

Document Analysis: Governance Structure at STAI Ki Ageng Pekalongan

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Document 1: Institutional Report on Governance (2023)

Overview of the Report:

The *Institutional Report on Governance (2023)* provides an overview of the governance structure at STAI Ki Ageng Pekalongan, including the roles and responsibilities of various governance bodies such as the senior leadership team, department heads, and committees. The report outlines the decision-making processes and highlights the separation between financial and academic governance.

Key Findings:

- **Clear Hierarchical Structure**

The report outlines that major strategic decisions are made by senior leadership (the rector and vice-rectors), while the operational execution of these decisions is delegated to middle management, such as department heads. This finding supports the claim of a hierarchical governance structure made during the interviews and focus group discussions. For example, the report states:

“Strategic direction is set by the senior leadership team, while operational matters are handled by department heads in collaboration with their respective teams.”

- **Separation of Responsibilities**

The report reveals a clear division of responsibilities between committees. For instance, the finance committee manages all budgetary and financial decisions, while the academic board is responsible for academic matters such as curriculum development and program reviews. This segmentation reinforces the finding that financial and academic decisions are handled separately, as noted in the interviews. The report highlights:

“The finance committee has full oversight of the institution’s financial operations, ensuring budgetary discipline, while the academic board focuses on maintaining academic standards.”

- **Limited Feedback Mechanisms**

One section of the report mentions that while policies are implemented by middle management, there is limited formal feedback provided by department heads during the policy-making process. This finding aligns with the concerns raised by several interviewees regarding the lack of input from middle management in strategic decision-making. The report notes:

“Feedback from departmental management is typically gathered after policy implementation, rather than during the initial stages of decision-making.”

Document 2: Meeting Minutes of Finance Committee (March 2023)

Overview of the Meeting:

The *Finance Committee Meeting Minutes (March 2023)* document the discussions and decisions related to budget allocations for the upcoming academic year. The minutes

focus on financial planning, resource allocation, and discussions about institutional priorities.

Key Findings:

- **Focus on Financial Matters**

The minutes show that the finance committee's discussions were solely focused on budgetary issues, with little to no reference to the academic implications of financial decisions. This reinforces the segmented nature of governance, where financial and academic decisions are handled independently by different bodies. The minutes highlight:

"The committee agreed to allocate additional funds to infrastructure development, but academic program adjustments were not discussed in this meeting."

- **Lack of Cross-Committee Communication**

The minutes reveal that financial decisions were made without direct input from the academic board or department heads. This finding aligns with the interviews, where participants expressed concerns about the lack of communication between committees. For example, the minutes state:

"Budget allocations were determined based on financial projections, with no formal input from academic stakeholders during this session."

Document 3: Academic Board Meeting Minutes (April 2023)

Overview of the Meeting

The *Academic Board Meeting Minutes (April 2023)* detail the discussions on academic program reviews, curriculum updates, and student performance evaluations. The meeting focused on academic standards, program improvements, and the development of new courses.

Key Findings:

- **Focus on Academic Matters**

Similar to the finance committee, the academic board's discussions centered entirely on academic issues, with no consideration of financial constraints or resource availability. This further illustrates the segmentation between financial and academic governance. The minutes report:

"Discussions focused on revising the curriculum for several programs, with no reference to the institution's financial status or budgetary considerations."

- **Implementation of Policies without Financial Coordination**

The minutes highlight that several academic program changes were approved, but there was no discussion on how these changes would be funded or whether they aligned with the institution's financial resources. This supports the finding from interviews that there is often a disconnect between academic and financial planning. One excerpt states:

"The board approved the expansion of several academic programs, without input from the finance committee regarding budget availability."

Document 4: Institutional Feedback Report (2022)

Overview of the Report:

The *Institutional Feedback Report (2022)* compiles feedback from various stakeholders, including staff, students, and external partners, regarding the effectiveness of governance processes and the alignment of policies with institutional needs.

Key Findings:

- **Stakeholder Involvement**

The report shows that while senior leadership is responsible for decision-making, stakeholders, including department heads and staff, expressed a need for greater involvement in the decision-making process. This finding aligns with interview and focus group discussions where participants noted limited opportunities for input from those at the middle-management level. The report states:

“Several stakeholders expressed a desire for more inclusive decision-making processes, where input from departments and operational staff is gathered during the early stages of policy development.”

- **Need for Improved Communication**

The feedback report emphasizes the need for better communication between the various levels of governance to ensure policies are aligned with departmental needs and operational realities. This mirrors the findings from both interviews and focus groups. The report highlights:

“Improved communication channels between senior leadership and operational staff would enhance the implementation and effectiveness of institutional policies.”

Summary of Document Analysis Findings

The document analysis reinforces the findings from the interviews and focus groups. The governance structure at STAI Ki Ageng Pekalongan is clearly hierarchical, with distinct roles for senior leadership, middle management, and committees. Financial and academic decisions are made independently, creating a segmented governance system that sometimes lacks coordination. Additionally, feedback mechanisms for middle management and other stakeholders are limited, highlighting a gap in communication across governance levels. The documents consistently reflect the complexity of the institution's governance and the need for improved collaboration and feedback processes to enhance decision-making efficiency.