Strategic Management in Private Universities Based on Risk Analysis and Balanced Scorecard at De La Salle Catholic University Manado

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ABSTRACT

The dynamics of change cannot be avoided by any organization anywhere, including universities throughout Indonesia, of which De La Salle Manado Catholic University, abbreviated as UKDLSM, is a part. This research aims to: Know and describe the extent of UKDLSM strategic management, Know and describe the UKDLSM risk register, and Develop a strategic management model based on risk analysis and a balanced scorecard that can be implemented by universities. This research method is a case study. The research was carried out in 3 stages consisting of the research results stage on the three research problems, namely UKDLSM strategic management, risk analysis on UKDLSM, and UKDLSM strategic management based on risk analysis and balanced scorecard, then from the research results continued to the second stage, findings from the research results and then The third stage is a discussion of the research results and findings. The results of this research show that the management strategy used by De La Salle Catholic University Manado is a conventional model using conventional tools, namely SWOT (and assisted by IFE and EFE matrix analysis. The results of this research also show that it has not been implemented completely to the lowest level and every community member of UKDLSM academics. This research concludes that in formulating the strategic plan, the drafting team has not studied the complexity of the internal environment, the external environment, and the nature of the problems faced by UKDLSM.

Keywords: Balanced Scorecard, information, private university, Risk Analysis, Strategic Management

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INTRODUCTION

Organizations also continue to change so quickly. The organizational environment, operating in the public and private sectors, is experiencing rapid changes. The dynamics of changes in the organizational environment originate from the external and internal environment. The arrival of COVID-19 has devastated various social, economic, and political structures throughout the world. From the macro level to the micro level, it is affected. This situation creates new challenges and opportunities for all of us. The impact of COVID-19 is also felt by various sectors such as social, economic, political, technology, education, and others. The impact of this situation is also felt globally, regionally, and locally, where changes have occurred that were not previously predicted. This dynamic of change is still ongoing today and in the future. The dynamics of change cannot be avoided by any organization anywhere, including universities throughout Indonesia, of which De La Salle Manado Catholic University, abbreviated as UKDLSM, is a part. The question arises, how does the organization respond to the current situation and those that will occur in the future? Of course, the answer is not as easy as you think, because each organization is in its unique condition, but there is one answer according to the author which is quite relevant, namely, it depends on how to manage or manage the organization so that it can continue to exist during an increasingly turbulent environment, uncertainty, complexity, and ambiguity.

University management and higher education governing bodies (foundations) are critical references in an atmosphere or situation that is uncertain and filled with uncertainty. However, despite past and current conditions, according to the author's belief, we all agree that organizational life must continue, even if it feels misleading. The following question arises what is the future of each person and organization? Of course, the answers are not easy and vary, some are pessimistic and optimistic. In which situation and condition are we? As an organization, of course, we always think optimistically when looking at a future filled with conditions; high volatility (volatility), increasing uncertainty (uncertainty), increasing complexity (complexity), and increasingly unclear situations (ambiguity). The conditions mentioned above are also faced by all higher education institutions, including De La Salle Catholic University Manado. Several indications can confirm that UKDLSM is in a state of uncertainty and risk, namely the decline in the number of new students from year to year starting from the 2019/2020 academic year (TA) to 2022/2023. This decline creates discomfort and even leads to anxiety regarding the financial performance of universities and foundations. There is a tendency for permanent employee turnover which is starting to unsettle the organization, demands for quality improvement from stakeholders such as the government, and DUDI (Business and Industrial World) are increasingly high, this is reflected in various government policies to encourage improving the quality of higher education in Indonesia with the Merdeka Belajar program, Independent Campus (MBKM), accreditation and ranking of universities and it is increasingly challenging and complex to get assistance from the government (at least that is how private universities / UKDLSM feel). Apart from the indications above, there are also problems related to the lack of balance and harmony between the performance of the internal process sector, the customer (student) sector, and the financial sector.

In terms of performance measurement in UKDLSM, it has not been indicated, and the implementation of strategic plans that have been formulated in the form of formal documents has not been implemented down to the lowest units or sections. Likewise, strategic management at the university level is still conventional. In terms of ranking, indicators, and assessments focus on the output-outcome base, namely by looking at input performance with a weight of 40% which includes input performance (15%) and process (25%), as well as output performance with a weight of 60% which includes output performance (25%). %), and Outcome (35%). The addition of these new indicators is an effort so that universities can actively respond to current developments. Based on interviews (R5) and referring to the strategic plan document, Unika De La Salle's ranking has experienced a continuous increase. Starting at rank 1610 in 2015 and then increasing to rank 1200 in 2016. In 2017, the ranking increased to 1016. In the 2018 ranking, Vocational and Non-Vocational Universities were separated. In this ranking, UKDLSM's ranking rose to rank 700-800 and then experienced another increase in 2019 to rank 226-228 (cluster III) and is based on the Announcement of Higher Education Clusterization 2024, Directorate General of Higher Education, Research and Technology number: 1639/ ES/AL.04/2023, De La Salle Catholic University Manado with code 161011 is ranked 399 (Mid) out of 943 clustered tertiary institutions. Based on data from BAN-PT, in 2018, out of a total of 179 tertiary institutions that have been institutionally accredited in Region IX Higher Education Service Institutions, there is only one tertiary institution that has been accredited with an A rating. Meanwhile, UKDLSM together with 39 other tertiary institutions received a B rating. Several 136 other higher education institutions received a C rating. This shows that quality improvement which has been carried out systematically and continuously by both university administrators and university leaders has succeeded in improving the quality of university administration and management. In addition to fulfilling BAN-PT and LAM-PTKes standards, UKDLSM strives to fulfill, maintain, and improve its governance based on the demands of the Lasallian School Supervision Office (LASSO) standards. The results obtained by UKDSLM, both clustering and accreditation, certainly cannot be used as an in-depth reference for success, meaning that it cannot yet be said to answer UKDLSM's vision, namely a superior university. In an encouraging atmosphere, as can be seen from the increasing higher education ranking data and accreditation data and LASSO, there are also challenging and pressing things as explained above, namely the decline in the number of new students, less encouraging financial performance, strategic plans that have not been implemented properly. effective, facilities and infrastructure that are not managed effectively.

From the description above, at first glance, two things are implied that are not linear, namely data on internal processes or university academic operational services which are improving and tending to increase, but at the same time, there is a significant decline in the number of students, unsatisfactory financial performance and a reduction in the overall financial support capacity for each activity (this can be seen in the proportion of budget allocation) as well as an atmosphere of inadequate human resource management. A simple conclusion can be drawn from this condition, namely that there is no balance between the human capital perspective (learning and growth), the internal organizational perspective (academic service process), and the customer perspective, which will have an impact on the financial perspective and vice versa. According to researchers, UKDLSM operationally provides academic services quite effectively, this is manifested in both government and LASSO accreditation as

well as ranking levels. UKDLSM experienced an increase in institutional accreditation from C to B, as well as Study Program accreditation from an average of C to B. Both of these increases have not yet reached the maximum point, namely A accreditation, and are not yet in line with the increase in the number of new students which even tends to decrease significantly, however Operationally, according to the author, it is quite effective. Usmara, quoted from Michael Porter (2017), stated that operational effectiveness is necessary for every organization, but does not guarantee the organization's sustainability in the future along with very dynamic changes. Operational effectiveness; is not a strategy. Continuing the description above, we can convey several values that are invisible reinforcements or drivers but play a big role in the continuity of UKDLSM so that it remains to this day. The values in question are religion, mores, and culture, as well as faith, community, and services, ELGA (Expected Lasallian Graduate Attribute). These values are the support and reference in academic life on the UKDLSM campus and are also the basic values of the vision, mission, goals, and objectives (VMTS). The description of VMTS Unika De La Salle Manado is with the vision "Based on Pancasila and Religion, Mores, Culture, De La Salle Catholic University Manado (UKDLSM) becomes a higher education institution that has quality governance and implements superior, innovative and meaningful tri dharma in 2024.

