# A SUSTAINABLE GOVERNANCE MODEL FOR PRIVATEHIGHER EDUCATION INSTITUTIONS WITHIN THE WEST JAVA IN INDONESIA

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**Abstract:** *Higher education governance is a systematic activity in planning, structuring, improving, and developing higher education toachieve the self-reliance decision-making. All this time, decision-makingfaces some very serious obstaclesand it is perceived by managers of higher education, as the direct policy-makers, and by the private higher education institutions coordinators, as the executor of coordination in the development of higher education. Problems that arise are (1) the lack of data information systems of college; (2) the lack of systemic institutional coordination; and (3) the lack of encouragement in making significant changes to higher education institutions and the coordinator of private colleges (Kopertis –Kordinator Perguruan Tinggi Swasta). These problems lead to communication errors that are related to the improvement of higher education quality management. This study aims to reveal a model of the governance of improved-sustainablehigher-education quality through the college database as a source of information and data management system. This study used a qualitative method with a descriptive approach. Research and development are used as approaches and strengthening of the cases studied. The data source of this research is private colleges under the auspices of the KopertisRegion IV. This is done with consideration of the working area, experience, and understanding of science. This study presents a research model that incorporates a database software system of the web-based individual organization of private colleges that is integrated with the individual web of private colleges. This research is a something new with the discovery of some thoughts as products of research.They include (a) the model of governance of system-policy quality improvement of private higher education organization that are sustainable with the database-based; (b) the model of policy for sustainable quality improvement of the implementation at the organizational level of private higher education institutionsas a subsystem of continuous quality improvement of governance at the Kopertis level; (c) the model of design of continuous quality improvement database software that is integrated with the web of private higher education institutionsas a supporting system (G-CQISO Software); (d) the implementation of the continuous governance quality improvement system at the organization of private higher education at the Kopertis level.*

**Keywords:** *Governance, Sustainable Quality Improvement, Database, Private College Organization*

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## 1. INTRODUCTION

The law of higher education provides that institution at the private college coordinator (Kopertis) is obliged to supervise, monitor, and evaluate. It can also help, facilitation, advice, referrals, and/or guidance to the units or programs of higher education in accordance with its authority in assuring the quality of education. To realize the obligation, the education providers in the level of West Java Kopertis feel the need to possessaccurate data and information in determining the long-term planning. The planning can become a reference in the process of improving the quality of education on an ongoing basis or for the implementation of programs of higher education in the areas under its assistance.

The data and the information are expected to facilitate the whole range of Kopertis IV of West Java in achieving its objectives by establishing integrated, focused, and measurable programs and activities. However, it also needs a benchmark and a base line in improving the quality of education that is sustainable from year to year.

Problems that occur noware the existence of a gap between the data and the information, provided by the organizationsof private colleges to the Kopertis, to the real conditions on the organizationsthemselves. As such, it requires an active action on the part of higher education providers, particularly in the field of quality improvement, because the problem will greatly affect the quality of the higher education itself. With the problems of data and information that are not equivalent at the institution level, the quality improvement planning in private highereducation will experience considerable barriers, especially in policy-making by both institutions: the higher education institutions and the Kopertis, as the governing body of higher education.

Given some of these problems, it is certain that the degree of fulfillment of the National Education Standards (SNP –*Standar Nasional Pendidikan*) by the higher education institutions, as evidenced by the accreditation results, still require a review to close the gaps with the real condition of the higher education organization.

Based on these issues, there are some crucial requirements, especially in improving the sustainable quality of education in the Kopertisof West Java. First, there is a need for governance conducted by Kopertis in securing and getting accurate data and information. Second, there is a need for an information system that can record the progress of any data and information that has been strived for accuracy as a basis for further planning, a form of an improvement in the sustainable quality of higher education.

Referring to these needs, this writing assesses the need for a governance model that can combine the efforts made by Kopertis Region IV West Java and national development objectives with efforts made by higher education organizations in the process of sustainable quality improvement as the embodiment of the implementation of the system of education quality assurance.

The general objective of this research is to create a formulation that is useful to build a governance system continuous of sustainable quality improvement in higher education that is the responsibility of the higher education provider by using database software of individual college organization web-based that is integrated with the web of college coordinatorunit and Kopertis. Thespecific objectives of this study include the followings.

- The governancesystem of private higher education institutions in West Java.

- Thequality management of private higher education institutions in West Java.

- The Management Information Systems of private higher education institutions in West Java.

- The Model of Governance for Sustainable quality Improvement of private higher education institutions by the coordinator of private higher education institutions (Kopertis) in West Java.

