

An Analysis of Risk Management System in UIN Sunan Kalijaga Yogyakarta

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Abstract

UIN Sunan Kalijaga Yogyakarta is a university that has been established for a long time, in 1951. It has a lot of problems because UIN Sunan Kalijaga Yogyakarta is a large campus, 61 study programs from level 1 to level 3. The establishment of a risk management system is expected to help the problems on this campus, so that problems can be solved as soon as possible. The establishment of a risk management system at UIN Sunan Kalijaga Yogyakarta benchmark from University of Malaya, Malaysia.

Keywords: UIN Sunan Kalijaga Yogyakarta, Risk Management System, University of Malaya.

Introduction

University as one of the institutions of higher education carries out a very important humanitarian mission such as educating life of the nation in various aspects of scientific development and also ethics, norms, morals, and morals (Ehrlich, 2000). Universitas Islam Negeri (UIN) Sunan Kalijaga Yogyakarta as a university that sets a target as a world-class university must always improve its quality in order to produce alumni who are able to compete at the local, regional and international level. As an institution of higher education, UIN Sunan Kalijaga Yogyakarta continues to strive to provide the best in learning process and its management based on vision, mission, goals, and strategies that have been determined.

Learning as the main activity in UIN Sunan Kalijaga Yogyakarta is supported by various activities namely management, research and development, as well as community service. In its implementation there are several obstacles encountered such as uncertainty that can lead to risk. Risk is generally defined as the potential for an event to occur both predictable and unpredictable also it can have a negative effect on the achievement of objectives.

University management will always face a risk and opportunity, because what will happen in the future cannot be predicted with certainty. The magnitude of level of loss as a risk effect faced varies greatly depends on the causes and effects on the overall output and outcome. At college, the risks faced are not just the risk of financial loss but also the risk of ineffectiveness of the learning process, the risk of

failure of students in their education, the risk of alumni in getting a job, etc.

The advantage of alumni from the best college is graduates who have high competence and quality. Alumni, who are aware of the importance of research. Research in developed country is a valuable asset. Even though, there are still many other indicators to get the title of World Class University. The best universities in the world always offer the best facilities and quality for students who studying at these universities. Basically, almost all universities, both of world-class, national or local universities have the same goal (Sadlak and Liu, 2007).

Nowadays, UIN is facing greater risk that compared to the previous period, such as they must protect their reputation till have the ability to remain competitive.

On the other hand, the demands and expectation of stakeholders are strong so that UIN Sunan Kalijaga Yogyakarta makes change in long standing tradition of academic, including reviewing the strategic planning process and its operational. All of these dynamic factors lie behind then why it needed a kind of fresh approach in manage university, that is by integrating risk management in all activities and decision making process.

The Definition of Risk Management

The International Standard organization (in ISO GUIDE 73:2009 Risk Management-Vocabulary) states risk as an impact that arising from uncertainty in efforts to achieve organizational goals (Preda, 2013).

In AS/NZS 4360:2004, risk management is a culture, process and structure that is directed at effective organizational management regarding potential opportunities and adverse impacts. Smith (1990) risk management is the process of identifying, measuring, and controlling the costs of a risk that threatens an asset and income from an organization or activity that can cause damage and losses to the organization. Risk management is also an implementation of general management that tries to identify, measure, mitigate the cause and effect of uncertainty of an institution (Silins et. al., 2002).

Risk Management in Malaya University, Malaysia

University of Malaya is the oldest university in Malaysia which was established in 1959. It is located in the city of Kuala Lumpur Malaysia. Malaya University has the motto "Punca progress" which means knowledge is a source of progress. The campus has an area of 309 hectares.

The early history of its establishment stems from King Edward VII College of Medicine, Singapore in 1905. Then, Raffles College Singapore is also standing in 1928. Furthermore, in 1949 Raffles was merged with the King Edward VII College of Medicine into a Malay University. In 1962 Malay University was divided again into two namely University of Singapore (as known as National University of Singapore) and Malay University in Kuala Lumpur.

The number of Malaya University (UM) students currently stands at 13.833 for undergraduate program, and 9.969 for postgraduate program. As for number of foreign students as many as 3.074 from 92 countries in the world. UM has a library with 1,4 million books. The number of staff is owned 5,963 which consists of 2.340 academic staff (14,2% of them are foreign lecturers), 2.975 is support staff and 648 are management and professional staff. University of Malaya consists of 12 faculties, 3 centers, 3 institutes, 4 research clusters, and more than 50 research centers.

