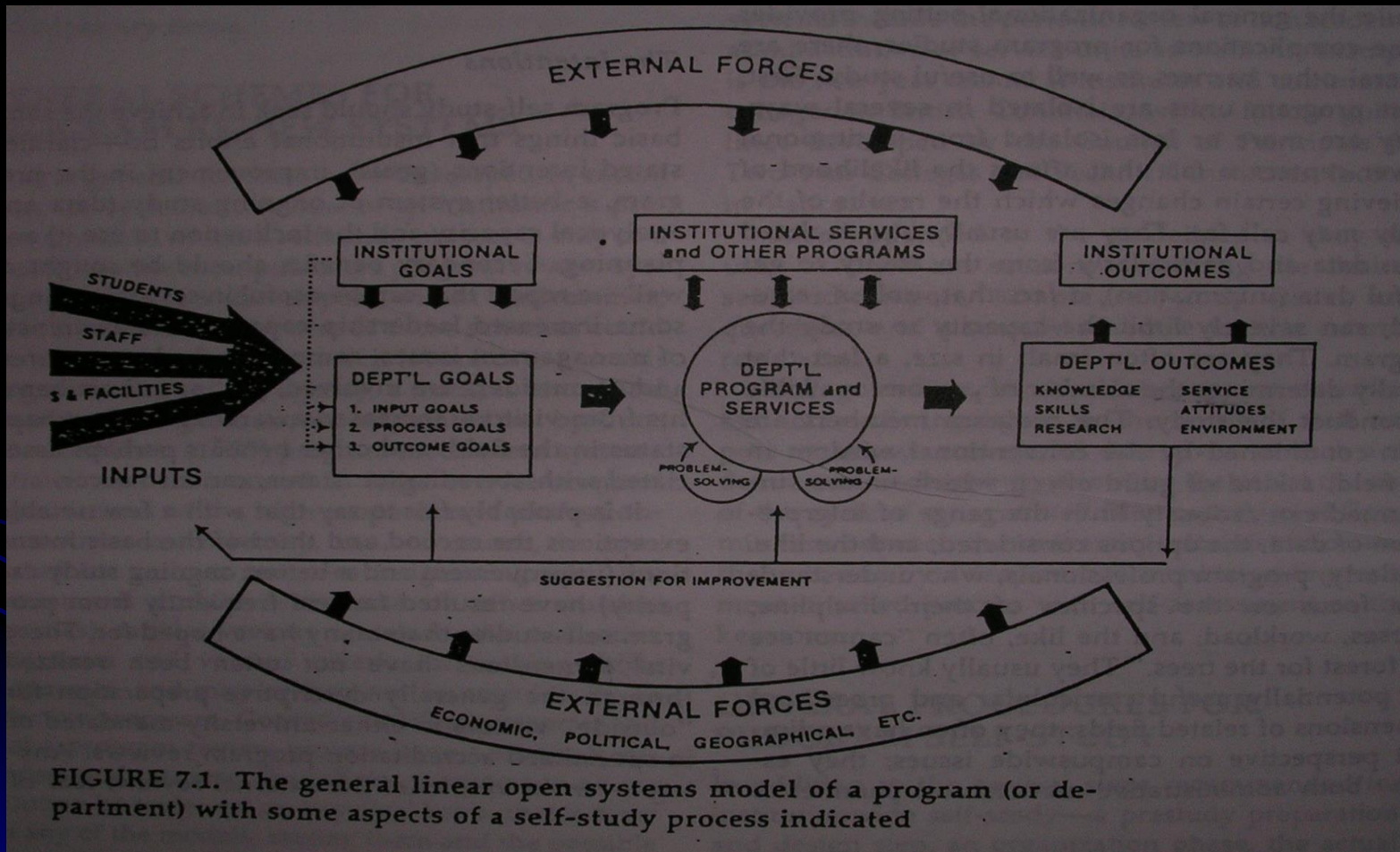


Manajemen merupakan suatu siklus

THEORITICAL REVIEW: open system model (1)



THEORITICAL REVIEW: open system model (2)



Basic Concepts in Planning for Institutional Development

- Planning may be perceived as the following (Knezevich 1984):
 - Determining possible futures; reducing uncertainty
 - Preparing possible futures; enhancing readiness
 - Determining direction
 - Decision-making
 - Preparing innovations
 - Optimizing operations and improving performance
 - Anticipating contingencies and preventing problems
 - Developing mechanisms and models or tools
 - Resolving complexity, coordinating and control

Types of Planning

- **Problem-solving planning**

- The purpose of problem-solving is *to restore performance to the routine level.*

- **Operational planning**

- The purpose of this kind of planning is *to improve routine performance or to reach a desired new level of performance*

- **Strategic planning**

- Strategic planning is the *process of determining an organization's major objectives and the policies and strategies that will govern the acquisition, use, and disposition of resources to achieve those objectives*

Steps in Planning

Steps in Planning

- Goal identification
- Assessment of the present situation
- Determining the most effective steps or strategies for realizing goals
- Implementation of steps or strategies
- Evaluation
- Putti (1987) proposed a different set of steps, namely:
 - Setting objectives or goals
 - Undertaking situation analysis
 - Noting environmental considerations and opportunities
 - Plotting courses of action
 - Budget allocations
 - Implementation and review