## 2. METHODOLOGY

The method used in this study is qualitative and quantitative methods with research and development (R & D) or research development approaches. It is in line with Sugiyono (2009: 407) who argues that the method of research and development is a research method that is used to produce a product and test the product effectiveness. Accordingly, this approach is used in this study.

## 3. DATA SOURCE

Data source in this study is consisted of primary data sources and secondary data sources. They cover all components that exist in private higher education institutions in West Java. They are ranging Starting from the rectors, rector assistants, deans, dean assistants, all staffs or administrative staffs, and the students of private higher education institutions in West Java.

## 4. FIELD FINDINGS

Afterextracting the data representatively and systemically, there are some field findings in this study. They are as follow:

### 4.1. The governance system in private higher education institutions in West Java

The governance of the private higher education institutions is a system to maintain the effectiveness of the role of their constituencies in policy development, decision-making, and the implementation of independent private higher education institutions. Goodgovernance is clearly visible based on five criteria. They are credibility, transparency, accountability, responsibility, and justice. In this study, we need to know the definition of Governance in education. It is the establishment of higher education

to be (1) education-by-laws, (2) rules and regulations, (3) strategic plan, (4) organizational design, (5) institutional system of management, (6) leadership, and (7) decision making system.Governance is the system by which companies are directed and controlled (OECD in Indrayani, 2011).

Governance is a management system based on duties and responsibilities, the needs of stakeholders, justice, transparency, accountability, and monitoring. Governance system is run effectively through mutually agreed mechanisms, as well as ability to maintain and accommodate all elements, functions, and roles in an organization (Dumiyati: 2010).

In an organization, especially organizations of private higher education institutions, governance is supported by organizational culture that is reflected by existingrules and their establishment, procedures of leader elections, ethics of educators and education personnel, ethics of students, reward and punishment system, as well as guidelines and procedures (administration, library, laboratory, and studio). Governance system (inputs, processes, outputs, and outcomes, as well as the external environment that ensures the implementation of good governance) must be formulated, disseminated, implemented, monitored, and evaluated based on rules and procedures. Rules and procedures must clearly and accurately record data to be used in accurately mapping quality for every level or for stakeholders in educational organizations (Ginting, Rosalina, Haryati, 2012).

The organizational governance of private higher education organization should reflect the implementation of good governance and accommodate all values, norms, structures, roles, functions, and aspirations of stakeholders in sustainable quality improvement of the private higher education organization. Private higher education organization leadership must effectively provide direction, motivation, and inspiration to achieve the vision, mission, goals, and objectives through developed strategies (Hogg, Robert V. and Mary C. Hogg, 1995).

In the governance system of private higher education institutions in West Java, field observations reflect that, in general,the system of governance of private higher education institutions in West Java needs to be directed more seriously to facilitatehigher education institutions in achieving innovation and decision-making based on the accurate data information system. Based on this, governance should not only cover administrations but also develop a responsive attitude in solving problems, as well as high sensitivity to internal and external environment (Soemarto, 2003).

## 4.2. The quality management of private higher education institutions in West Java

The quality management is closely related to two important things. They are quality assurance and quality improvement. Qualityassurance, in the process, is associated with two things: quality design and quality assurance. Quality improvement is associated with two important things: audit or assessment and teamwork. Thus, they form a cycle referred as the system of sustainable quality improvement (Soedha, 2012).

Quality assurance of education, in the context of higher education, is a systemic and integrated activityperformed by education unit or program, organizer of education unit or program, local government, government, and society to raise the level of intelligence of the nation through education. Education Quality Assurance System, hereinafter referred to SPMP (*Sistem Penjaminan Mutu Pendidikan*), is a subsystem of the National Education System, which functions primarily to improve the quality of education (Suarni, Ertati, 2012).

At the other side, quality improvement is more directed to review and change of design and things that have been planned. Therefore, the presence of timework in system must have the same direction. Consequently, the quality management is a cycle that moves and animates to sustain constantly the process of improvementto the highest level of performance. Meanwhile, the quality assurance is already generally accepted as a very important thing in quality management where quality is made, planned, and then maintained consistently through the hands of customers. Relation of each element in the chart is that quality management is the driver, quality system is the mean of transport, and then there is each element (Wiradinata, Rochanda, 2005).

Related to quality management at private higher education institutions in West Java, the field data indicates that most of the private higher education institutions in West Java havecommitment and quality assurance program and sustainable quality improvement program in their administration of education. However, decision-making process, that supports these programs,is only repetitive and routine process. Given this situation, there is a concern that it may hamper the quality assurance and sustainable quality improvement, in which they are, at the stage of decision-making, must be supported by accurate analysis environment.