Starting from the observation and study of the 2019-2024 strategic plan document, several things can be conveyed, such as The vision and mission have not been translated down to the implementation unit level. Direct involvement of UKDLSM and Foundation leaders (executive leadership) has not been optimal in the Strategic Plan formulation process. Strategic plans that have not been implemented according to what was planned. Performance measurement at the unit level is not yet visible. The use of several methods to support environmental analysis tools (SWOT) has not been maximized or has not been used, such as Risk Analysis, VUCA, PESTEL, and Balanced Scorecard. All of these analytical tools are used to study various rapid and dynamic changes in the organizational environment. Peter F Drucker (1999) said that major changes have occurred and are occurring, and many assumptions, views, and methods are quickly becoming obsolete. The assumptions used as a basis for establishing and running no longer correspond to reality. Therefore, every organization must immediately change. Thus, the management of an organization, including UKDLSM, must be carried out professionally, like the science industry. For this reason, analytical tools and approaches are needed that can respond to each change as mentioned above. Researchers also feel it necessary to add that the government is also increasingly understanding the current and future situation by issuing Presidential Regulation of the Republic of Indonesia No. 39 of 2023 concerning National Development Risk Management (MRPN) which aims to: Increase the achievement of National Development targets; Improving the quality of state administration; and Increasing the effectiveness of the internal control system and developing public service innovation. This Presidential Regulation sends a message to all of us, how important and urgent it is for every organization to pay attention to risk management. Unika De La Salle Manado requires a new strategic management approach that is dynamic and solution. Risk analysis and balance scorecard (BSC) can be alternative solutions for effective and efficient strategy management. With risk analysis, it can be seen whether the organization's position is at a high-risk, medium-risk, or low-risk level. In this way, the organization can further design the strategy that will be used by using a balanced scorecard (BSC).

Apart from the description above, researchers have not found any higher education institutions or universities that have used risk analysis and balanced scorecard approaches in managing strategies. Several journals/articles only research, discussing private higher education management strategies (Yaniasti, 2017), and private higher education governance towards global competition by Wisnumurti (2017). Exploring the Impact of Proactive Personality on Organizational Innovative Performance in Higher Education: The Mediating Role of Innovative Work Behavior (Wenehenubun et all, 2024). Management of Competitive Advantage Strategies in Private Higher Education (Case Study at Mercu Buana University Jakarta) (Sefty Aminah, 2022). Management strategy for quality improvement of Madrasah-based education in North Sulawesi, (Rawis, et al., 2021). There are 4 perspectives in the balanced scorecard (BSC), namely finance, customers, internal organization and learning, innovation, and employee growth. This BSC emphasizes the balance or harmony of these four perspectives. So performance is measured not only from a financial perspective but also from a non-financial perspective. Some of the advantages of BSC are that it can balance various measurement indicators such as finance, customers, internal processes, and employee learning and innovation processes so that it can answer the vision, mission, and goals of the organization. It's like an airplane cockpit, where a pilot can control the plane, so it doesn't fly blind by paying attention to various indicators in the form of lights and buttons in front of the pilot. This assumption is reflected in the risk analysis approach and balanced scorecard (BSC). So, BSC can control an organization by balancing indicators or benchmarks (financial and non-financial).

Balanced Scorecard as a comprehensive and coherent strategic management system. What is meant by comprehensiveness is that the BSC can provide comprehensive or complete managerial information, and all indicators or measures are ensured to be appropriate and correct so that they work optimally. Coherent, BSC can build cause-and-effect relationships between vision, mission, and goals into various strategic targets. BSC can significantly improve the quality of planning, and BSC can improve the quality of individual performance management. Able to build clear relationships from four perspectives (financial, customer, internal processes, and employee learning and innovation growth). All of the above will lead to a calling to make or make efforts no matter how big or small, directed at what Mihkael Dua (2008) calls, efforts to seek the common good and prosperity. By referring to the things mentioned above, the researcher was moved to research more deeply about strategic management in a higher education institution with a different approach. This research focuses on strategic management at private universities (PTS) based on the balanced scorecard, a case study at De La Salle Catholic University Manado (UKDLSM). This research aims to: Know and describe the extent of UKDLSM strategic management, Know and describe the UKDLSM risk register, and Develop a strategic management model based on risk analysis and a balanced scorecard that can be implemented by UKDLSM.

METHODS

Research Approach

By referring to the dissertation research problem that the researcher proposed, namely (1) What is the management strategy used by UKDLSM? (2) How is the risk analysis in UKDLSM? (3) How is UKDLSM strategic management based on a balanced scorecard approach? Based on the main ideas of the three problems above, it can be seen. It can be concluded that the relevant research approach used is the qualitative approach, which is an umbrella for all types of research methods used to examine natural or natural social life.

The researcher used a method appropriate to the research focus, namely strategic management of private universities (PTS) based on risk analysis and balanced scorecard, namely a retrospective case study at De La Salle Catholic University, Manado. Case study research is a series of scientific activities carried out intensively, in detail, and depth about a program, event, and activity, either at the individual, group of people, institution, or organization level to obtain in-depth knowledge about the event and then continue with treatment. or an approach that can provide solutions to cases faced or that occur (Rahardjo, 2017). Usually, the selected events, hereinafter referred to as cases, are actual things (real-life events), that are ongoing, not something that has passed.

Research Design

The research was carried out in 3 stages consisting of the research results stage on the three research problems, namely UKDLSM strategic management, risk analysis on UKDLSM, and UKDLSM strategic management based on risk analysis and balanced scorecard, then from the research results continued to the second stage, findings from the research results and then The third stage is a discussion of the research results and findings.

Place and time of research

This research took place at De La Salle Manado Catholic University, Jalan Kombos, Kairagi I, Singkil District, Manado City, North Sulawesi Province. The research time is from January 25 2023 to August 31, 2024, based on letter no: 0276/UN41.7/PPs/2023, Manado State University Postgraduate.

Data and data sources

This research uses qualitative data sourced from key informants, namely:
1. Leader of the De La Salle Manado Higher Education Foundation (YPTDLSM)
2. Chancellor of De La Salle Catholic University Manado
3. Vice Chancellor of De La Salle Catholic University Manado
4. Faculty Leaders
5. Lecturers (2 lecturers)
6. Students (4 students)

Data collection technique

This research uses qualitative research data collection methods in the form of interviews, observations, field notes, documentation studies, or other instruments by considering their relevance to the research focus.