Basic Foundation of a Strategic Plan

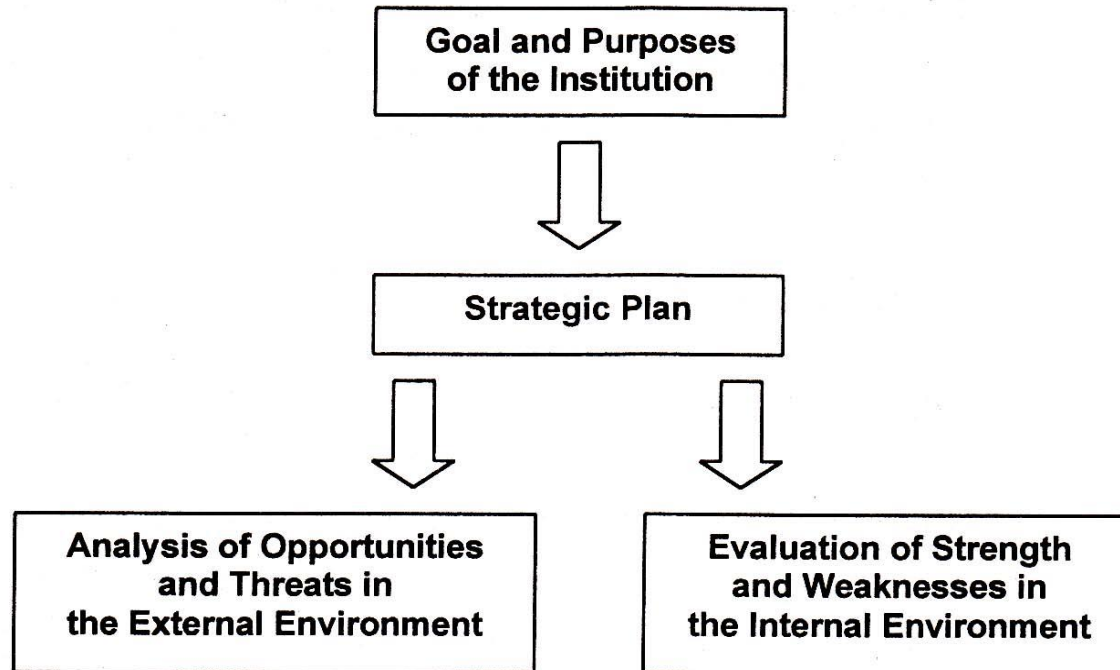


Figure 2. Basic foundation of a strategic plan

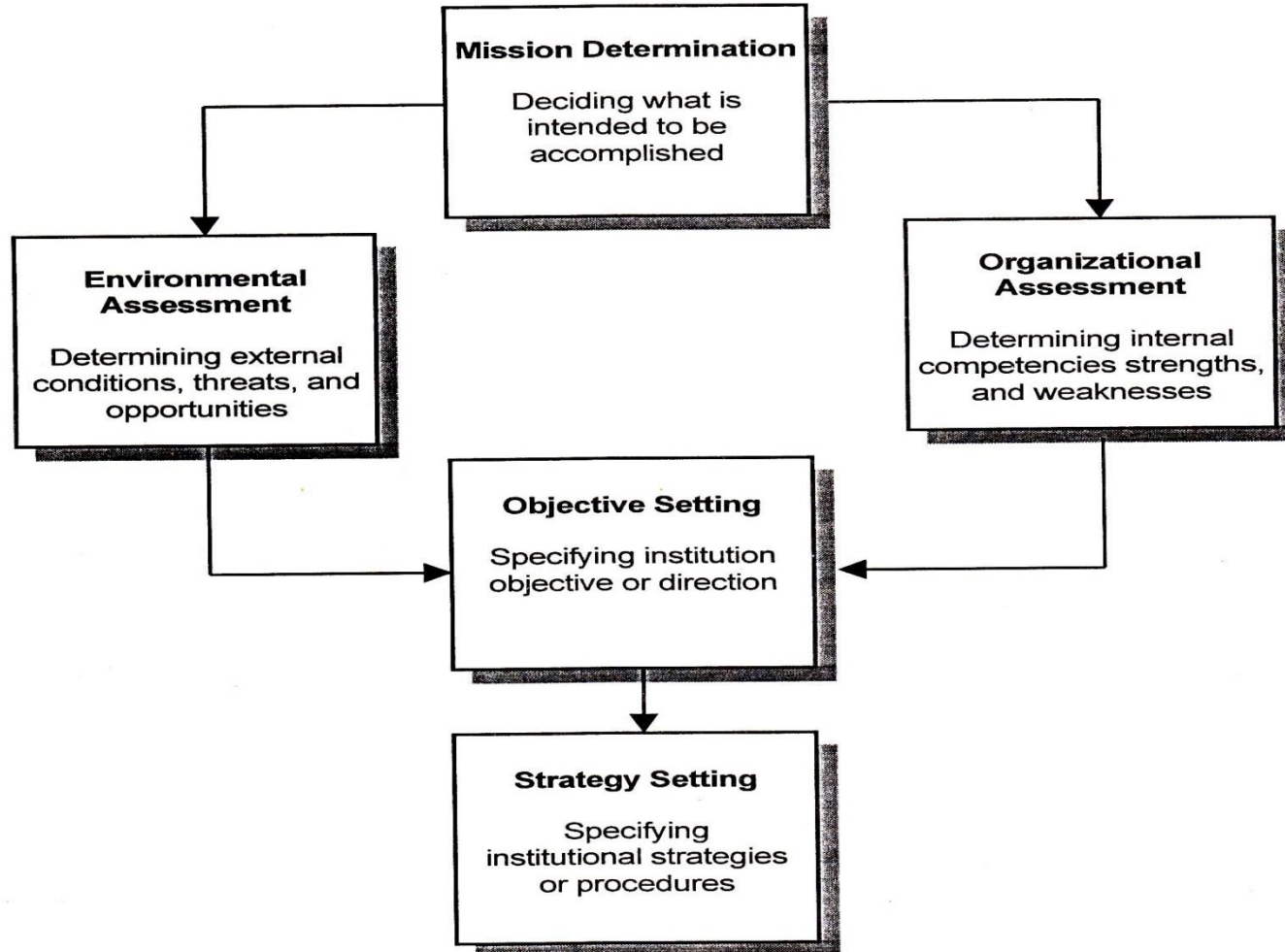
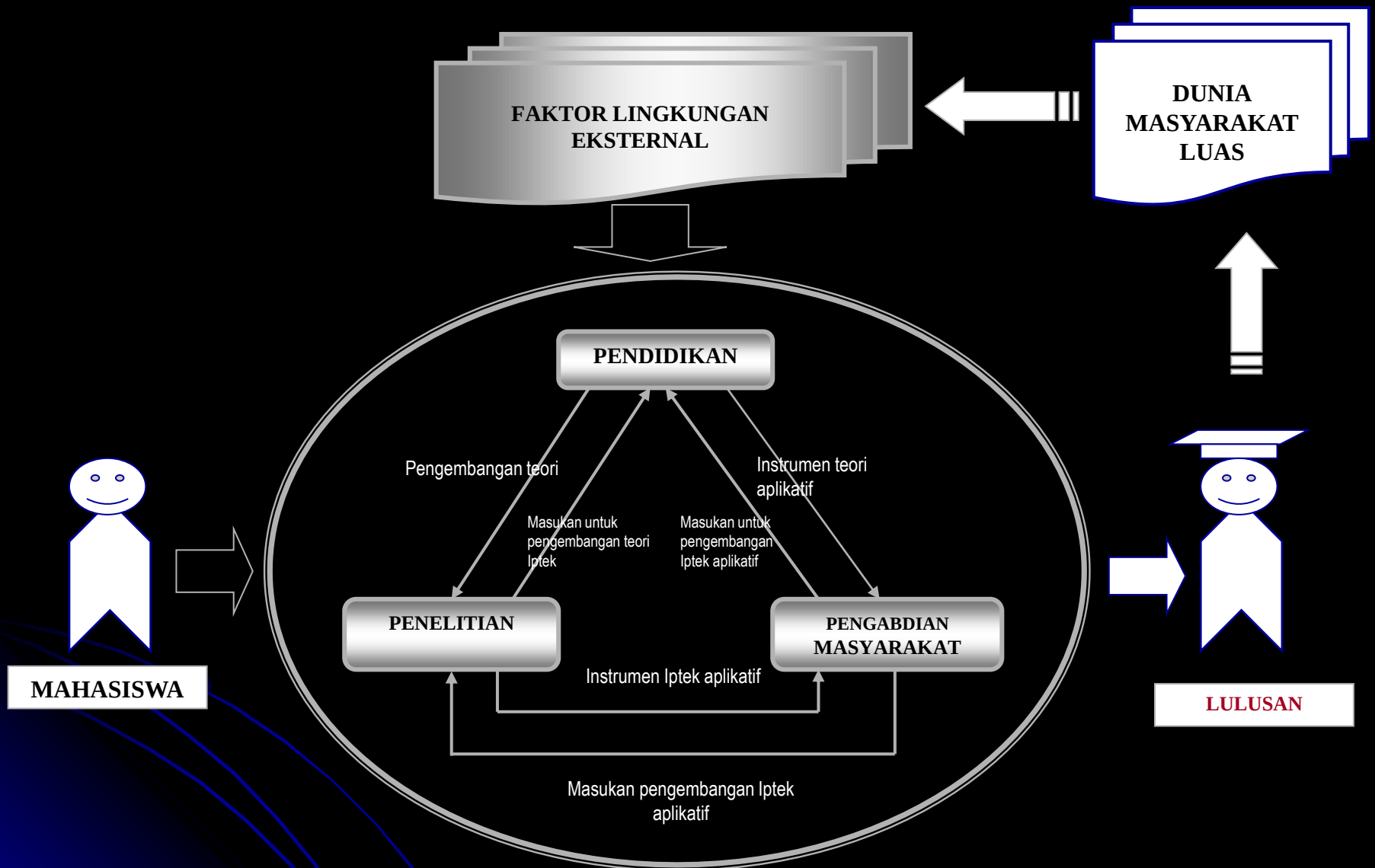


Figure 3. Process of strategic planning

Paradigma baru Manajemen Pendidikan Tinggi

- KPPT-JP 2003-2010 merupakan revisi KPPT-JP 1996-2005
- Lebih memfokuskan pada isu strategis:
 1. **Daya saing bangsa**(*the nation's competitiveness*):
 - National integration (potensi konflik yang tinggi)
 - **Globalization** (**orientasi ekonomi pasar**)
 - **Research and education** (**prasarat**)
 - Mission differentiation (keunikan, tradisi)
 - Access to knowledge (equity)
 2. **Otonomi (autonomy)**
 - Shifting roles of DGHE (keseimbangan peran Central Gove & PT)
 - Social responsibility (accountability)
 3. **Kesehatan organisasi (Organizational health)**
 - Institutional capacity building
 - University governance
 - Financing
 - Human resources
 - Quality assurance



Gambar . Tri Dharma (pendidikan, penelitian dan pengabdian masyarakat) sebagai suatu proses pendidikan secara utuh