### 4.3. Management Information System of private higher education institutions in West Java

Information System, in the quality assurance of education at the province level, should use and adapt to rapid technological development. Informationtechnology is a field of science that develops rapidly year to year. Information technology covers a field of informatics engineering science that includes a variety of things such as computer-based management information system, LAN (Local Area Network), MAN (Metropolitan Area Network), WAN (Wide Area Network), and the Internet.

Implementation of informatics techniques in the field of education is usually associated with the use of LAN, WAN, and the Internet for educational purposes. They are, among others, Siakad (*SistemInformasiAkademik* –the academic information system), Sikeu (*SistemInformasi Keuangan* –the financialinformation system), and others. In general, the implementation of informatics techniques directly relate to the management information system (SIM *–SistemInformasiManajemen*). Management information system is a computer-based system that provides information for multiple users with certain needs (Sagitova, Kadyrovna, 2012).

Concerning the Management Information system in private higher education institutions in West Java, the results shows that most of the private higher education institutions in West Java already have a management information system. It supports the organization of education. However, in practice, this management information system has some problems, which are still hampered by the infrastructure and the inadequate design of the material due to lack of funds in their procurement. Besides, the issue of "internet blind" is still existed in some academiciansof private higher education institutions in West Java.

## 5. DISCUSSION

### 5.1. The governance system of private higher education institutions in West Java

Morrissey(2012) dividesGovernance of education into(1) education-by-laws, (2) rules and regulations, (3) strategic plan, (4) organizational design, (5) institutional system of management, (6) leadership, and (7) decision making system. This has become one of the theories that all components are the basis for the analysis of good governance on the process of sustainable improvement of educational quality.

First, that education governance should be based on legal grounds (education by laws) that are strong and valid on the jurisdiction. By this principle, we understand that there is a clear legal basis concerning the obligations of education providers in the process of sustainable quality improvement.

Thus, the legal basis of good governance of the sustainable quality improvement that is undertaken by the Kopertis is a claim that has not been implemented. Therefore, in this case, there should be a formulation of a model of governance system. The system can integrate the efforts undertaken by the stakeholders in the process ofsustainable quality improvement at the Kopertis level, especially with the approach of the system. It is because each implementerof quality assurance process is a component of a system of national education quality assurance.

Second, the governance of education must have rules and/or regulations and/or clear policies as stages of the process of organizing educational obligations on each level. Therefore, there should be a rule and/or policy of higher education institutions in regulating the process of sustainable quality improvement efforts in a comprehensive system perspective.

Third, the governance of education must have a clear implementation strategy to be a benchmark or an indicator in the process of achieving goals.Policiesregarding sustainable quality improvement directly demand a strategy of implementation of the specifically programmed policy. They are measurable. They also can be done in a system perspective.

Fourth, education governance is characterized by the implementing organization or education provider that must be the organization,which has a clear scenario to achieve a goal of sustainable quality improvement. Inother words, through the stages

of organizational design, the private higher education organization has weak organizational designs. Evenpreliminary results of this study and/or some general research results show that many organizations still have a organizational design that is not feasible or less feasible.

Thus there should be a policy governing the organizational design process in order to form the positive organizational culture of the higher education institutions as the spirit of the organization itself. Inthis case, some of the limelight for the organization PTS should be emphasized. They are (1) the need for the policy process of sustainable and integrated quality improvement conducted by Kopertis;(2) the existence of special attention in the form of coaching, training, mentoring, observation, and or joint efforts in organizational design of the higher education institutions; 3) organizational design of the PTS is to describe the profile of quality, design of quality improvement, and basis in the mapping process of the quality for the local government.

Fifth, private higher education governance should have an institutional system of management, which is specifically focused on sustainable quality improvement. Itis important when all efforts made by all elements of the education system lead to the quality of education, but in fact, the elements that are directly responsible for the improvement of quality have a weak system. Thus, in this model formulation, Kopertis needs to formulate a policy that governs the existence of a team of sustainable quality improvement that can integrate the efforts of the organizers to produce accurate data as a basis for institutional quality improvement.

Sixth, private higher education governance will depend on the figure of leadership in building a good system. This dependence is how a leader implementsthe system of good governance that can be implemented as a real effort in the process of sustainable quality improvement.Seventh, private higher education governance should have a system of decision-making. Decision-making will be greatly influenced by the data obtained from the respective providers of education at each level. If data that is retrieved and processed or used as a basic planning of the sustainable quality improvement is factual, then the sustainable quality improvement efforts will be impacted significantly. However, if the plan is based on data that does not match the real conditions of the sustainable quality improvement, the plan will not be able to make difference.