Data analysis technique

In this research, data analysis techniques are directed at answering the problem formulation. According to Sugiyono (2021), data was obtained from various sources using various data collection techniques (triangulation) and carried out continuously until the data was saturated. Sugiyono added that the data analysis technique used did not yet have a clear pattern. Therefore, they often experience difficulties in carrying out analysis. In this research, the author uses the Miles and Huberman model of data analysis. In this model, there are four steps, namely data collection, data reduction, data presentation and conclusion, and data verification. The data that has been collected will be discussed using a balanced scorecard.

Data Validity Testing

Testing the validity of data in qualitative research according to Sugiyono (2021: 488) includes tests of credibility (internal validity), transferability (external validity), dependability (reliability), and continuity (objectivity).

1. Test Credibility

This research uses credibility testing with source triangulation and technical triangulation. Triangulation of data sources consisting of leaders (Foundation, Chancellor, vice Chancellor, and faculty leaders), lecturers, and thirdly students. The three sources of data obtained or collected are compared for their differences and similarities. Triangulation is a technique where data is collected in the form of interviews, observations, and documents, comparing differences and similarities

2. Transferability

Transferability is a criterion for testing the validity of data which is the researcher's way of describing data from strategic management research findings used by UKDLSM, UKDLM risk analysis, and balanced scorecard-based UKDLSM strategic management in as much detail and as carefully as possible. In this way, parties who read this research will get an adequate picture and understanding according to the context.

3. Dependability

In terms of ensuring the quality of this research process, a dependability criterion is needed to assess whether this qualitative research process is quality or not. Therefore, researchers carried out a dependability audit method through internal auditors, namely the promoter and 2 co-promoters as well as external auditors or examiners/appraisers who were not promoters and co-promoters.

4. Confirmability

Another thing that is not important in qualitative research is the quality of the research results in themselves, therefore another criterion for testing the validity of the data is needed, namely confirmability, which is a criterion for assessing the quality of the results of this research by tracking and assessing data or information that is supported by evidence. In this way, the researcher will prepare all materials related to the research such as data, results of data analysis, and the research process.

83

Another thing that is no less important in qualitative research is the quality of the research results in themselves, therefore another criterion for testing the validity of the data is needed, namely confirmability, which is a criterion for assessing the quality of the results of this research by tracking and assessing the data or information that is supported. with evidence. In this way, the researcher will prepare all materials related to the research such as data, results of data analysis, and the research process. The researcher asks the internal auditor, in this case, the promoter and co-promoter, as well as the external auditor who also acts as an examiner or external assessor to assess the quality of the dissertation research. The auditors, both internal and external, are appointed by the Head of the Educational Management Doctoral Study Program and the Director of the Postgraduate Program based on authority as evidenced by a decision letter.

RESULTS AND DISCUSSION

Strategic management carried out by UKDLSM

Referring to the results of interviews with the Chancellor, Vice Chancellor, Management, Faculty Leaders, Lecturers, and students and based on observations and documentation studies, several things were found that were similar and different, namely:

- UKDLSM strategic planning focuses on efforts to organize quality governance and implement superior, innovative, and meaningful Tridharma
- Every year a Working Meeting of University Officials is held where a comprehensive evaluation is carried out and the annual work program and budget are determined. In this case, the University collaborates with the Foundation as the Organizing Legal Agency. Apart from that, coordination meetings are held between the Rectorate and the Foundation, monthly meetings of the Rectorate, and meetings between the Rectorate and Faculties and Institutions. Each faculty also coordinates to strengthen governance and improve the quality of implementation of the tri dharma of higher education. The Institute for Educational Development and Quality Assurance also conducts quality audits according to the quality assurance system (PPEPP) to check whether the quality program is implemented
- Strategy Implementation and Control. In the field of Governance, an organizational structure review has been carried out and restructuring of the university's organizational structure. The result is a simplification of the structure. Some institutions have been eliminated and others have been merged for the sake of efficiency. There are also bureaus and study centers established, such as the Lecturer Academic Administration Bureau to facilitate lecturers in rank administration matters, etc. There was also a Lasalle Marketing Center Bureau which was tasked with carrying out promotions and accepting new students. Finally, an Environmental Study Center was held under the name Lasalle Sustainability Center. In 2019 we started using the academic information system (SIAKAD) online, and in 2023 we started using the Non-Academic Administration System (SIANAK). This all aims to improve the efficiency and effectiveness of work and services. Control is carried out first through monitoring and evaluation activities and quality audits. There we can find out which programs failed to be implemented. Then he was reappointed in the

84

following year's program. Part of the control program is various formations carried out on campus, such as Recollection, Lasallian Formation, Work Reflection, Recollection, and University Study Days. These activities are intended to improve "aspects of the personal quality of human resources for lecturers and staff

- The first stage of Strategy Planning evaluates the previous strategy (rastra), discussed at the Faculty and Univ level as well as the work team. Next, a new strategic plan is prepared based on various sources and conditions of UKDLSM + SWOT analysis. Presentation to Leadership and stakeholders to ask for input. If so, it is determined that organizing is charged to all levels at the Univ but starting from the Univ to the Faculty/institution/work unit to be outlined in a work program to be implemented by all.
- Implementation in the form of work unit work programs every year at the annual work meeting. Control is carried out based on the results of the program evaluation every year or by AMI periodically
- The Foundation determines the budget for the next year. Furthermore, from the start before the new school year begins, Foundations and Institutions must build clear and mutually constructive communication with each other. Therefore, there is always a common idea, joint movement so that the goal can be achieved together.
- It requires cooperation and coordination from all elements in UKDLSM. The Chancellor as the highest leader must ensure that this cooperation and coordination can take place. If you get stuck on your journey together, you need to find a good solution, so you can get back on the right track. In that sense, communication and cooperation must be continuously maintained. Furthermore, there must be a principle of obeying the rules that must be implemented by all employees at UKDLSM. The rules will be regulated so that communication, cooperation, and consolidation between elements can run well.
- What has been planned in PROKER becomes a mutual agreement to be carried out together. Therefore, there needs to be a joint movement to implement the work program that has been prepared jointly. Each party or work unit must carry out or carry out what has been planned. Because of this, there needs to be a control tool that first comes from the Rectorate, to see whether the work program can be carried out well or not. There is also a need for evaluation media or work programs that are currently being implemented or have already been implemented. In this evaluation, there will be an assessment for the next work program, with the idea that what is evaluated becomes useful input for the future. The Foundation can also be included in this evaluation, therefore there are certain meetings held together with the rectorate to ensure that work programs are running, especially in connection with the maintenance of academic facilities and financing.
- In preparing the strategic plan, we have not considered how to make it happen, or how to measure it. The planning has not included and anticipated the problems currently being faced and which will be faced by the university. For example, the issue of lecturers' welfare, management of facilities and infrastructure, and no less important is the recruitment of prospective new students and the management of regular students. In the future, VMTS will not

only be for accreditation needs but will be expanded further in terms of being able to be implemented in every unit.

