MANAGEMENT SYSTEM OF MASTER'S STUDY PROGRAM OF ENGLISH LANGUAGE EDUCATION, TEACHER TRAINING AND EDUCATION FACULTY, TANJUNGPURA UNIVERSITY

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Abstract

A study program is qualified excellent if its management system is excellent. The present study was designed to examine the management system applied in Master's Study Program of English Language Education (S2BE). The respondents were students, alumni, alumni users, and lecturers of S2BE. Totally, they were 136 people. The data were collected indirectly through with a questionnaire as an instrument. The data were analyzed in a very simple qualitative, statistical work. The research found out that the respondents qualified their agreement to the statements in the questionnaire concerning personnel management, leadership, governance, and quality assurance ranging from 'S' (agree) to 'S++' (strongly agree). Most respondents chose 'S++'

Keywords: management system, quality improvement, study program

INTRODUCTION

Recently Indonesian university is aware of quality assurance to education management. Students now consider seriously the accreditation status of the university where they are going to continue their education. A-level accredited universities will be their top priority to apply. The accreditation board for higher education institutions in Indonesia is called BAN-PT. It assesses whether an educational institution like a university or a study program has reached or passed the minimal quality of services or products demanded by the stakeholders as formulated in Education National Standard. With A-level accreditation, a study program or a university is classified 'Very Good'. This level of quality is scored within the accreditation score of 361 – 400 (BAN-PT, 2010, p. 16). If a study program or a university is scored within the accreditation score of 200-300, it will have a very limited number of student candidates to apply. Graduates hunting jobs will also have a limited access to offices or industries to recruit. Some offices or companies do not permit or acknowledge their staffs to continue their studies in a C-accredited education institution.

Due to the importance of reaching the education national standards to have BAN-PT accreditation, S2BE needs to do self-evaluation before applying reaccreditation. Self-evaluation will enable S2BE to do a self-auditing by examining whether or not this study program manages and performs the programs accordingly and sufficiently to realize the vision, to implement the mission, to achieve the goals (BAN-PT, 2010, pp. 13-14), as well as to see which aspects have reached or even passed the educational national standards.

Self-evaluation will run well and function optimally if it is preceded by a research about the planning and the implementation. A research will not only collect information but also discuss the findings. Based upon the discussion about the findings, recommendations with strong supports and assuring arguments can be made. Documents and facilities can be revised and completed quickly and appropriately to satisfy the standards for the accreditation.

Management refers to "the ability to cope with complexity, to devise structures and systems that produce order and harmony" (Bain, 2007, p. 13). This definition shows that to manage an office is required a capability to settle down complexities to obtain the structure and the system that can result in correct conducts and harmony. BAN-PT (2010, p. 17) refer a management system to the systematic approach to manage sources, infrastructure, process, and/or activities as well as humans. Blum (2007, p. 41) claims, 'Excellent science requires excellent management!' It can be inferred that excellent management will result in excellent science.

In managing a study program, the chairman must refer to the education national standards in relation to planning, implementation, and supervision of education activities (Peraturan Pemerintah Republik Indonesia Nomor 19 Tahun 2005). It will make the education management run efficiently and effectively. The chairman must also make the programs contributive to materialize the vision and to run the mission of the national education. Thus, the study program management must refer the benchmark of the parent institution.

The management system developed by the study program can guarantee the development of "academic freedom and academic autonomy" at the level of the study program and establish the academic, operational, personnel, financial, and resource management required to achieve the desired quality excellence.

Therefore, the study program must equip itself with a variety of guidelines and manuals that can guide and manage the study program with a strong and transparent system of supervision, monitoring, monitoring and evaluation (BAN-PT, 2010, p. 4).

RESEARCH METHOD

The present research described the management system of S2BE systematically and factually. The respondents were 136 people comprising students, alumni, alumni users, and lecturers of S2BE. The data were collected indirectly using a list of statements, each of which was provided with five options to show the degree of agreement to the statements. The options ranged from S++ (strongly agree), S+ (between strongly agree and agree), S (agree), S- (between agree and not agree), to S-- (not agree). The questionnaire concerned how the respondents thought, observed, felt, and assessed the management system applied by S2BE. The questionnaire was mailed to the respondents electronically.

