

# Focus Group Discussion Guide: Governance Structure at STAI Ki Ageng Pekalongan

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## DISCUSSION NOTE

### Introduction to FGD

- **Facilitator:** Welcome, and thank you all for participating in today's discussion on the governance structure at STAI Ki Ageng Pekalongan. We're here to discuss how the governance operates, focusing on decision-making processes, communication between different levels, and how responsibilities are divided. Feel free to share your honest thoughts and experiences.

### Discussion 1: Governance Structure

- **Facilitator:** To begin, how would you describe the governance structure at STAI Ki Ageng Pekalongan? What levels or layers of decision-making do you see?
- **Stakeholder 1 (Department Head):** *"There is definitely a hierarchical structure. Senior leaders, like the rector and vice-rectors, are responsible for making all the major strategic decisions, while we, as department heads, are mainly responsible for implementing these policies within our departments."*
- **Stakeholder 2 (Administrative Staff):** *"Yes, and we often find ourselves in a situation where we don't have much influence on these strategic decisions. We execute them, but there's little room for us to give feedback before those decisions are finalized."*

### Discussion 2: Decision-Making Processes

- **Facilitator:** How do you think decisions are made within the institution? Are the processes clear and structured?
- **Stakeholder 3 (Academic Staff):** *"There are definitely processes in place, but it feels segmented. For example, academic matters are handled by the academic board, while financial decisions are overseen by the finance committee. Sometimes, this separation makes it harder to address issues that span both areas."*
- **Stakeholder 4 (Finance Committee Member):** *"I agree. Our committee focuses purely on the financial side, and sometimes there's a disconnect between what's happening academically and how we're managing resources. Ideally, there should be more coordination between these governance bodies."*

### Discussion 3: Communication between Governance Levels

- **Facilitator:** In your experience, how effective is the communication between different levels of the governance structure? Are there any challenges in this area?
- **Stakeholder 5 (Department Head):** *"Communication could definitely be improved. Often, decisions made at the top don't fully take into account the realities on the ground. For example, we might receive a policy that doesn't align with the*

*specific needs of our department, but we don't have a chance to provide input before it's implemented."*

- **Stakeholder 6 (Support Staff):** *"Exactly, and we sometimes feel that by the time the decision reaches us, it's already too late to suggest changes. It would be helpful if there were more opportunities for feedback during the decision-making process."*

#### Discussion 4: Division of Responsibilities

- **Facilitator:** How are responsibilities divided between different levels or committees within the institution?
- **Stakeholder 7 (Senior Leadership):** *"We try to maintain a clear division. The senior leadership team is responsible for setting the overall strategic direction, while operational tasks are delegated to department heads and middle management. We've also created separate committees, such as the finance committee and academic board, to handle specialized areas."*
- **Stakeholder 8 (Department Head):** *"Yes, but this division can sometimes create silos. For instance, when we implement a new policy, we don't always get the financial support we need because the finance committee may not be fully aware of our academic priorities."*

#### Discussion 5: Governance Effectiveness

- **Facilitator:** Overall, do you think the current governance structure is effective in meeting the institution's needs? What improvements could be made?
- **Stakeholder 9 (Academic Staff):** *"In some areas, the structure works well, particularly in terms of role clarity. But as others have mentioned, communication between the different levels could be more streamlined, and there should be more opportunities for feedback from those of us who are directly involved in the day-to-day operations."*
- **Stakeholder 10 (Department Head):** *"I think more transparency in the decision-making process would be helpful. If we were more involved in discussions before decisions were finalized, it would lead to better alignment between strategic goals and departmental needs."*

#### Closing Remarks

- **Facilitator:** Thank you all for your insights. It's clear from this discussion that while there are structured processes in place, there are areas where communication and collaboration could be improved. Your feedback will be very helpful in shaping recommendations for improving governance at STAI Ki Ageng Pekalongan.

#### Analysis of Responses

The focus group discussion highlighted several key points about the governance structure at STAI Ki Ageng Pekalongan:

- There is a clear hierarchical structure with distinct levels of decision-making.
- Communication gaps between governance levels often hinder the alignment of policies with departmental needs.
- The division of responsibilities between committees and management levels is well-established but can create silos that reduce coordination.

- Participants consistently emphasized the need for better communication, more feedback opportunities, and greater transparency in the decision-making process.