- Organization in UKDLM strategic management needs to be sharpened further, especially communication and coordination between units that are guided by VMTS.
- Implementation of the UKDLSM strategic plan, because the elaboration and alignment of VMTS are not yet adequate, implementation in faculties still needs to be improved. It is also important that implementation is supported by adequate budget and infrastructure
- The vision, mission, goals, and objectives look good from the document side, if they are intended for/accreditation needs only. However, if we examine it from a content point of view, several problems that are quite significant affecting the tridharma process, such as the number of students, the welfare of lecturers, and improvements in facilities and infrastructure, are not sufficiently described. The assumptions that make VMTS are still inadequate or can even be said to be irrelevant to the situation currently being faced and will be faced by UKDLSM
- The organization referred to is the elaboration of VMTS which has not been felt or seen down to the lowest level (smallest unit), thus having an impact on coordination and communication.
- The implementation of strategies for achieving VMTS has not been fully implemented.
- Control is only formal. It should be monitored, evaluated, tested, and immediately repaired things that should be repaired. There is an evaluation but the content is not in-depth and seems only formalistic.
- In reality, students still often experience things that do not follow Lasallian values in carrying out activities on and off campus. The infrastructure at UKDLSM is inadequate, even after 2 years of studying here, there are still many who have not received an alma mater jacket. Control involves continuous monitoring of strategy. Routine evaluations from surveys and questionnaires are often carried out to evaluate the effectiveness of the UKDLSM strategy, implementation, and overall performance. However, in reality, there are still many aspirations or criticisms from students that have not been realized during their 2 years of study at UKDLSM, especially with staff who seem indifferent and cynical in dealing with student complaints.
- The control function of the UKDLSM strategy also requires tools that are relevant to current conditions
- In general, the strategic management carried out by UKDLSM is still conventional, not implemented, and formalistic.
- UKDLSM has not yet positioned strategy as an important tool in managing a higher education institution.
- Support from education administering bodies is inadequate, especially budget allocations.
- The vision and mission have not been explained yet to the implementing unit level and even to every UKDLSM academic community
- Direct involvement of UKDLSM leaders and foundations (executive leadership) has not been optimal in the process of formulating university strategic plans.
- Strategic plans that have not been fully implemented according to what was planned.
- Strategic programs that are not strategic (routine programs are equated with strategic programs)
- VMTS implementation is not optimal.

86

- Some collaborations have not had any real follow-up.
- lack of international cooperation.
- The study program is not yet internationally accredited.
- Internal quality audits and PPEPP have not been fully implemented.
- Lack of lecturers with doctoral degrees,
- There are no permanent professors yet,
- Student participation in national and international scientific contests is still minimal
- Tridharma integration is not yet optimal.
- Implementation of the research and community service roadmap has not been optimal.
- The organization's control system is not functioning optimally.
- Many of the assumptions used are outdated or irrelevant for use.
- The terminology used in VMTS is not well understood by most of the UKDLSM academic community.
- Performance measurement at the unit level is not yet visible.
- Performance measurement tools are unclear,
- The use of several methods to support environmental analysis tools (SWOT), which have not been maximized or have not been used, such as Risk Analysis, VUCA, PESTEL, and Balanced Scorecard. All of these analytical tools are used to study various rapid and dynamic changes in the organizational environment.

Risk analysis on UKDLSM

Based on the results of interviews, observations, and studies of the 2019-2024 UKDLSM Strategic Plan documents, several things were found, namely:

- De La Salle Catholic University Manado has not carried out a risk analysis
- The performance of several services is still unsatisfactory, which has the potential to pose a risk to UKDLSM
- Unsatisfactory service areas, research and community service, cooperation, facilities and infrastructure, human capital

De La Salle Manado Catholic University strategic management based on risk analysis and balanced scorecard

By referring to the results of interviews, observations, and document reviews related to UKDLSM strategic management based on risk analysis and balanced scorecard, several things were found as follows:

- UKDLSM has not used a risk analysis and balanced scorecard approach to strategic management.
- UKDLSM has not found an innovative idea regarding a breakthrough study regarding appropriate strategic management and solutions that can answer problems and challenges now and in the future.
- Strategic management using the balanced scorecard approach has not received a priority place in the university's strategic management system.

After the researcher discovered various things as described above, the researcher conducted a study of these findings to categorize them into 2 parts, namely supporting factors and inhibiting factors from the focus of this research, namely strategic management of private higher education institutions (PTS) in this case UKDLSM using balanced scorecard approach.

Supporting factors

What is meant by supporting factors are things that can facilitate and strengthen the achievement of the vision, mission, goals, targets, and strategic plans, and work programs that have been formulated can be achieved effectively and efficiently. These factors are as follows:

a. From a human perspective.
- UKDLSM has reliable leadership
- UKDLSM has quite a lot of young lecturers
- UKDLSM has quite a lot of young educational staff

b. From the perspective of sources of value and identity
UKDLSM has a clear and deeply rooted source of values and identity in the form of Catholic values, Indonesian values, and local wisdom values.

c. From a network point of view
UKDLMS has a network such as APTIK (the association of Catholic universities throughout Indonesia), a network with LASSAI

Obstacle factor

What is meant by inhibiting factors are things that hinder the achievement of the vision, mission, goals strategic plans, and work programs that have been formulated and determined. These factors are:

a) From a human perspective
- UKDlSM still lacks lecturers with doctoral degrees
- UKDLSM still lacks lecturers at the rank of Associate Professor
- UKDLSM does not have permanent lecturers who are professors
- Lack of innovative ideas created by lecturers

b) From a network point of view
The network owned by UKDLSM has not been managed professionally

c) From a Managerial point of view
- Many of the assumptions used are outdated or irrelevant for use.
- The terminology used in VMTS is not well understood by most of the UKDLSM academic community.
- Performance measurement at the unit level is not yet visible.
- Performance measurement tools are less clear
- Unprofessional career path management
- Unprofessional remuneration management
- Management of infrastructure that is not yet professional

d) From an organizational point of view

- ▪ The VMTS which is realized in the strategic plan has not been translated to the unit level and the entire UKDLSM academic community
- ▪ Financial support from the organizing body is inadequate

UKDLSM Strategic Management

UKDLSM is one of the private universities in North Sulawesi under the management coordination of the sixteen region higher education service institutions (LLDIKTI XIV) and is also indirectly influenced by the management atmosphere of the Manado Diocese, under the leadership of the Bishop of Manado. This can be seen in the organizational structure of the higher education organizing body (De La Salle University Manado Higher Education Foundation). Thus, the atmosphere of university management can't be separated from the atmosphere of the life movements of the Manado Diocese. Why is that? Kaarena as the founder certainly had a vision for the establishment of this university. This vision became the reference or basis for the movement starting from the organizing body (Foundation) and of course the De La Salle Catholic University Manado

From the description above and based on the results of interviews with YPTUDLSM leaders, it can be seen that strategic management at UKDLSM is also influenced by the two external environments, namely LLDIKTI XVI and the Diocese of Manado, in addition to other factors. Figure 4.5 shows the relationship patterns of each element that interact with each other in managing the current UKDLSM strategy concerning strategic plan data from 2019 to 2024.

UKDLSM risk analysis

This stage of assessing the current condition or situation is the first step before an organization develops a strategy. This stage is divided into two parts, namely the current condition of the foundation and the current condition of the university which can be described.