FINDINGS AND DISCUSSION

This research found out that all respondents chose either S, S+, or S++. There was not any respondent who chose the options of S- and S--.

As shown in Table 1, S++ was chosen by 63%, S+ by 29% and S by 9% of all respondents. It shows that they strongly agreed to the statements about the management system implemented in S2BE.

Table 1:   Agreement to the management system implemented in S2BE

STATEMENT	S++		S+		S	
	Fig	%	Fig	%	Fig	%
governance	447	55	214	26	155	19
leadership	427	53	369	45	19	2
management	97	71	0	0	39	29
quality assurance	97	71	39	29	0	0
feedback	97	71	39	29	0	0
sustainability	544	80	117	17	19	3
TOTAL	1709	63	778	29	232	9

Viewed from each group of programs, the above table shows that the implemented program to sustain S2BE was agreed in S++ by 80% of the respondents. 71% of the respondents giving a strong agreement to the management relating to how to manage the program, to keep the quality assurance, and to respond feedback. The leadership of the S2BE chairperson was agreed in S++ by 52% of respondents, but it was appreciated by 48% respondents choosing S+. No single respondent choosing S to show the agreement to the S2BE leadership.

Of 6 aspects exposed to the respondents, there were 3 aspects that were detailed. They were governance, leadership, and sustainability. Table 2 shows that all respondents agreed in S++ to the statement, "The S2BE management was supported by good governance culture. It was realized by having regulations such as chairman election, code of conducts of lecturers, students, and staffs, rewarding and punishment, and standard operational procedure. Respondents also agreed in S++ to the statement, "S2BE implements 'good university governance' and accommodates values, norms, structures, functions, and aspiration of S2BE stakeholders" and "The leadership of S2BE effectively leads, motivates, and inspires to materialize the vision, to implement the mission, and to achieve the goals as well as the targets of S2BE through appropriate strategies. Another detail stating that the governance of S2BE was credible, transparent, accountable, responsible, and fair was responded in S++ by most respondents.

Table 2:   Good governance of S2BE

GOVERNANCE OF S2BE	S++	S+	S
accommodative to stakeholders' needs	97	39	0
effective to materialize vision, mission, and goals	97	39	0
credible, transparent, accountable, responsible, and fair	39	78	19
running in an effective mechanism	39	39	58
supported by an organizational culture	136	0	0
Assuredly implemented	39	19	78

Except 'the ability to establish cooperative networks and to become a public referent, all respondents appreciated in S+ and S++. "Understand the working orders of units within

the study program" was appreciated in S++ by most respondents. The appreciation that the management of S2BE was capable to formulate, to articulate and to communicate the vision realistically was given by 97 of 136 respondents. The highest number of respondents was 97 people who appreciated in S+ to the chairman's ability to establish cooperative networks and to make the study program a public referent.

Table 3:   Leadership of S2BE

LEADERSHIP	S++	S+	S
able to make a quick and appropriate decision	58	78	0
able to formulate, articulate and communicate the vision realistically.	97	39	0
able to establish harmony among lecturers, students, and staffs	78	58	0
able to spell out the vision and mission of operational activities	58	78	0
understand the working orders of units within the study program	117	19	0
able to establish cooperative networks and become a public referent	19	97	19

As can be seen in the following table, the respondents got assured that S2BE could be sustained through the increasing number of the prospective students, the quality improvement of the management, the quality improvement of the graduates, having partnership cooperation, and winning competitive grants.

Most respondents showed their strong agreement to the effort of the management to sustain the study program. Even, all respondents strongly agreed to the effort of the study program to sustain it through the quality improvement of the management. There were only 19 of 136 respondents who agreed in S.