Thus, there is a need for a system that supports data collection that can raise the real condition of each education provider at each level. Inaddition, it is also trivial to face present camouflage, as well as also very important in the process of decision-making. In this regard,it should be emphasized that the decision-making system is very important with reference to the approaches of system (input, process, output and outcome), both in the support system and the decision-making system. for example, in the strategic planning process, both KOPERTIS and organization will refer to the data that is the result of joint analysis. Both can implement them together to produce the same increase in the data, which then feed back into the next quality mapping.

The benefits derived from the system approach are 1) integration and alignment process will achieve the best results, 2) there will be ability to focus efforts in key processes, and 3) it can provide confidence to interested parties, such as the consistency, effectiveness, and efficiency of the organization. In addition, the use of the principle of system approach will lead to(1) structuring the system towards the achievement of objectives to be more efficient and effective;(2) understanding the linkage process with the system;(3) a structured approach that can harmonize and integrate processes;(4) understanding organizational capabilities and first create a limited resource to be followed up;(5) targeting and defining how activities to be in accordance with the system;and (6) sustainable improvement through continuous measurement and evaluation.

## 5.2. The quality management at private higher education institutions in West Java

As explained earlier, the quality management covers two important things. They are quality assurance and quality improvement. Qualityassurance cover two things: quality design and quality control, while quality improvement associated with two important issues: the audit or assessment and teamwork. Thus, they form a cycle called sustainable quality improvement system.

Based on the findings, the quality management system covers many sides. There is audit or assessment, but there is no design and control. There is a team, but the task of auditing and quality control is done by manipulation or even by no clear system of the quality improvement recording of the organization. We face difficulties if we want to know the different causes of data quality output within years. Answers are made based on perception. There can be very fatal incidents occurred in the future if these things are still practiced in education.

The quality management principles should be applied comprehensively, to bring a real cycle that can also benefit significantly. Camouflage, without truths, is not good. However,sometimes, parties are proud with the results of the lie. Thereare some advantages of the application of the principle of continuous improvement. Firstly, there is advantageous in enhancing organizational capability. Secondly, responding to changing market relations or customer needs and expectations can be more flexible and quicker. Thirdly, cost and resource can be optimized. This will lead to 1) employment of a consistent organizational approach to implement sustainable improvement in organizationperformance; 2) provision of training and education in methods and tools; 3) continual improvement in outputs and outcomes, processes, and systems as targets for each individual in the organization; 4) goals as a guideline and measurement to track sustainable improvement; and 5) reward improvement.

## 5.3. The Management Information System of the private higher education institutions in West Java

Analysis of Management Information System in Good Governance and ICT is performed. To be able to evolve, the quality improvement team must adapt and apply

the principles of good governance. It always pays attention to some aspects. They are transparency, accountability, responsibility, independency, and fairness.Therefore, each implementing quality assurance, at both the provincial level and the education unit level,should have access to data and information quickly and accurately. It is necessary to support performance indicators or performance of education providers in the concept of good governance. The quick and accurate data and information can only be obtained if the education providers take advantage of ICT in the management system to facilitate leadership in the decision-making process (the use of management information systems).

The role of good governance and the implementation of ICT in National Education Standards (SNP) that are decentralizedare very indispensable. Theexistence of clean governancewill go well. Implementation of ICT is also needed in all aspects of life, including education. Implementation of ICT in education is helpful in terms of speed and accuracy, attractive design, and others. ICT-based learning process is usually more interesting and more quickly accessible to students, such as the use of e-learning, instructional media, internet usage, and others.

Theinformation system model developed is the formulation of a model that integrates data of private higher education organization or education units to be the database of the Kopertis. It is functioned as supporting data in the decision-making process and/or in the process of mapping the quality of higher education in the relevant area. Thus, the model of system created is an information and management system in which every organization can have the management information system software for free and can have a separate dashboard so that the confidentiality of each organization can be guaranteed.

Allorganizations can share some things that are required, recommended, and submitted.Fewdata are also directly connected from the organization or education units in the sub-system of sustainable quality improvement of data processing that include 1) Self-Evaluation Data (EDS), 2) EMIS data, 3) RKS, RKT, and AABP Data, 4) Data regarding the fulfillment of 8 SNPs, 5) Data of Accreditation Results, and 6) Data on the organization of the private higher education institutions.