There are several things to pay attention to in this step, namely what the internal conditions of an organization are, in this case, the higher education organizing body/UDLSM foundation, what the internal conditions of the university/UKDLSM are, and what the current conditions are in the external environment which is directly related to and influences the process of foundation and university activities. The assessment of current conditions is carried out by tracing, studying, and compiling things that have a negative impact at present and of course in the future. In this research, the author uses a risk management approach (which includes VUCA analysis/volatility, uncertainty, complexity, and ambiguity).

a. Foundation and University risk assessment

As an organizing body, private universities/foundations play a key role. Why? The UDSLM Foundation, based on laws and regulations, has a large mandate to manage the university. This can be seen in the fields or areas managed, namely the financial sector, human capital, facilities, and infrastructure as well as cooperation or partnerships. The performance of De La Salle Mando Catholic University is very dependent on how the various fields mentioned above are managed, p. This is reinforced by the description of the UKDSLM foundation and university business model as shown in the table… The very close relationship between the foundation and the university is an opportunity to improve the performance of both parties. So the university's performance will

89

be greatly influenced by the foundation's performance, and vice versa. Linkage This performance is also influenced by external factors. Relationships that are built require management or risk management. Below the author will assess the emergence of potential risks that can affect the performance of foundations and universities.

b. Identify Foundation and University Risks

Change and uncertainty seem to be an ongoing part of every organization's movements. This situation causes at least one condition to occur which consists of:

a) Volatility

Volatility is a condition related to the nature, dynamics, and speed of change, force, and catalyst of change itself. The challenge in this situation is the increasing speed of change which drives accelerated decision making. Change occurs on a large scale and instantaneously, therefore the response needed is immediate, not reactive to change but more proactive in responding to changes.

b) Uncertainty

A situation where there is no Predictability, even the possibility of surprises, lack of awareness and understanding of a problem and the event or event that occurs. The situation becomes difficult to understand, let alone take control of what is happening. There is too much unclear information and a lack of signs, making it difficult to understand the series of events (connecting the docs).

c) Complexity

A situation where there are conditions of complicated styles/determinants, complicated problems, chaos, and confusion experienced by an organization/entity. This situation brings challenges such as difficulty in taking action and encouraging necessary changes to be able to deal with complex relationships over various problems, especially concerns. There is an increase in complexity which makes it increasingly difficult for an organization to know where to start and where to encourage change. In such circumstances, the decision-maker does not have time to reflect on the existing complexity and acts too quickly. Decision makers are tempted to implement short-term solutions, getting caught in analysis paralysis which can result in delays in making decisions.

d) Ambiguity

A situation where realities become blurred, failure to translate and understand an incident or occurrence, mixed meaning of a situation, confusion in understanding cause and effect. The above results in an inadequate response even though it looks effective. Policy/decision makers are too far removed from the source and context so that their understanding of an event is very limited.

From the description above, the organization is in a dynamic vortex that is at high risk if it makes a mistake or error in translating and understanding the four things mentioned above. This situation makes the way the organization perceives and makes decisions at high risk. Thus the organization must be managed appropriately and correctly. Risk management must be given the widest possible scope. Thus, identifying risks is a step that needs to be taken by foundations and universities. This step aims

90

to identify all potentials and possibilities that could occur or give rise to risks that hurt foundations and universities, both now and in the future.

Starting from the results of information from the foundation's finance department, human resources department, lecturers, and students and based on the foundation's strategic plan documents and field observations, there are several potential risks both at the foundation and the university. The identifiers for fields/services and things that have potential risks are as follows:

Potential foundation risks
1. Financial sector/services
2. Human capital sector/services
3. Facilities/infrastructure services
4. Cooperation/partnership fields/services
5. Governance sector
6. Vision, Mission, Goals, Strategy, Work Program

Potential University Risks
1. Education and teaching services
2. Research Services
3. Community Service
4. Student Services
5. Collaboration Services
6. Student admission and admission services
7. Information Technology Services
8. Vision, mission, Strategy objectives

By identifying areas or services and things that could pose a risk to the De L a Salle Mando Foundation and University, the next step is to carry out a risk evaluation.

### UDLSM Foundation Risk Evaluation

After identifying the ten fields/services and things that have the potential to pose risks that hurt the foundation, the next step is to carry out a risk analysis. fields or services and which things need to be managed. Risk management in question is whether a risk can be avoided, mitigated, action taken later, or action taken immediately. Some services and things have potential risks and hurt the foundation's performance as follows

- Financial services

  This service is very closely related to other services both at foundations and especially at universities. The performance of this service greatly influences and impacts other services. Currently, the financial performance which is managed directly by the foundation is under very strong pressure from conditions that are currently volatile, full of uncertainty, complexity, and ambiguity. These pressures result in the performance of the foundation's financial services being in a condition that is not good and even tends to get worse. Quantitative indicators show that there has been a very significant decline in funding receipts originating from one factor, namely

91

a very significant decline in the number of new student admissions from 2019 to 2023 as seen in the following data table obtained from the La Salle Marketing Center Bureau (BLM1). See Figure 1.

Figure 1. New Student Admissions 2019-2023
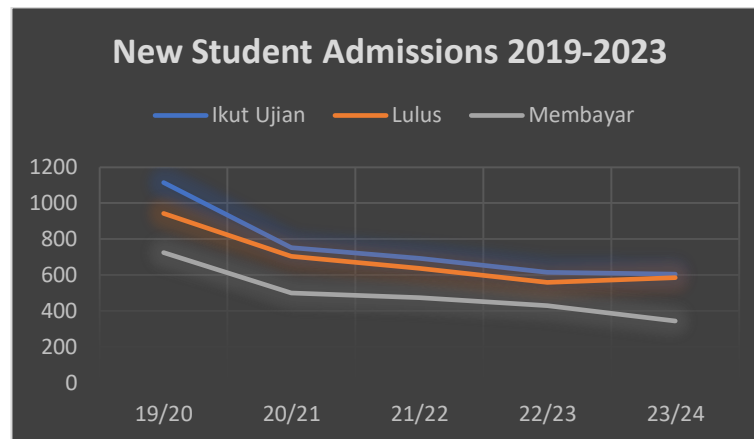
Source: BLM UKDLSM

This poor financial performance carries a very high risk. This high risk will have an impact on the performance of other areas and is already being felt. The foundation has tried various ways to improve its financial performance which continues to deteriorate, but to date, the author has not found a step, a strategic action that is appropriate, accurate, and a solution taken by the management of the UDLSM foundation. This field/service is very, very risky or high risk and must receive priority treatment.

▪ Human capital or human resources services

This service manages all permanent and non-permanent employees, who are placed in their respective positions at foundations and universities. The performance of human capital services also experiences ups and downs. Indicators include employee satisfaction, employee performance that is not yet optimal, and turnover. These things are risks that can hurt foundations and universities. This field has moderate risks.

▪ Facilities and infrastructure services

The management of facilities and infrastructure by the foundation based on the results of observations, interviews, and strategic planning documents shows that the facilities at the university are not yet optimal, such as the availability of classrooms, laboratory rooms, non-academic rooms, and student rooms. Infrastructure management is not yet optimal, such as the availability of computers with the latest (updated) specifications for informatics laboratories, LCD, AC, civil engineering laboratories, hospitality and tourism laboratories, nursing laboratories, and PGSD laboratories. Likewise, internet services are not satisfactory enough for both students and lecturers. The carrying capacity of the internet is a crucial node for academic

92

and non-academic development in the future, this refers to the trend or trend in the increasingly massive use of digital technology. And there are still other minor policies that must be continuously improved. The performance of this service is not yet optimal and has an impact on academic and non-academic performance. The impact that occurs due to the management performance in this area is a big risk for foundations and universities. This field has very high risks.