UNDERSTANDING HE-Ints IN RELATION WITH EXTERNAL FACTORS

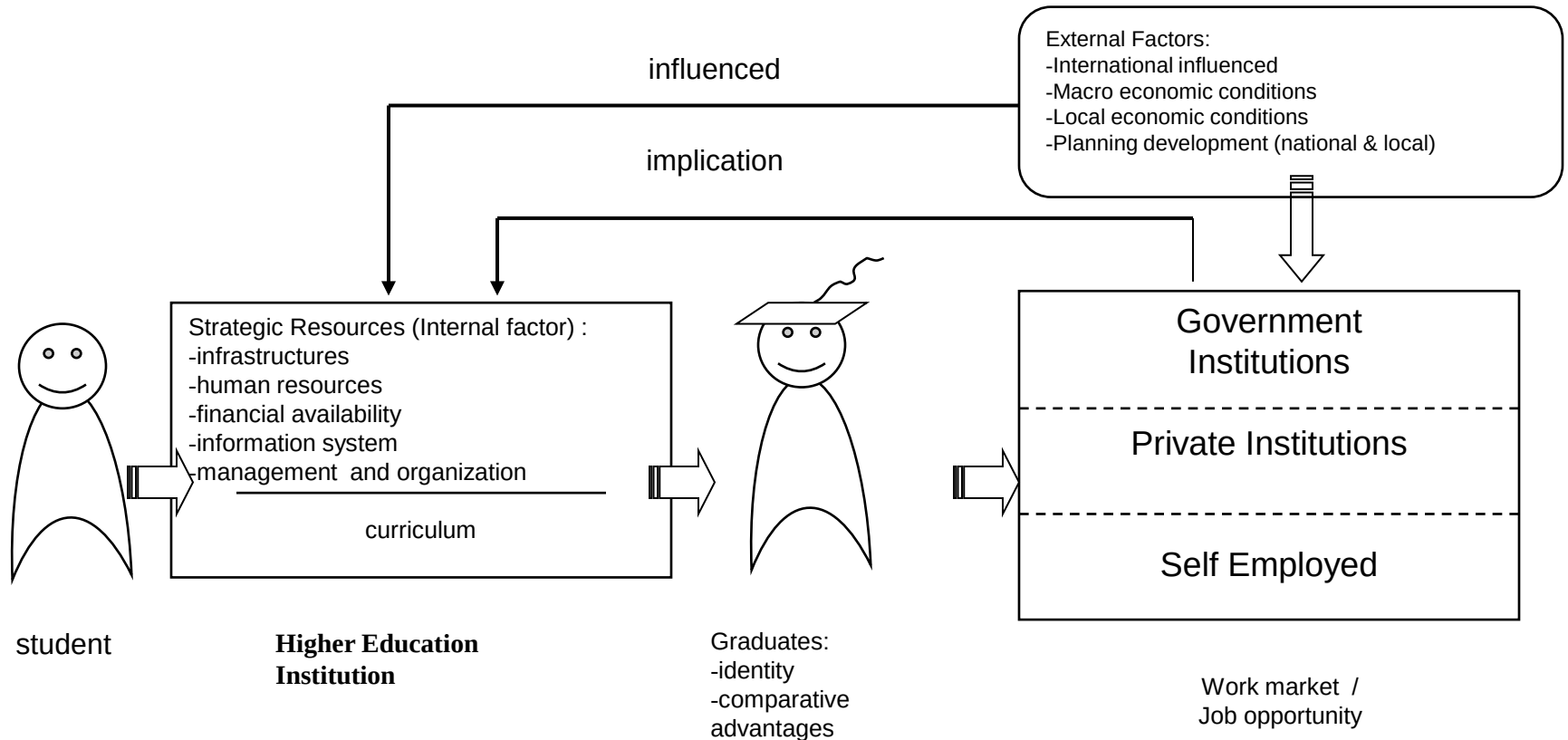


Figure 1: Understanding higher education in relation with work market or job opportunity

FUNGSI STAF PENGAJAR PT



Fungsi dan peranan staf pengajar perguruan tinggi yang berorientasi pelayanan kepada mahasiswa

Applying continuous maturity process in human resources development

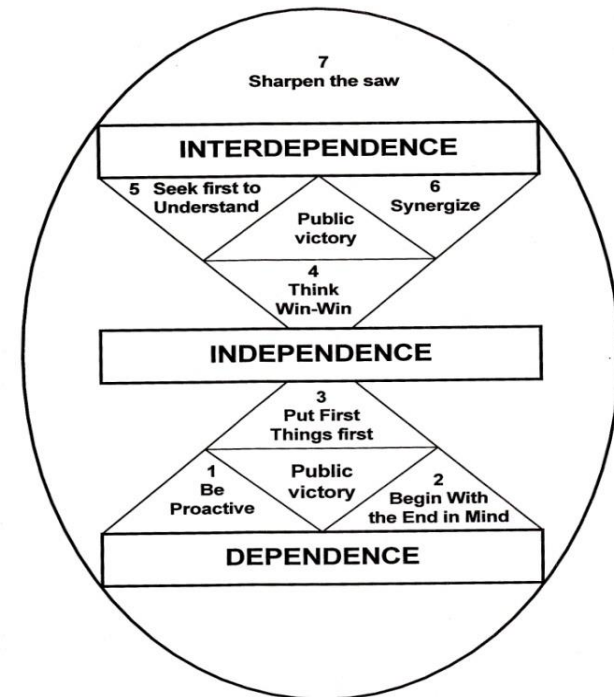


Figure 1. Maturity continuum.

Strategic planning stages

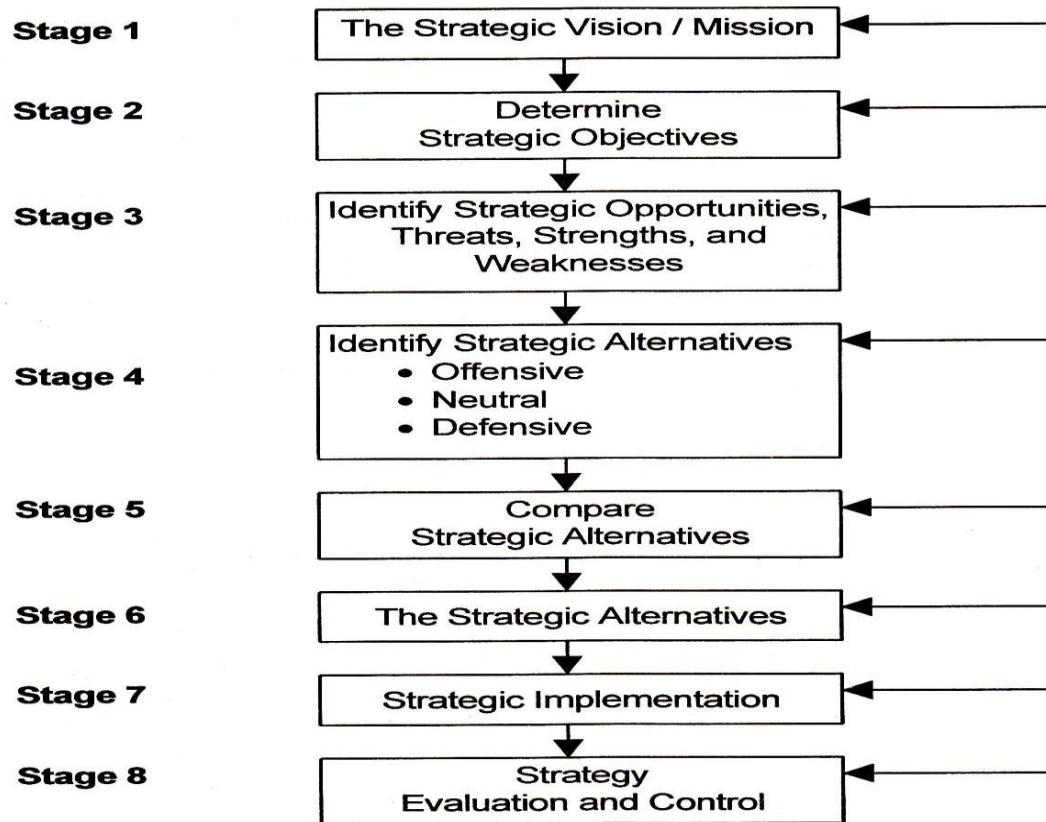


Figure 1. The strategic management process.