Table 4:   Sustainability of S2BE

SUSTAINABILITY	S++	S+	S
increasing number of prospective students	117	19	0
quality improvement of management	136	0	0
quality improvement of graduates	97	39	0
partnership cooperation	117	19	0
competitive grants	78	39	19

DISCUSSION

As presented in 4.1 above this study found that the respondents consisting of students, alumni, alumni users, and lecturers show their positive appreciation to the S2BE management system. None of them thought the program management system negatively.

It is concluded from the results of data analysis showing that 63% of respondents approved the statement on the questionnaire with S++ and 29% with S+ and 9% with S.

This result can be understood and explained well because S2BE management system has been prepared in a document entitled "Master's Study Program Specification of English Language Education, Teacher Training and Education Faculty, Tanjungpura University" (PSMPBI, 2014). It was developed from the vision, missions, and goals of the parent institutions, that is, Teachers Training and Education Faculty, Tanjungpura University, and Ministry of National Education.

The document of S2BE Specifications is a comprehensive guide for the chairman to manage the study program. It covers the vision, mission, goals, and strategies to achieve. It also regulates how to manage academic and administrative affairs, how to recruit new students, and how to run assessment.

The management system implemented in S2BE is to predict the future, to articulate a realistic and credible vision, and to accommodate the vision for the future (see Pusat Penjaminan Mutu, 2009c). For example, the chairman has stimulated the students and the lecturers intellectually and wisely to realize the S2BE vision, mission, and goals by attending at least two international conferences. The lecturers are required to present papers and students are highly recommended to present papers at the conference. Since the first year of the running of S2BE at least 6 students present ELT papers in each international conference.

To train and to give trust to the students in the field of leadership, the chairman gets the students to manage the travel to international conferences, to organize annual seminars organized by the study program and the alumni association, other academic activities. The chairman put himself as supervisor and consultant.

The S2BE management also takes into account the public interest. This study program always builds cooperation with outside institutions both domestically and internationally. Cooperation with domestic institutions such as IETA (Indonesian English Teachers Association) and ELTeam (English Language Teaching English Materials). The chairperson of S2BE is noo chairing IETA West Kalimantan and the Secretary of S2BE is the President of ELTeam. Lecturers become the core organizers of both professional organizations in ELT. S2BE, IETA West Kalimantan, and ELTeam have jointly published papers of ELT practitioners in West Kalimantan.

S2BE has also collaborated in academic and non-academic cooperation with overseas universities such as UPM, Unimas and UiTMPP from Malaysia, Leeds Beckett University from U.K, and Central Mindanao University from the Philippines.

The management performance of S2BE is based on the policy system and implementation of study program quality assurance (Pusat Penjamian Mutu, 2009) including the quality assurance from BAN-PT (BAN-PT, 2010). For this purpose, the cooperation with Quality Assurance Center of the parent institutions is always maintained. The current cooperation with them is preparing the reaccreditation.

S2BE is managed based on both functional and operational management system including planning, supervision, and budgeting. To get good results, S2BE always welcomes criticism and suggestions as feedback from the lecturers, the students, the alumni users, and the other relevant parties. This feedback is functional to improve the policy, programs, leadership, and so on. Feedback can be addressed to the study program through such channels as S2BE website (www.elepguntan.net) email (s2befkip@gmail.com), and face-to-face meeting.

In conclusion, the finding of this research confirms that the management system defined in Specifications of S2BE was well-done by all parties involved in S2BE management.

CONCLUSION

A management system is a necessity for S2BE to ensure the sustainability of the program of study. This management system needs to be done using PDCA ie planning, implementation, monitoring, and follow-up). Such a mechanism is practiced for 'continuous improvement' in S2BE.

To make continuous improvement occur, it is necessary to have various efforts, one of which is satisfying the stakeholders' need of the study program. The current research focused on the S2BE management system. The findings of this study are quite encouraging because students alumni users and lecturers who become respondents gave a very positive appreciation to the management of this study program. Nevertheless, the research findings should also be an input especially in the aspect of governance and 'leadership' that needs enhancing so that the stakeholders will keep their satisfaction and interests.

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