- Collaboration/partnership services

The development of foundations and universities also significantly depends on the performance of foundation collaboration services. Currently, the performance of this service is not sufficient to support other services or fields. There has been a real lack of cooperation with external parties in recent years. So this service is also very risky for foundations and universities.

- Foundation governance

Even though the organizational structure is equipped with well-chosen people, it is still felt that governance performance is not optimal. This is confirmed by the slow response from several work units when there is a request, for example, repair of air conditioner (AC), LCD, etc. There is no clear standard operating procedure (SOP) at the foundation office. This governance performance has a big impact on several things, such as the learning process and comfort in the classroom. This is a high risk.

- Vision

The hopes or ideals of the foundation's development for the future have been depicted and stated in the vision. The vision has been formulated and established, however not yet actually known by the unit or even employees at the foundation. Based on the results of observations and interviews, the vision has not been explained down to the lowest unit level and also to every employee at the UDLSM Foundation. This is something that carries a high risk because the vision cannot be realized in real action.

- Mission

To realize the vision, a mission is formulated. The mission of the foundation is also the same as the vision above, where the vision is not yet clearly known to the lowest level and every employee of the foundation. Risks arise because this mission has not been explained and communicated to the lowest level.

- Goals.

The objectives that have been formulated and determined have not been translated down to the implementing level, this is a risk for the foundation.

- Strategy

The strategies formulated by the foundation for the old period are still being studied by the new foundation management, and until this research was carried out, no implementation of the strategies that had been formulated had been seen. Because it has not been implemented, the strategy is very risky for organizational performance. The organization is run without clear guidelines,

- Work program

Work programs that have been formulated based on strategy cannot be implemented, this is very risky for the organization because carrying out a program without being based on strategy. This is very risky to not achieve the vision, mission, goals, and strategies that have been set.

▪ Monitoring and evaluation

Monitoring carried out by the foundation is not based on what is formulated in the vision, mission, goals, and strategies. This is an activity that poses a big risk for the foundation. The evaluation was carried out without clear measurements and precise measuring tools. This is very risky

c. List of foundation risks

Based on the risk identification and analysis as described above, the author continues this risk assessment by mapping it in the form of Table 1.

Table 1. List of risks for ISLAMIC foundations

No	Risk owner	Risk Events	Risk Probability	Risk Impact	Causes of risk	Risk score	Risk level
R1	Finance	Performance decreases/worses	5	5	Decrease in the number of new students	25	Very high (red)
R2	HR	Performance degrades	4	4	Employee satisfaction continues to decline	16	tall
R3	Infrastructure	Performance worsens	5	5	Lack of funds	25	Very high
R4	Cooperation	Performance decreases	4	4	The capacity of responsible people is low	16	tall
R5	partnership	Performance yet	3	3	Change of Foundation Management	9	currently
R6	Governance	optimal	5	5	Assumptions are different Not yet adjusted	25	tall
R7	Vision, mission and goals	Not implemented	5	5	Assumptions are different Not yet adjusted	25	tall
R7	Strategy	Not implemented	5	5	Assumptions are different Not yet adjusted	25	tall

Based on Table 1, it can be explained that several services and things need to be managed further, and can be used as input for formulating the vision, mission, goals, and strategies of the UDSLM foundation, namely:

- R1 with a risk score of 25 with a very high-risk category level
- R2 with a risk score of 16 with a level of high-risk category
- R3 with a risk score of 25 with a very high-risk category level
- R4 with a risk score of 16 with a high-risk category level
- R5 with a risk score of 9 with a medium risk category level
- R6 with a risk score of 25 with a very high-risk category level
- R7 with a risk score of 25 with a very high-risk category level
- R8 with a risk score of 25 with a very high-risk category level

Risk Evaluation

Based on the risk assessment above, the next stage is for the author to evaluate a risk. This activity is to determine which services and things will be prioritized, immediately to be carried out as illustrated in Table 2.

Table 2. Foundation risk evaluation

Impact	Probability				
	1	2	3	4	5
5					R1 R3 R6 R7 R8
4				R2 R4	
3			R5		
2					
1					

Based on Table 2, it can be explained that foundations must prioritize R1 (financial services), R3 (facilities and infrastructure services), R6 (vision, mission, and objectives), R7 (strategy), and R8 (work programs) while for R2 (HR) and R4 (cooperation/partnership) must receive attention, and finally, R5 (governance) receives quite serious monitoring. The results of this evaluation become input into strategy development at the next stage. Thus, the UDLSM Foundation in formulating its vision, mission,

goals, and strategies must refer to the results of the assessment above. For the second to eighth steps, the author will not discuss them, because this research is only limited to university management.

d. Risk Analysis of De La Salle Catholic University Manado

After identifying the ten sectors/services and things that have the potential to pose risks that hurt the foundation, the next step is to carry out a risk analysis. fields or services and which things need to be managed. Risk management is whether a risk can be avoided, mitigated, action taken, or immediately taken. Some services and things have potential risks and can hurt the foundation's performance as follows:

- Education and Teaching Services

    This service is part of the tridharma which is the core of service movements and steps at the university. This service is under the coordination of the Vice Chancellor for academic affairs. Operationally it is driven by the faculty through each study program under its supervision. This service is directly related to students who are students, here there is a direct interaction process between lecturers and students. The performance of this service is greatly influenced by the readiness of the lecturer (the existence of a study learning plan/RPS), the learning methods and quality of the lecturer himself as well as the readiness of the participants. education and supporting infrastructure. Currently, the performance is managed by the study program and under the supervision of faculty and field 1 record representatives and through LPMI to ensure quality, in general, it gets a positive or good response but still needs to be continuously improved. The service has a moderate risk potential.

- Research Services

    This service manages all research activities of each lecturer or group of lecturers and is coordinated by the Deputy Chancellor II, Research, Community Service and Collaboration. Operationally it is managed by the faculty and assisted by the study program. Service performance still faces many challenges. This can be seen from the low interest of lecturers in carrying out research activities and writing scientific papers/journals, both nationally and internationally. The performance of this service is not yet optimal, we still have to continuously look for breakthroughs so we ask for doses to increase. These things are risks that can hurt the university. This field has very high risks

- Community Service

    This service manages all activities for the community from each lecturer or group of lecturers and is coordinated by the Deputy Chancellor II, Research, Community Service and Cooperation. Operationally it is managed by the faculty and assisted by the study program. Service performance still faces many challenges. This service is closely related to the research field. The people of North Sulawesi, especially the people of Manado city in general, have not felt much of a positive impact from the presence of UKDLSM in the form of service that begins with research. The performance of this service is not much different from research performance, namely it is still not optimal. These things are risks that can hurt the university. This field has very high risks

- Student Services

This service deals directly with students. From the results of interviews and the author's observations, it can be concluded that this service is not yet optimal in its management, creativity, and breakthroughs are needed that touch students' interest in taking part in various Lasallian character-building activities. This service also requires adequate facilities. The performance of this service is not yet adequate, so it has the potential for high risk.