Strategic Planning Model for Institutional Development

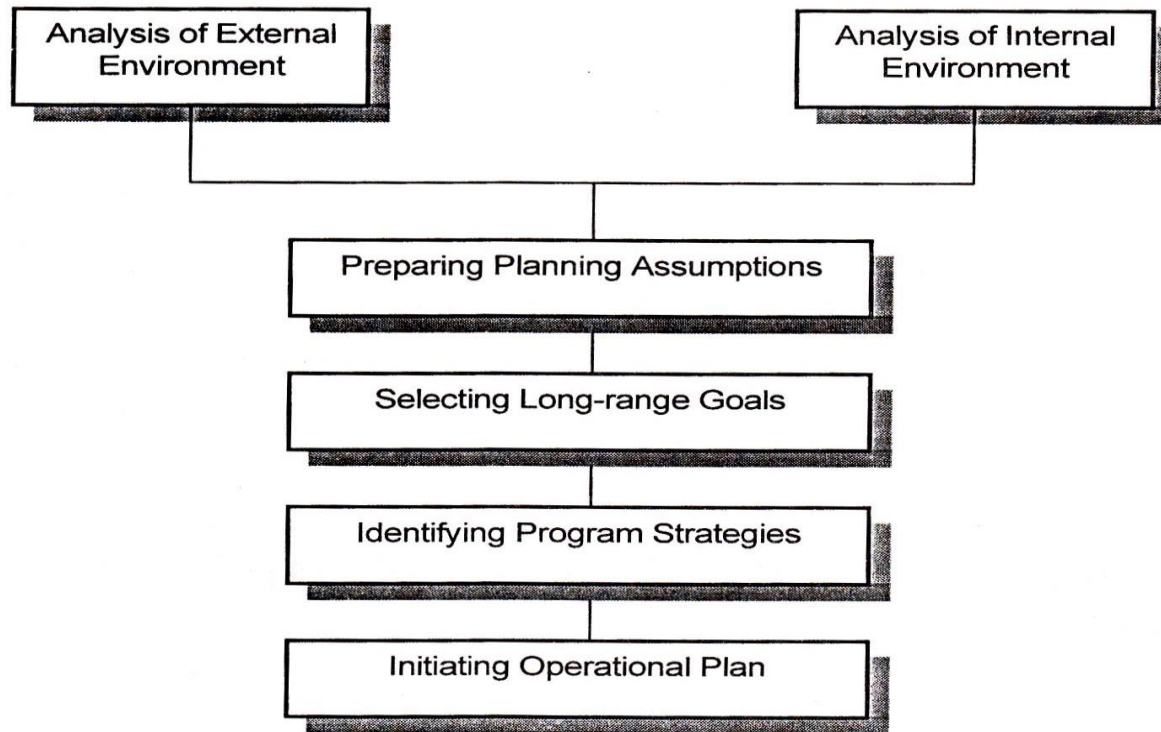


Figure 4. Strategic planning model for institutional development

Strategic planning and management model

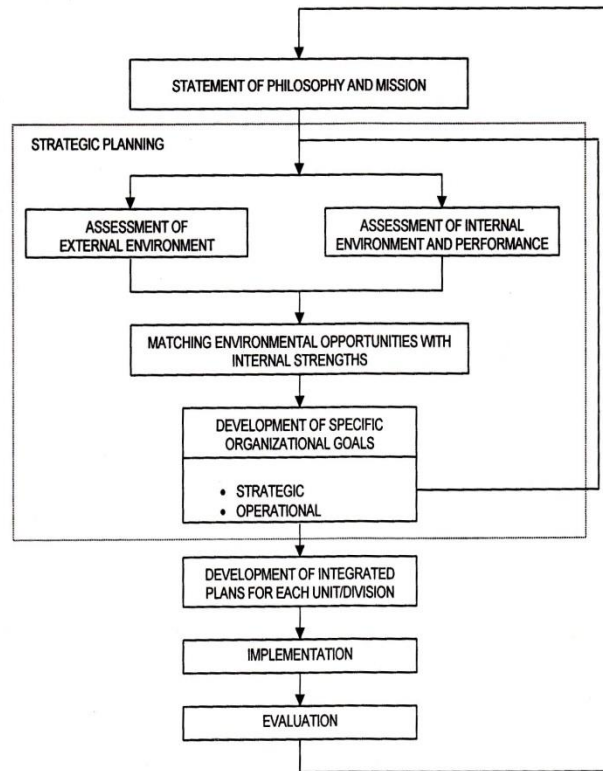


Figure 2. The strategic planning and management model.

Strategic planning process

Mission and vision

Customer/Learners requirements

Routes to success

Quality performance

Investing in people

Evaluating the process

Three phase of strategic management

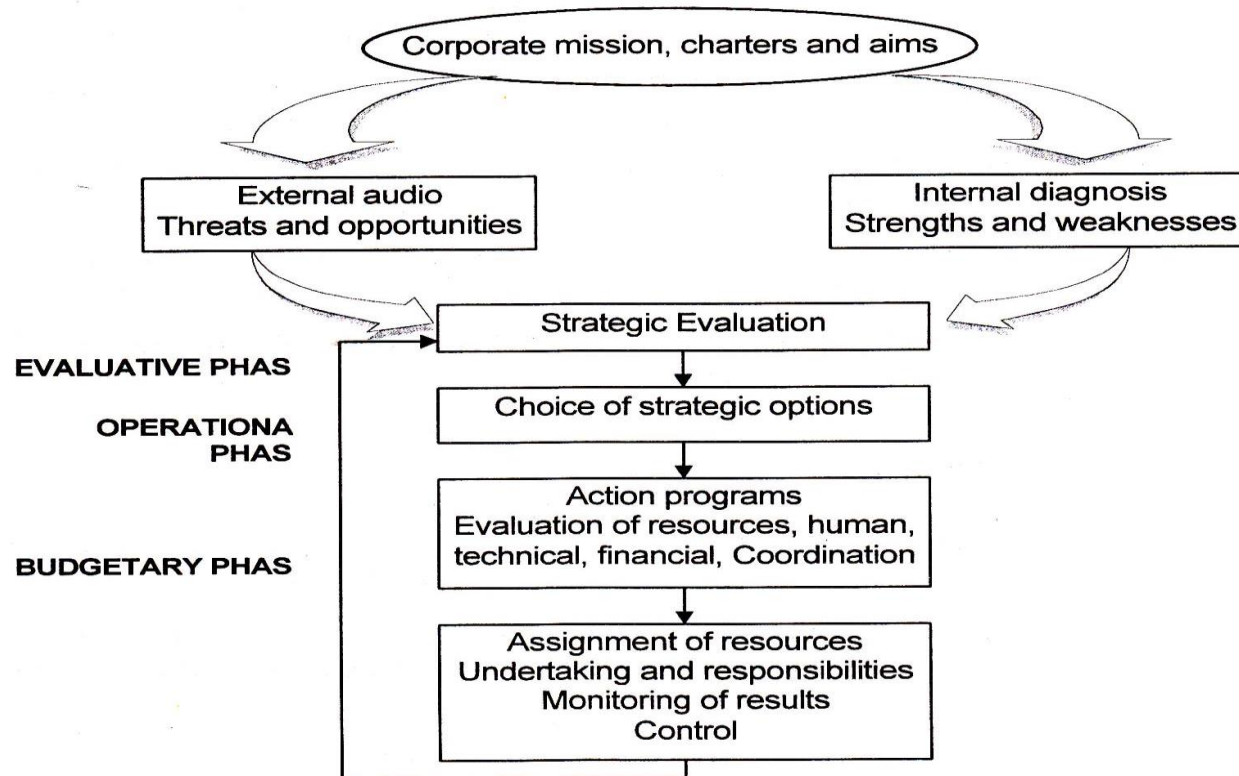


Figure 3. The three phases of strategic management.