Malaya University is currently ranked 70 QS World University Rankings, it increases from 114 place in 2018 and 19 QS Asia University Rankings in 2018 from 24 in 2017.

Risk management controller at Malaya University is under Global Planning and Strategy Center (GPSC). As for the quality controller in Quality Management and Enhancement Center (QMEC).

PPSG main responsibilities are:

1. Lead and coordinate the development/formulation of the university's strategic planning framework and Key Performance Indicators through working with various committees.
2. Monitoring university performance in achieving Key Performance Indicators (KPI) and report progress.

3. Manage the integration, availability and coherence of data from various data owners/data providers to be conveyed to various parties and related authorities.
4. Manage and coordinate data ranking.
5. Analyze and provide relevant data and information about aspects of university performance in assisting the decision making process.
6. Manage and monitor Action Laboratories and Mini Laboratories.
7. Organizing leadership courses or workshops to support the development of Academic Administrators.
8. Acting as an Institutional Delivery Management Office (Idmo) for university and dealing with the ministry of education.
9. Manage the University of Malaya Excellence Awards and nominations for international awards and local institutions.
10. Risk management.

PPSG is under Vice-Chancellor directly so that it is responsible to the Vice-Chancellor. Why does UM need risk management?

1. Risk management is one of the requirements in granting University autonomy status.
2. To meet the requirements in the Quality Management System ISO 9001:2015.
3. Risk management is one of the important elements in UM strategic plan.

The functions/roles of PPSG are:

1. Function as a secretary who coordinates all the requirements risk management reporting for service meetings University Management Authority.
2. Risk manager will be appointed at PPSG who will lead the implementation of risk management.
3. Analyze, report and giving advice to JPRUM about status of the application of risk management also University policies, framework and risk appetite.
4. Giving an advice, guidance and assistance about risk management at all levels.
5. Conduct on risk management training principles, risk assessment and how to implement risk management effectively.
6. Ensuring staff at all levels understand roles and their responsibilities in implementing risk management at the University.
7. Collect, record, monitor, and update about University risk register records.
8. Monitor and ensure that the mitigation plans are planned on time.
9. Study and review about risk analysis reports for relevant papers and requires the approval of University Broad and related committee.
10. To ensure that the process of risk management audit is carried out annually (Risk Management Framework, 2019).

Problems at UIN Sunan Kalijaga Yogyakarta

The problems at UIN Sunan Kalijaga Yogyakarta are quite complex. These problems start from the level of study programs to university. Study program is a very important level compared to the levels like faculty or university. It is because, study program level is a level that manages students directly, while faculty, university and institutions are only material.

The problems of level study programs are much enough such as: (1) comparison between the number of lecturers and students; (2) lecturer qualifications that only reach the master's level; (3) curriculum that is not in accordance with market needs; (4) the curriculum is not compulsory with the scientific consortium; (5) the use of fictitious activities, with the aim of earning money; (6) it is not studying about international curriculum so that at the international level of alumni cannot compete at the global level, for example there is international accreditation of ASIIN in Mathematics Study Program environment where it is an international accreditation institution from Germany.

This accreditation institution is focus on scientific engineering, informatics, agriculture, biology, mathematics and science; (7) alumni association at the level of study programs that are not treated, there are rarely meetings between alumni which held by department; (8) the absence of semester level meetings or annual between department position holder and stakeholder; (9) when lecturers teaching are not in accordance with the planning at beginning, it is not accordance with the Semester Learning Plan (RPS); (10) there is no measurement of the success of each course in learning for one semester; (11) BAN-PT accreditation (National Accreditation of University) that is smear or lying to BAN-PT assessors to get good value, likes the rooms that are transformed to become appropriate room according to BAN-PT standard; (12) the lack of administrative staff at the department level; (13) there is no compatibility between department's vision and mission with the study of curriculum program; (14) there is no transparency on financial management of department by the head of the department.

There are many faculty problems such as: (1) building maintenance and learning support at UIN Sunan Kalijaga faculty, often the problem of building maintenance is rather late such as: a broken chair was not immediately repaired, the LCD is old and it must be replaced but not replaced immediately, lights are not replaced immediately, the ceramic peeling which is not immediately repaired, painting a wall that is not according to standard, AC maintenance that is not checked periodic, it is also not replaced with the new one, while the age of it must be replaced with a new one. (2) managerial level of faculty is not good, as leadership that tends to be selfish or group (people who are suitable with the leaders/faculty officials).