- Collaboration Services

This service manages collaborative activities starting from planning, organizing, implementing, and controlling. This service is coordinated by Vice Chancellor II, Research, Community Service and Cooperation. Operationally it is managed by the faculty and assisted by the study program. Service performance still faces many challenges in terms of implementation, this is illustrated by the large number of MOUs signed, but on the other hand, there is minimal implementation or PKS at the faculty level, especially in study programs. If we look at the assessment standards of the National Accreditation Body or the Independent Accreditation Institute, what is assessed is the implementation stage or cooperation agreement that has been implemented by the faculty, especially the study program. The performance of this service must continue to be encouraged to seek the potential for quality collaboration with adequate quantity. This service is very high risk.

- Facilities and infrastructure services

The management of facilities and infrastructure by the university based on the results of observations, interviews, and strategic planning documents shows that the facilities at the university are not yet optimal, such as the availability of classrooms, laboratory rooms, non-academic rooms, and student rooms. Infrastructure management is not yet optimal, such as the availability of computers with the latest (updated) specifications for informatics laboratories, LCD, AC, civil engineering laboratories, hospitality and tourism laboratories, nursing laboratories, and PGSD laboratories. Likewise, internet services are not satisfactory enough for both students and lecturers. The low carrying capacity of the internet is one of the crucial nodes for academic and non-academic development in the future, this refers to the trend or trend in the increasingly massive use of digital technology. And there are still other minor policies that must be continuously improved. The performance of this service is not yet optimal and has an impact on academic and non-academic performance. The impact that occurs due to the management performance of this field is a big risk for the university. This field has very high risks.

- Promotion and admission services

This service has the main task of reviewing, and designing new student admission systems, new student study fee schemes, promotional strategies, and other matters related to new student admissions. The study and design as described above were then proposed and presented to the Chancellor and the Foundation. This service is coordinated by the Vice-Chancellor II, Research, Community Service and Cooperation. Operationally it is managed by the Promotion and Admissions Bureau coordinates with the faculty and is assisted by the study program. Service performance still faces many challenges in terms of implementation. The performance of this service from 2019 to 2023 tends to decline, this is confirmed by the number of new students

97

which has decreased significantly. The service has tried hard to increase the number of new students, but the reality is that the number of students continues to decline. This decline has had a major impact on every study program. The performance of this service is very high risk and has a very significant impact on universities and foundations, especially on funding receipts. This service must be a priority in the formulation of strategic plans for universities and foundations.

- Vision, Mission, Goals, and Strategy (VMTS)

The hopes or ideals of university development for the future have been depicted and stated in the vision. mission, goals, and strategy. (VMTS) which has been formulated and determined by the chancellor, but is not yet actually known by units or even lecturers and staff at the university. Based on the results of observations and interviews, VMTS has not been translated to the lowest unit level. This carries a moderate risk because VMTS cannot be fully realized in a concrete action (PROKER).

e. UKDLSM risk register

Based on the risk identification and analysis described above, the author continues this risk assessment by mapping it in Table 3.

Table 3. List of risks at De La Salle Catholic University Manado

No	Risk owner	Risk Events	Risk Probability	Risk Impact	Causes of risk	Risk score	Risk level
R1	Education and Teaching Services	Performance still needs to be improved	3	3	Low facility support	9	Currently
R2	Research Services	Performance is not optimal	5	5	Interest in conducting research by lecturers is very low	25	very high
R3	Community Service	Performance is not yet optimal;	5	5	Lecturer research results are very low	25	Very high
R4	Cooperation	Performance is not optimal	5	5	Low implementation (PKS)	25	Very high
R5	partnership	Performance yet	5	5	Low number and quality of student activities	25	Very high
R6	Student Affairs	optimal	5	5	The quality and number of new students dropped significantly	25	Very high

| R7 | Promotion and Admission Services | Performance is very suboptimal | 3 | 3 | Assumptions are different Not yet adjusted | 9 | low |
| R8 | Vision, Mission, Goals and Strategy | Not yet implemented | 5 | 5 | Inadequate facilities | 25 | Very high |

Based on Table 3, it can be explained that several services and things must be managed further and can be used as input for formulating the university's vision, mission, goals, and strategies as well as work programs. Risk must be managed based on the level or level of potential risk. The risk categories are as follows:
- R1 with a risk score of 9 with a medium risk category level
- R2 with a risk score of 25 with a very high-level risk category
- R3 with a risk score of 25 with a very high-risk category level
- R4 with a risk score of 25 with a very high-risk category level
- R5 with a risk score of 25 with a very high-risk category level
- R6 with a risk score of 25 with a very high-risk category level
- R7 with a risk score of 9 with a medium risk category level
- R8 with a risk score of 25 with a very high-risk category level

Table 4. UKDLSM risk evaluation

Impact	Probability				
	1	2	1	4	1
5					R2
					R3
					R4
					R5
					R6 / R8
4					
3			R1/ R7		
2					
1					

Based on Table 4, it can be concluded that universities must prioritize R2 (research services), R3 (community service), R4 (cooperation services), R5 (student services), R6 (promotion and admission services), and R8 (facilities services). infrastructure), while for R1 (education and teaching services), performance must be maintained and improved. For R 7 in the form of vision, mission, goals, and strategies, attention must be paid to how to translate and harmonize them down to the lowest unit level as well as lecturers and employees, so that there is understanding and it is implemented well.

99

After foundations and universities have carried out a position assessment based on risk analysis and risk evaluation, it is necessary to pay attention to and examine trends related to PESTEL (political, economic, social, technological, environmental, and legal) that are currently occurring or that will occur in 1 to 5 years. forward. The things mentioned above are needed to provide space for adjustments to the main/basic assumptions that will be used when formulating VMTS and work programs.

3. Balance Scorecard-based strategic management UKDLSM

Educational institutions are a reflection of the pattern of society itself. We can see and even feel directly the patterns of interaction between people in carrying out their life activities. This pattern is very closely related to the educational facilities or institutions that form the pattern itself. So educational institutions will color the dynamics of current and future patterns that they want to achieve later. In this way, there is a very close correlation between the pattern-forming institutions and who will be formed and what will be formed. Higher education is one of the institutions that processes and forms young people who will become movers, directors, and leaders in the future. From the description above, there are a million hopes for educational institutions, especially universities, that their management will always be carried out professionally, effectively, and efficiently, even though we realize that it is not as easy as turning the palm of your hand to achieve the desired hopes. Many things need to be managed appropriately and correctly and with a high sense of commitment. The management in question is the strategic management of private universities, of which UKDLSM is included.

This section is based on data that has been collected by the author in the form of UKDLM Strategic Plan documents, foundation Strategic Plan documents, SN-Dikti documents, LASSO documents, Statutes, literature, results of interviews, and observations. Based on this data, the author will analyze and create a strategic management model for private universities (PTS) using or based on a balanced scorecard and risk analysis. Why use a balanced scorecard? The reason, according to the author, is that this approach can provide a clear, comprehensive, and coherent framework with reliable performance measurements and targets so that the achievement of the vision, mission, goals, and strategies is more effective and efficient.