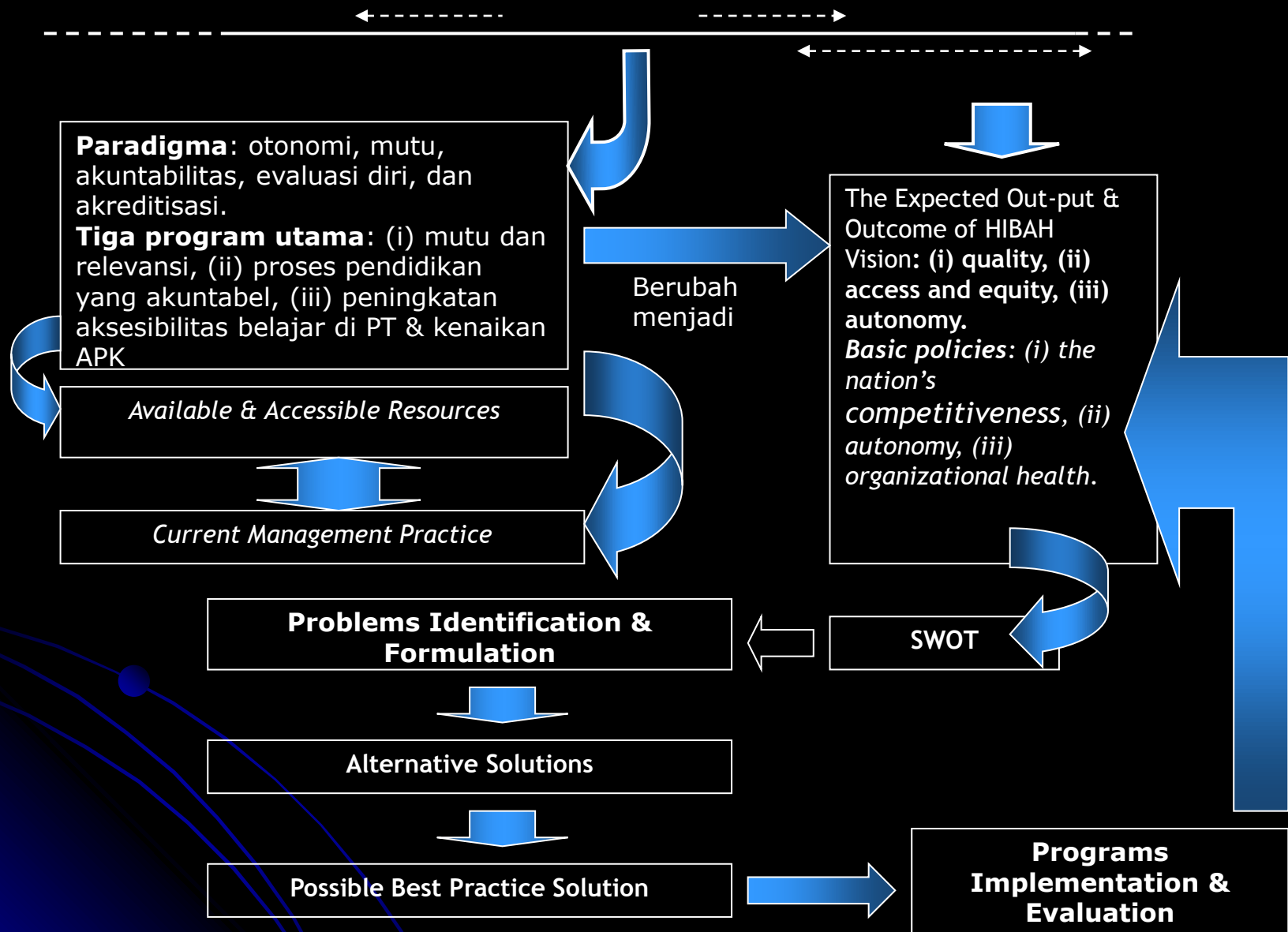
7. Strategic Planning Process

The Issues	The Components	The Process
Where are we now?	Internal/External Assessment	• Conduct situation inventory and environmental scan • Conduct quality assessment and benchmarking • Define strategic issues
	Mission and Principles	• Define the institution's purpose in a broad comprehensive statement • Define core values and action to achieve mission • Employees and management are involved
Where do we want to be?	Vision	• Articulate the compelling image of desired future
	Goals and Objectives	• Establish goals and objectives based on consideration revealed in the internal and external assessment • Indicate Specific and measurable targets for accomplishment
How do we get there?	Strategies and Action Plans	• Determine strategies used to accomplish goals and objectives • Involve detailed work plans • Lead to resource allocation

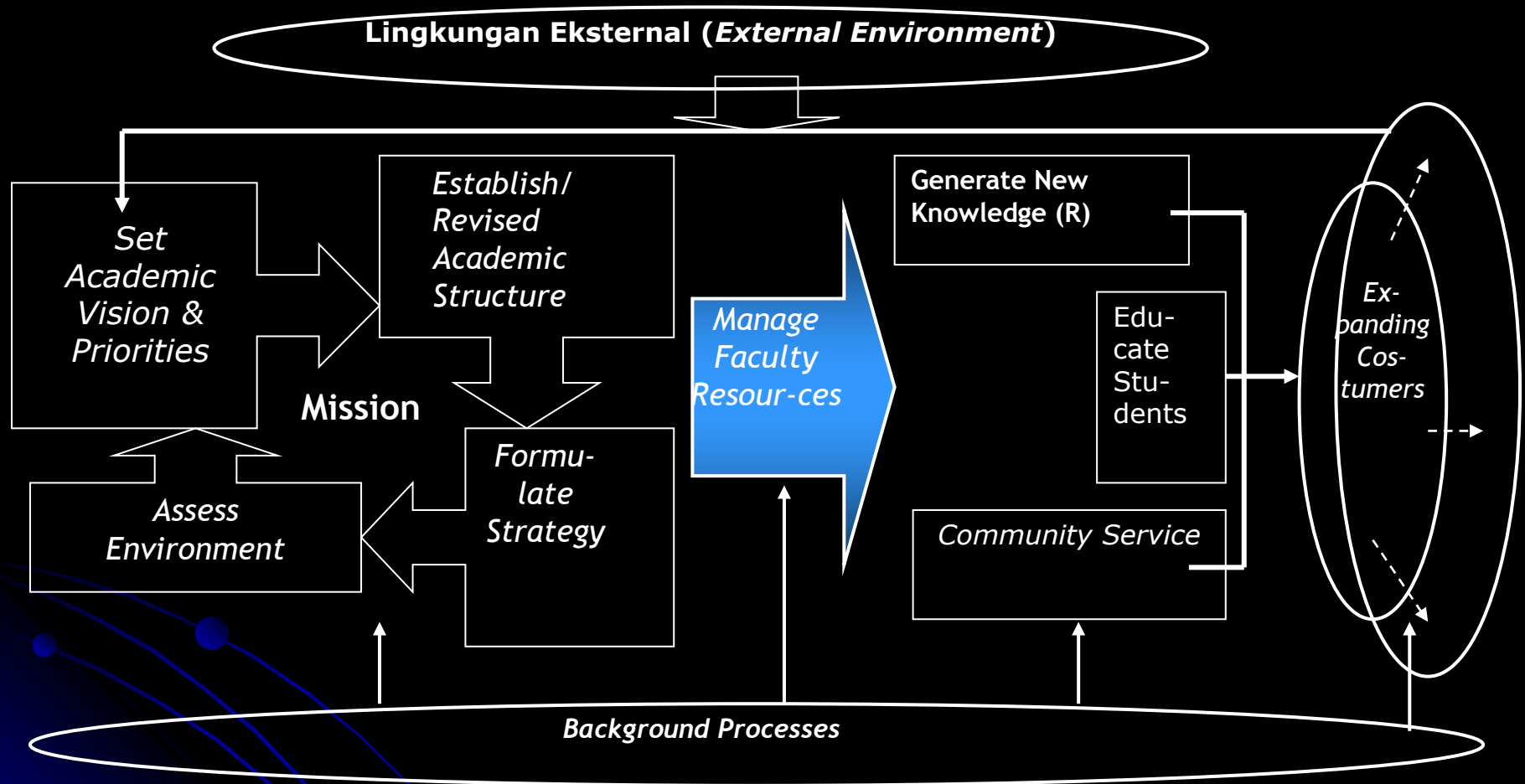
How do we measure our progress?	Performance Measure	• Determine methods used to measure results • Ensure accountability
	Monitoring and Tracking	• Design systems to monitor progress • Keep plans on track

Source: State of Arizona's Strategic Planning and Performance Management Handbook, *Managing for Results*

Strategic planning process



Kerangka dasar operasional pengembangan PT



**Mission according to HELTS 2003-2010:
Create and Sustain Intellectual Community through HEDP**

(Sumber: FTP-UGM)

DIMENSION OF HE MANAGEMENT (cont)

Good University Governance

DEFINISI 'GOVERNANCE' (1)

Istilah 'governance' atau 'tata kelola' mengacu pada (Univ of Oxford):

- proses pengambilan keputusan dalam lembaga yang mempunyai implikasi pada administrasi organisasi, kebijakan dan tujuan organisasi,
- proses memonitor dan mengendalikan untuk mencapai tujuan organisasi,
- mekanisme bagaimana pihak-pihak yang mendapat amanah dan kekuasaan melaksanakan dan mempertanggung jawabkan amanahnya, dan
- pemenuhan kewajiban dan hak berbagai pihak yang berkepentingan dengan organisasi.