The problems at the University are (1) lack of support for increasing human resources through further studies, especially those that are self-financing. The solution is through research grants, such as without selection. (2) the lack of handling for campus environment, some of which were not fixed immediately. (3) management of water that has not been maximized, water laboratory rooms often die. (4) there is no established about standard in operating procedures such as building fire, earthquake, internet off, lightning.

Risk Management in UIN Sunan Kalijaga Yogyakarta

The Role of Internal Quality Audits (AMI) related to risk management which has not been widely applied in university both at the world and local levels. UIN Sunan Kalijaga Yogyakarta Quality Assurance Institution is try to apply risk management. The implementation of risk management in UIN Sunan Kalijaga Yogyakarta requires a system that can be used to manage risk. This system can be used as a risk management framework for the risk owner of each unit to carry out analysis and risk assessment.

Analysis approach and risk assessment can be carried out using two methods namely:

a. Portfolio Risk Assessment

In this approach, risk assessment is carried out by exploring potential strategic risks, or in other way means implementing research and benchmarking.

b. Business Process Risk Management

approach is done by implementing of CRSA (Control & Risk Self Assessment) Workshop or can also use Risk interview and Questionnaire.

Through the two approaches above, it is expected to produce a risk register, where in the risk register all risks are recorded which potentially disrupting the achievement of UIN Sunan Kalijaga Yogyakarta objectively. In addition to these risks in the risk register, controlling activity is also recorder to deal with each of them.

Risk management process in UIN Sunan Kalijaga Yogyakarta consists of:

1. Communication and consultation

Communication and consultation with university management appropriately at every level and entire the risk of management process.

2. Develop context

Develop a risk management context, both internal and external university where the process takes place. Risk evaluation criteria must be defined and analysis structure must be arranged.

3. Identify risk
Identify where, when, why, and how an event can be anticipated, minimize losses and always improve achievement of university goals.
4. Analyzing risk
Identify and evaluate ongoing controls and mitigations. Estimate likelihood and effect of the risk level. This analysis must pay attention to how this can occur and its consequences.
5. Evaluate risk
Compare the predicted risk level with the criteria that have been prepared and consider the difference between favorable or detrimental output.
6. State the risk
Develop and implement an effective budget strategy in carrying out planning.
7. Monitor and review
Monitor and review the effectiveness of each step in risk management process. It is important to do with regard to actions of continuous improvement.

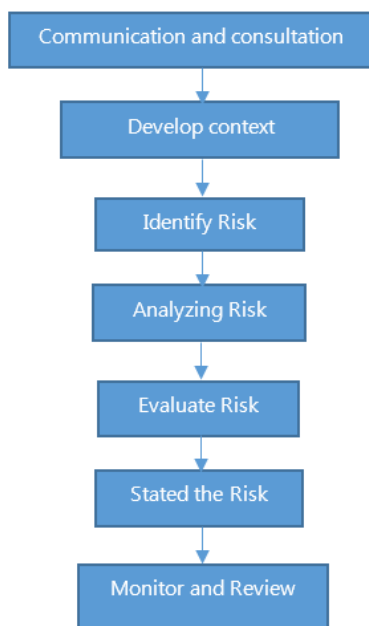


Figure 1. Risk Management Process.

The general policy in implementing risk management is for UIN Sunan Kalijaga to have maximum readiness in facing various possibilities through the development of a risk management culture that is strongly supported by the commitment of all academic communities and all employees. While the main goal is: anticipate and manage all major risks (strategy, operational, financial, reputation, compliance and deception) overall, effective, efficient, support accountability in the management program/activity in UIN Sunan Kalijaga by ensuring that all risks have been identified, analyzed, evaluated, handled, and monitored, and controlled risk

management performance, and integrating risk management process in every planning of implementation and performance evaluation. Through the application of adequate risk management, UIN Sunan Kalijaga is expected to have the ability to: strengthen governance, minimize the occurrence of things that are not desirable in complaint, objection or even demands from all stakeholders, provide maximum protection to UIN if something happens due to failure in humans, process, and system; and increase effectiveness, efficiency, reputation and level of trust of all stakeholders.

Conclusion

Risk Management System in UIN Sunan Kalijaga Yogyakarta has not been established. There are so many problems from the level of study programs, faculty, and university that have not been accommodated. Besides, it has also not set who should resolve if there are risks that arise. The establishment of a risk management system can begin by benchmark to Malaya University, Malaysia. It is because Malaya University is relatively well established in implementing risk management system.

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