The broad framework for strategic management based on a balanced scorecard plus (risk management) is shown in Figure 2, which begins with an assessment step.
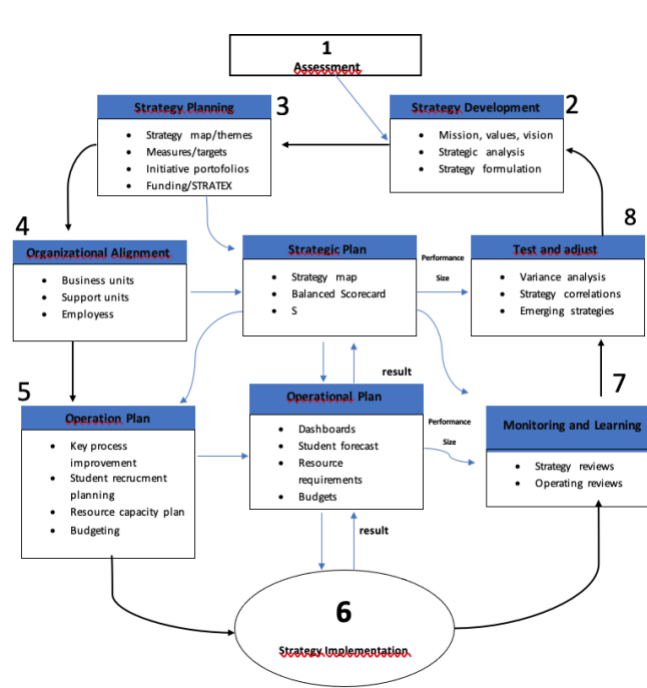
Figure 2. UKDLSM Strategy Management Framework based on BalanceScorecard plus

Step 1 Assessment (Assessment)

Before an organization develops its strategy, which begins with the formulation of its vision, mission, and goals, it needs the best information (valid and reliable) that is related/relevant to the current situation and conditions as well as situations that will occur in the future for at least the next five years. The information needed in a vuca situation (volatility/ fluctuating, uncertainty/ full of uncertainty, complexity/ full of complexity, and ambiguity/ full of uncertainty) consists of values and identity that will become the basis, internal and external conditions as well as tendencies and trends in the organization's position based on risk management analysis. The information has been collected by the author and can be used as assessment material to formulate a vision, mission, goals, and strategies.

Step 2. Strategy development

Strategy development consists of vision preparation activities, mission, goals concerning the first step, and sources of value that will be internalized into the vision and mission. After the vision and mission are prepared, we begin to analyze alternative strategies that will become a reference for selecting strategies. Some questions that could be used as material for reflection are: what business are we in, and why? (This is related to vision, mission, and values), what are the key issues? (This is related to analysis strategy), how can we best compete? (This is correlated with strategy formulation),

101

Step 3. Strategy Planning

In line with the things mentioned above, the next step forward is to plan a strategy that is more detailed in the form of a strategy map, strategic themes, measures used, targets, initiatives in the form of a portfolio, a description of funding sources, and what the implementation strategy is. In this second stage, they are correlated with each other and become a reference source in designing, formulating, and compiling a strategic plan (renstra) for an organization. The strategic plan is a form of elaboration of the strategy map, balanced scorecard, implementation strategy, and performance measurement indicators. Some related questions that need to be answered are: how do we describe our strategy? (In this case, related to creating a strategy map), how do we measure sour plan? (Selection of measures to be used and targets given). What action programs does our strategy need? (This question relates to the selection of initiative strategies), how do we fund our initiatives? (This is related to the execution strategy), who will lead the execution of the strategy? (In this question the emphasis is on who will lead the implementation of the strategy).

Step 4. Alignment

The continuation flow in strategic management, where after the strategy development and strategic planning are prepared, the next step is for the organization to carry out alignment starting from the top level of the organizational structure then the units at the lower levels as well as other supporting units and of course all employees need alignment. We can translate this as communication activities at all levels in an organization. This stage shows the coordination framework that must be carried out by everyone at various levels. Alignment greatly influences the performance of an organization's strategic plan. Thus, the elaboration of weak alignment will have an impact on the performance of the strategic plan being less effective and efficient. It can also be said that no matter how good the strategic plan that has been formulated and established if it is not accompanied by proper and correct alignment, the performance of the strategic plan will be low. Why is that? Two general reasons are often found in the field regarding justification for low strategic plan performance, namely coordination that does not work as desired, and commitment to carry out what has become a mutual agreement is not heeded. As in the previous stages which required guiding questions, so also in this stage there are several questions, namely: How do we ensure that all organizational units are on the same page? (This question focuses on harmony, the existence of unity of command, which is realized in each business unit), How do we align support units with business units and corporate strategies? alignment with other supporting units), How do we motivate employees to help us execute the strategy? (Align employees).

Step 5 Operation Plan

At this stage, two questions arise that need to be answered by organizational managers relating to the relationship between long-term strategy and daily operational activities. Apart from the things described above, organizations also need alignment between activities in the improvement process and priority strategies. The two key questions are Which business process improvements are most critical for executing the strategy? (Improve key processes), which business processes are the most crucial to improve in implementing the strategy? (improve core processes) How do we link

102

strategy with operating plans and budgets? How to link strategy with operational plans and how to link it to the budget. (Develop the resource capacity plan). Develop a capacity plan for resources.

Step 6 Implementation/execution of strategy

In this sixth step, the organization will begin to execute, and implement all strategies that have been formulated and determined in the form of an operational plan consisting of key process, improvement, student recruitment planning, resource capacity, budgeting, and dashboard.

Step 7 Monitoring and monitoring

This seventh stage is monitoring activities or monitoring what has been implemented and carrying out a learning process on what has been planned and then implemented. There are two questions addressed at this stage, namely: Are our operations under control? (old operational review meetings), Are we executing our strategy well? (Hold strategy review meetings). From the description above, it can be concluded that in this step there are two activities, namely: strategy reviews and operating reviews

Step 8 Testing and adjusting the strategy

This eighth stage is testing and adjusting the strategy. provides decision makers to always pay attention and consider that changes in external situations occur very quickly and even continuously and will influence internal changes in the organization as well. Thus, achieving the vision, mission, goals, and objectives that have been formulated and implemented will be difficult or even impossible to achieve due to very dynamic changes in external and internal situations and conditions. The basic questions below will lead us to the answer to why an organization needs to test and adjust its strategy, namely: Is our strategy working? (Hold a strategy testing and adapting meet). Several things need to be considered in this step, namely variance analysis, strategy correlations, and emerging strategies.

CONCLUSION

Based on several things raised by the author as the problem being researched, the research objectives, and based on the research results as well as findings and understanding, several things can be concluded as follows: 1. UKDLM strategic management: The management strategy used by De La Salle Catholic University Manado is a conventional model using conventional tools, namely SWOT (strength, weakness, opportunity and threat) and assisted by IFE and EFE matrix analysis. Formal in nature: It has not been implemented completely down to the lowest level and every UKDLSM academic community. In formulating the strategic plan, the formulation team has not yet thoroughly studied the complexity of the internal environment, the external environment, and the nature of the problems faced by UKDLSM 2. UKDLSM risk analysis: UKDLM has not carried out a risk analysis. Several service areas require special attention because they have the potential to pose risks to universities, namely research and community service, cooperation, finance, new student admissions, facilities, and human

103

capital. 3. UKDLSM strategic management is based on a balanced scorecard: Balance scorecard-based strategic management is formulated with eight steps, namely assessment, strategy development, strategic planning (strategy pan), elaboration and alignment (cascading and alignment strategy), operational plan (operating plan), strategy implementation. execution), Monitoring and learning (learning and monitoring), Testing and adapting (test and adapt). These eight scorecard balance steps must be carried out sequentially with consistency and high commitment.

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