DIMENSION OF HE MANAGEMENT (cont)

Good University Governance

DEFINISI GOVERNANCE (2)

- Secara makro, governance didefinisikan sebagai pelaksanaan otoritas politik, ekonomi, dan administrasi dalam mengelola masalah-masalah negara pada semua tingkat (UNDP); dan bagaimana kekuasaan negara digunakan untuk mengelola sumber-sumber ekonomi dan sosial untuk pembangunan masyarakat (Bank Dunia).
- Dalam ekonomi dan bisnis, governance meliputi pengaturan hubungan manajemen dan pihak luar (pemilik, kreditor dll.) agar ada keadilan dalam pembagian kekayaan perusahaan.

DIMENSION OF HE MANAGEMENT (cont)

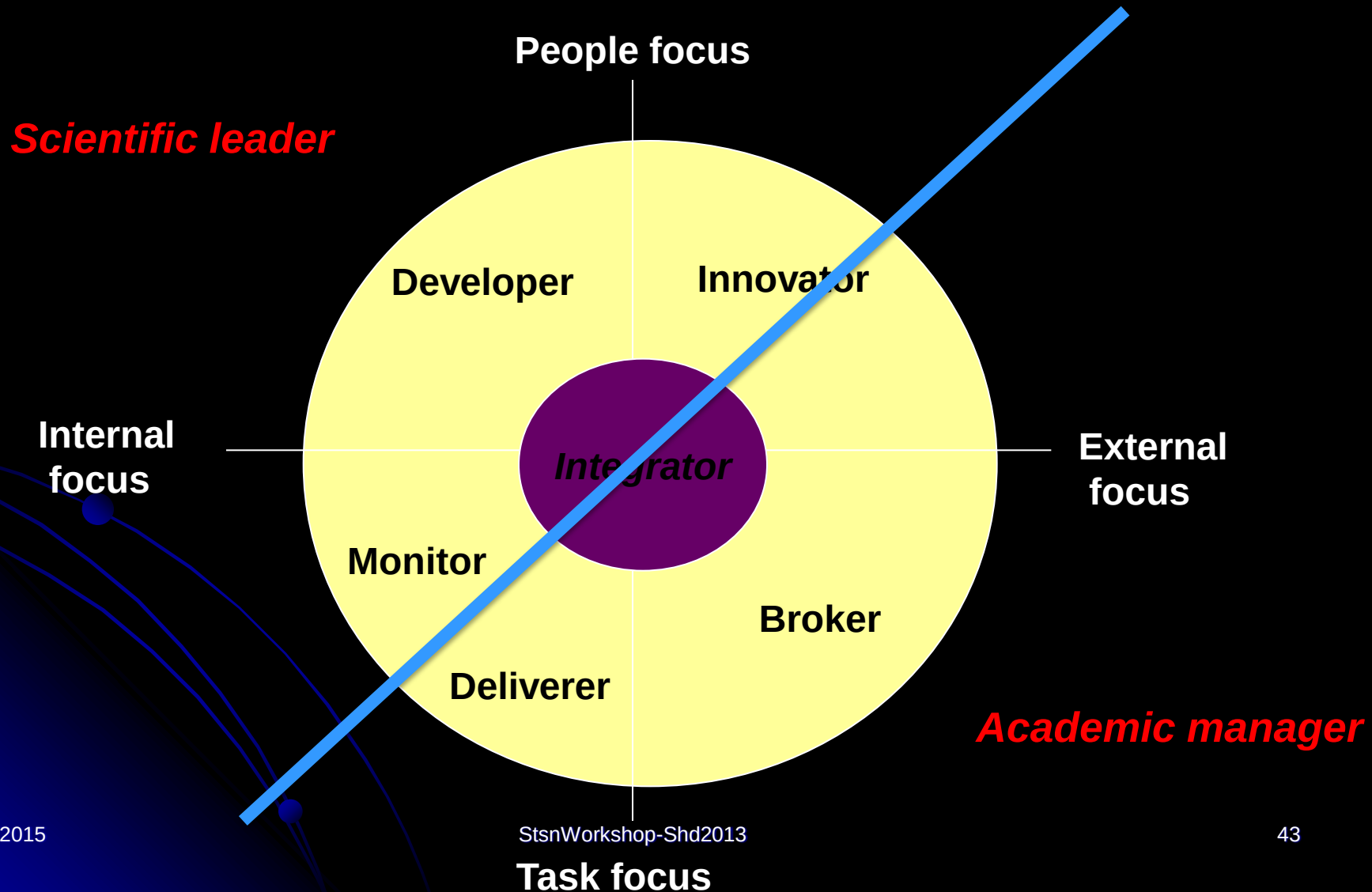
Good University Governance

Characteristics of good governance



DIMENSION OF HE MANAGEMENT (cont)

Academic Manager & Scientific Leader

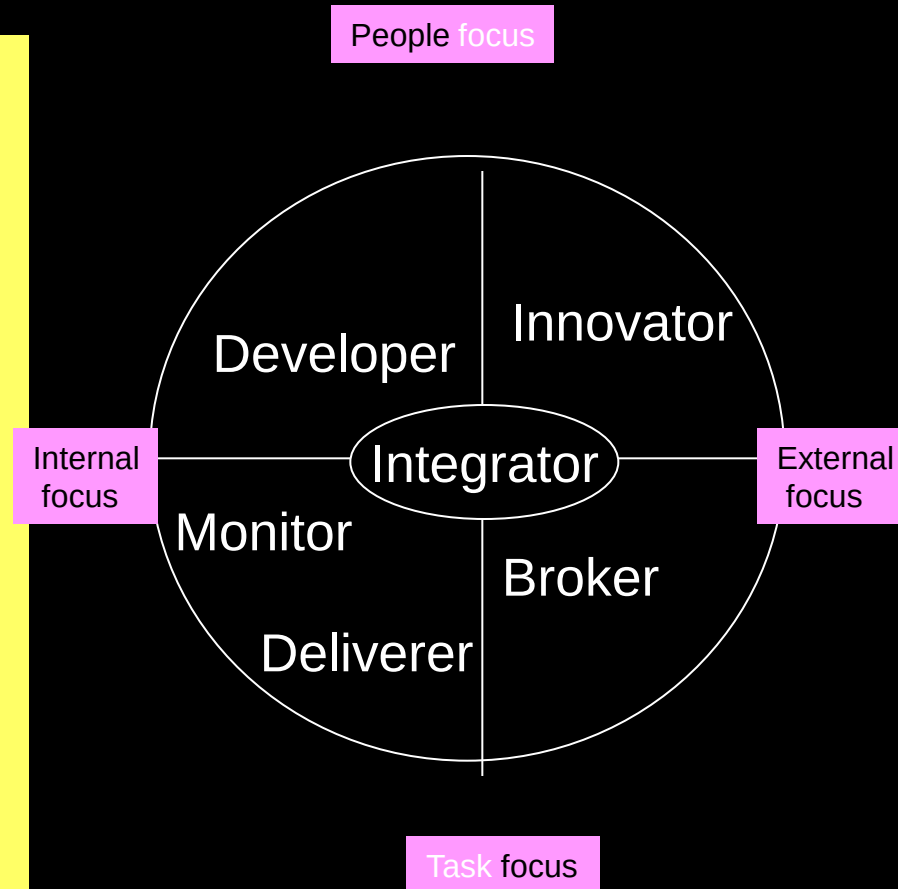


DIMENSION OF HE MANAGEMENT (cont)

Academic Leaders

Key Result Areas

1. Academic leadership – effective management of programs, promotion of scholarship and excellence in teaching and student centred learning
2. Communication and relationships within and outside the University with key stakeholders, professional associations and accreditation bodies
3. Equity and Diversity
4. Leading course teams to achieve strategic outcomes
5. Understanding contemporary teaching and learning methodologies
6. Building and developing strategic relationships



Governance models

Institutional Governance Model	Status of public universities	Examples in
A. State Control	Can be agency of the MOE, or a state-owned corporation	Malaysia
B. Semi-Autonomous	Can be agency of the MOE, a state-owned corporation or a statutory body	New Zealand, France
C. Semi-Independent	A statutory body, a charity or a non profit corporation subject to MOE control	Singapore
D. Independent	A statutory body, charity or non- profit corporation with no government participation and control linked to national strategies and related only to public funding	Australia, United Kingdom

John Fielden, 2011

DIMENSION OF HE MANAGEMENT (cont)

Good University Governance: (cont)

ADOPSI PRINSIP KORPORAT DALAM INSTITUSI PENDIDIKAN TINGGI (PT-BHMN) (1)