## 5.4. The model for the Governance of Sustainable quality improvement of Private higher education institutions in West Java

The formulation of the model for the governance of sustainable quality improvement governance is based on the study and analysis of the governance of the system of education quality assurance in Kopertis Region IV West Java. The results of the analysis are associated with the management of information system. It then formulatesthe model of governance of sustainable quality improvement in the perspective of education innovation based on the individual organization database.

Outlines steps in the formulation of this model is the formulation of the organization's quality improvement plan, which is based on the pillars of the policy

of the National Strategic Plan of the Ministry of Education. They are the increase of access and equity in education, the improvement of quality, relevance, and the nation's competitiveness, governance, accountability, and public image.

The implementation of the model of policy thinking in the phase of sustainable quality improvement covers several stages. The first is the formation of Team CQISO as the executor of the governance of the sustainable quality improvement at the provincial level. The second is the preparation of the Quality Improvement Plan in Kopertis. The third is the preparation of Strategic Plan for Higher Education. The fourth is the activities of coaching, training, mentoring, and observation on the G-CQISO team by Education Specialist, Consultant, and Academicians, and or organizations. The fifth is to conduct Public Test or assessment of the feasibility and planning that has been prepared by Kopertis. The sixth is to conductan assessment performance on Kopertis. The seventh is to implement coaching, training, observation, and assistance in implementing quality assurance of education at private higher education institutions. The eighth is to assess the feasibility of private higher education organization (institutional self-assessment). Inorder to understand these stages, the following is the visualization of the model of the governance policy of sustainable quality improvement.

Theoutputs that can be viewed by the public in the web cover several points. They are (1) the ranking of the private higher education institutions, (2) the results of accreditation, (3) the achievement of the private higher education institutions, (4) the private higher education organization's quality improvement plan (mapping quality at the provincial level), (5) best practice of the sustainable quality improvement process, (6) stakeholder satisfaction and visitor's web, (7) activities of fostering sustainable quality improvement, (8) activities of organizationalpatronage in the sustainable continuous quality improvement, and (9) the development of sustainable quality improvement of both private higher education institution level and the provincial level.

The confidential data that has been input by Organizations and Kopertis and then processed is not displayed in the publicly accessed web. It can only be accessed by the organization itself or simply by Kopertis as reports between each party. In general, the overview of management information system of the sustainable quality improvement of the organization at the provincial level is illustrated in Figure 2 below.

As for the process of data acquisition, it covers the observation and ongoing mentoring and coaching both in the process of data collectionand the reporting process to the data input process. Thus, for the benefit of the integration process, all three activities formulated in these models need socialization, training, coaching, and mentoring in the use of software of management information system of sustainable quality improvement in the organizationsunder Kopertis.
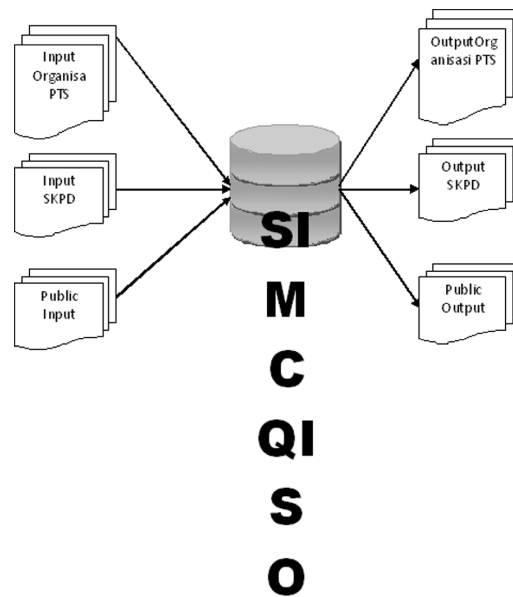
**Figure 1: Structure of Management Information Systems**

## 6.  CONCLUSION

Based on the concepts, theories, critical review, and analysis of the quality management system, it can be concluded that the formulation of the governance model of the private higher education organization's quality at provincial level emphasis on the following key points.The system of governance of the private higher education organization in West Java generally needs improvements that lead to good governance, details, and well documented.

Quality management at private higher education institutions in West Javahas largely covered commitment and quality assurance and sustainable quality improvement program in the administration of education. However, the decision-making that support sustainable quality improvement program tends to be only repetitive and routine decisions.

Management Information Systems of the private higher education institutions in West Java has largely covered management information system that supports implementation of education. However, the improvement of infrastructure and material design should be done, besides the improvement of cultural issues of "internet blind".

The model of the governance of sustainable quality improvement of the private higher education institutions in West Java can be implemented with the support of socialization, training, coaching, and mentoring of management information system software within the private higher education organization under the Kopertis region IV West Java.

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