- PT-BHMN dikenal luas sebagai Otonomi PT
- PT-BHMN tetap lembaga non-profit, **bukan** lembaga profit
- **KEWENAGAN OTORITAS PUSAT LEBIH KEARAH PENGAWASAN **bukan** PENGATURAN**
- **MASYARAKAT MERUPAKAN BAGIAN DARI *STAKE HOLDER* MELALUI LEMBAGA MAJELIS WALI AMANAT (MWA)**
- **AKUNTABILITAS KEPADA MASYARAKAT **bukan** KEPADA PEMERINTAH**
- **AKUNTABILITAS DALAM BENTUK KUALITAS KINERJA **bukan** ADMINISTRATIF**

Korporatisasi
(dikelola dengan prinsip korporat)
dan tetap berprinsip nirlaba
Bukan privatisasi

Komitmen pemerintah
tetap memenuhi
tanggung jawab konstitusi
Lewat Dana Rutin

Pembiayaan investasi
Kompetisi Lewat DIP

DIMENSION OF HE MANAGEMENT (cont)

Good University Governance: (cont)

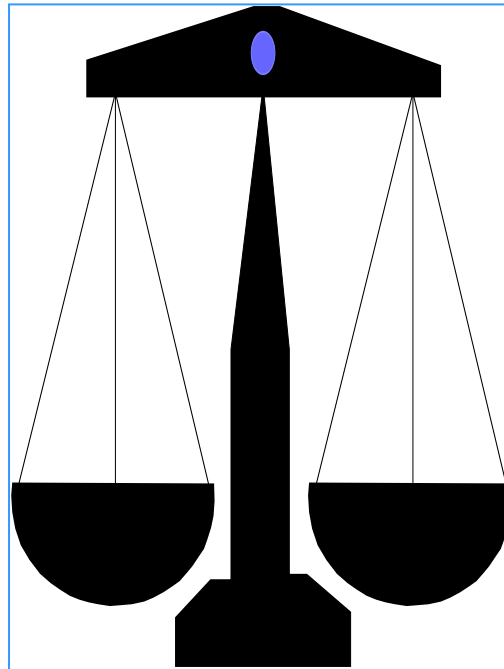
MENGAPA GOVERNANCE PENTING?

- Mempunyai dampak pada kinerja organisasi.
- Menjaga keadilan bagi pihak-pihak yang berkepentingan dengan organisasi.
- Governance yang buruk secara makro akan berdampak pada krisis ekonomi (Asia dan Indonesia pada tahun 1997-1998; USA 2008).
- Pada tingkat perusahaan, governance yang buruk akan berakibat kebangkrutan (Enron, Arthur Anderson, Lehman Brothers, dll.).
- Masalah governance juga terjadi dalam organisasi nir-laba (universitas, rumah sakit dsb.).

Otonomi PT

GOVERNMENT

Public welfare
Ideological and
political priorities
Corrective policies
Accountability
Protecting vital
interests



UNIVERSITY

Academic freedom
Management
Moral force
Creativity and
innovation

**Balance between the role of
government and university**

BALANCE ROLE:

Structural leader vs scientist leader

Structural leader, StI

- Preservation of Univ value
- Supportive Leader
- Univ Policy
- Public responsibility



Scientific leader, ScL

- Academic freedom
- Scientific leader
- Self management
- Kreativitiy and inovation
- Scientific acuntilibily

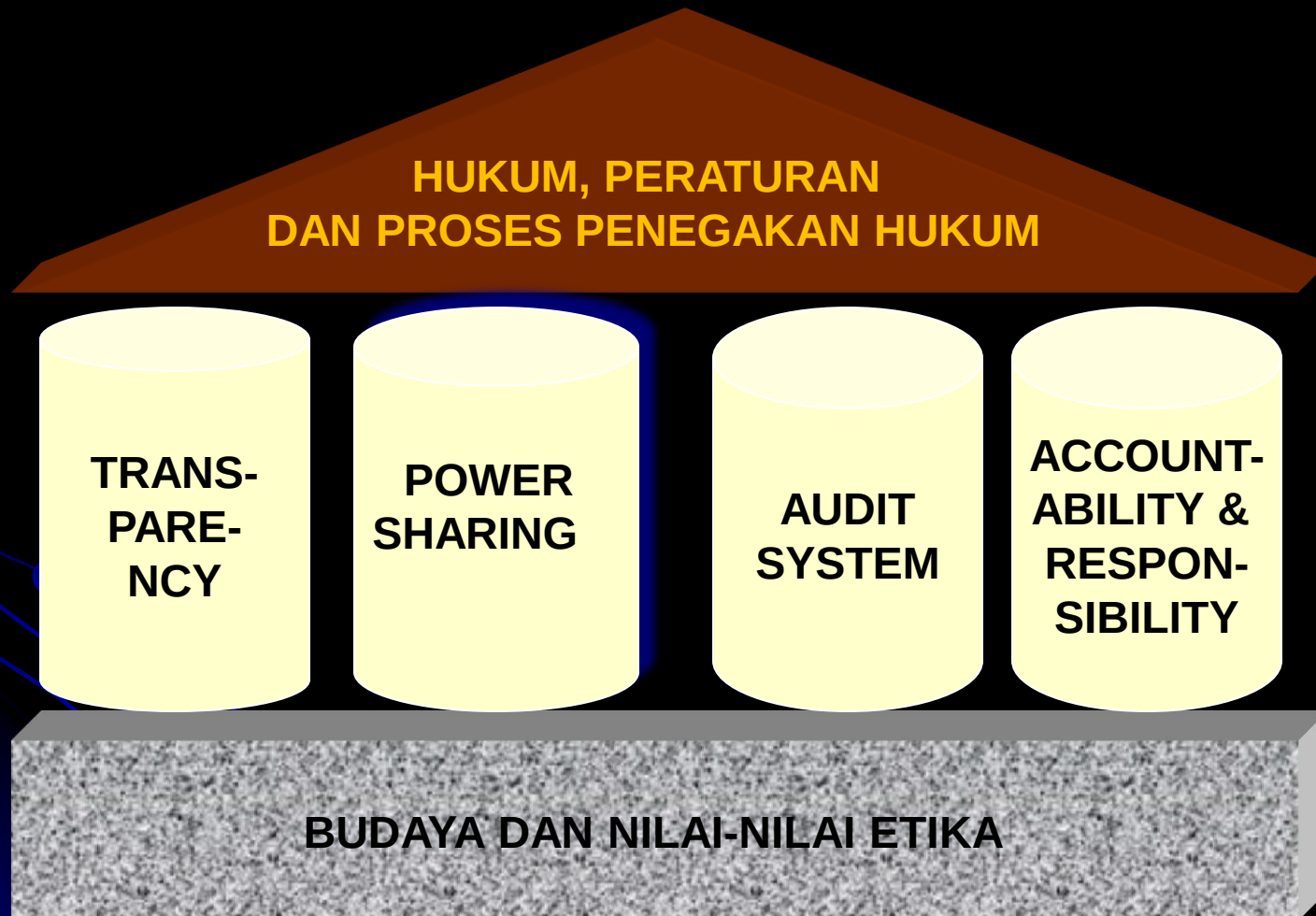
StI: Rector and Dean

ScL: Laboratory leader/lecturer

DIMENSION OF HE MANAGEMENT (cont)

Good University Governance: (cont)

UNSUR-UNSUR GOVERNANCE



DIMENSION OF HE MANAGEMENT (cont)

UNIVERSITAS DI INDONESIA

- **Universitas Negeri:**

Dikelola oleh pemerintah, menggunakan kekayaan negara, mendapatkan dana dengan proporsi yang lebih besar dari APBN.

- **Universitas Swasta:**

Dikelola oleh yayasan atau lembaga (swasta) yang merupakan organisasi keagamaan, umum, atau yang berafiliasi dengan entitas bisnis.

Kedua jenis universitas tersebut memerlukan governance yang baik.

DIMENSION OF HE MANAGEMENT (cont)

MODEL PERGURUAN TINGGI NEGERI

- Berbadan hukum.
- Badan Layanan Umum
- Lembaga pemerintah (PTN).

MASALAH PENTING

- Otonomi.
- Keterwakilan pemangku kepentingan: sejauh mana kepentingan publik dilindungi?.
- Pengelolaan sumber daya manusia.
- Kepemilikan dan pengelolaan asset dan sumber finansial:
 - Siapa yang bertanggung jawab pada pendanaan perguruan tinggi? Pemerintah, peserta didik dan industri?
 - Sejauh mana pemerintah dapat mengawasi lembaga swasta yang juga menerima dana dari publik?

AKIBAT GOVERNANCE YANG BURUK DI PERGURUAN TINGGI

- Penjualan gelar.
- Pemalsuan karya ilmiah dan pelanggaran kode etik.
- Kualitas dan produktifitas pendidikan dan penelitian yang rendah.
- Prgram-program yang ada tidak menjawab kebutuhan masyarakat.
- Sumber daya yang kurang (dana, SDM, dan fasilitas fisik).

ADOPSI PRINSIP KORPORAT DALAM
INSTITUSI PENDIDIKAN TINGGI (PT-BHMN) (4)
University governance

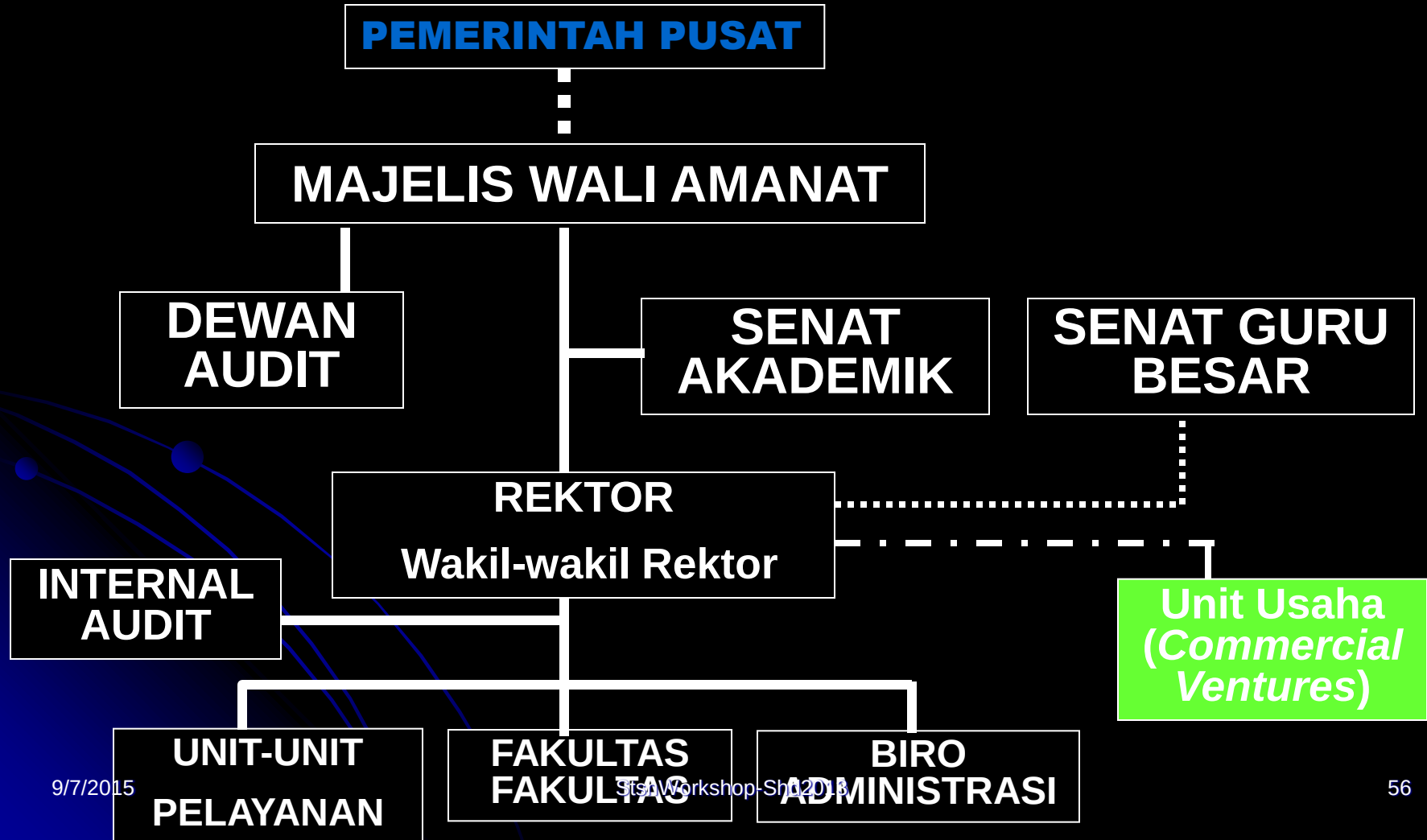
University governance

- Dasar: PP 61/1999 tentang Perubahan PTN menjadi PT-BHMN
- Format /struktur organisasi PT-BHMN 'minimum' (Exhibit 1). Tiap PT-BHMN dapat mengembangkannya sesuai dengan keunikan dan kebutuhannya
- The Board of Trustees (Majelis Wali Amanah) will have a central role since it will be responsible to appoint the Rector and oversee his/her performance, and only through this Board the government can involve in the university governance
- The Board (MWA) will comprise the Rector (non-voting member), and representatives of the government, employers, industries, private businesses, university staff, and the community at large

DIMENSION OF HE MANAGEMENT (cont)

ADOPSI PRINSIP KORPORAT DALAM INSTITUSI PENDDIKAN TINGGI (PT-BHMN)

Exhibit 1: University governance



Issue-1:
The authority of university bodies
SADA POLICY IN THE CONTEXT OF
SUPPORTIVE LEADER AND SCIENTIFIC LEADER

- SADA: Sentralisasi administrasi and keuangan-desentralisasi akademik (*administration & financial centralization and academic decentralization*)
- Tight control policy in term of:
 - academic leader election in both university and faculty level (Vice rector and Dean)
 - Other structural leaders under university management
- Through DAA (Academic Administration Directorate) under control by rector/vice rector:
 - Centralization of student recruitment, mainly for undergraduate and graduate new student with minimum role of scientific leader (study program)

Issue-2:

The Role of university academic senate and faculty senate

- University Academic Senate (UAS)
 - Strong authority in academic role
 - Tight control policy in term of opening new study program with minimum role of faculty senate
- Faculty Senate (FS): normative body with minimum authority
- Minimum hierarchy between UAS-FS

Focused discussion

centralization-decentralization

- In the context of strengthening university management: How to make balance role n authority:
 - In university level:
 - **horizontally** between the authority body of university (rector/vise rector) and university academic senate)
 - Vertically between rector/vise rector and faculty/dean
 - In faculty level
 - horizontally between dean and faculty senate
 - Vertically between dean and scientific leader (chairman of laboratory n lecturer/scientist)

Need reform? Where should be started?

ADOPSI PRINSIP KORPORAT DALAM INSTITUSI PENDIDIKAN TINGGI (PT-BHMN) (7)

University governance

- The university leadership will be quite different with the existing one due to its appointment mechanism.
- Under the current structure, the Senate conducts an election to select and nominate 3 candidates, sorted by their votes acquired, to the MoNE, who will then select one as the Rector.
- The composition of the Senate membership is professors (automatic membership) and representatives from each Faculty.
- Under PP 61/1999, the Academic Senate will comprise only elected staff (including professors) as members, reflecting a significant change in its composition
- Case at UGM, IPB, ITB and UI: added with Professor Council (Majelis Guru Besar)

ADOPSI PRINSIP KORPORAT DALAM
INSTITUSI PENDIDIKAN TINGGI (PT-BHMN) (8)

University governance

- The Academic Senate, as the Electoral College in appointing the university leadership, will become more of a body representing various internal stakeholders within the university. It might be also possible to establish a search committee soliciting nominees for university leadership from outside the respective university
- The internal governance within individual university should, however, also adopt the spirit of democracy, participation, transparency, and public accountability. This new initiative does not intent to transfer the authoritarian governance from the central authority to the university leadership

ADOPSI PRINSIP KORPORAT DALAM INSTITUSI PENDIDIKAN TINGGI (PT-BHMN) (9)

University management

- Change from bureaucratic or administrative based style management to performance based style management
- A successful implementation is very much dependent on the ability of the university management to change and adapt.
- Many aspects of the university management are significantly dependent by regulations on governance.
- Under the existing cumbersome regulation some managers in the field, i.e. Deans and Department Heads, have successfully exercised their creativity, not only leading their units to survive the difficult time, but also competing beyond the national borders.
- These managers are the living proof that a **strong and dynamic leadership** is a key aspect for a university management to success.