

CHAPTER I

INTRODUCTION

This chapter consists of the background, problem formulation, research objectives, research scopes, and outline of the research report regarding to formulation of program performance indicators and activity performance indicators in the performance management system of Universitas Andalas.

1.1 Background

Higher education is an institution and agent as a producer of quality human resources. Higher education is responsible for developing the nation's character through learning according to educational standards, as part of its function in the tri darma of higher education. Based on this function, universities are expected to play a significant role in building the nation's character through learning in accordance with educational standards (Abdi, 2016).

Higher education aims to prepare students to become members of society who have academic and professional abilities in applying and developing and creating knowledge. In addition, universities become an institution that provides services in learning and has a function as a producer of change. Higher education as an educational institution is bound by the ethical values of the scientific academic world which are often identified with rationality, logical, critical, and sportsmanship (Sari, 2020). Higher education plays a role in producing intellectual resources as agents of change in achieving the goals and ideals of the country (Kementrian Pendidikan dan Kebudayaan).

One of the oldest universities established on the island of Sumatra is Universitas Andalas. Universitas Andalas is located in Limau Manis, Pauh District, Padang City. Universitas Andalas is a state university established on September 13th, 1956 and inaugurated by the Vice President of the Republic of Indonesia, Drs.

Muhammad Hatta in Bukittinggi. Universitas Andalas was established through Government Regulation No. 24 of 1956 and was established to spark a smart generation and have a high competitive spirit and play a role in national development as reflected in the logo of Universitas Andalas, namely Universitas Andalas for the Glory of the Nation (UNAND Strategic Plan, 2020).

Every university, including Universitas Andalas, has a certain vision and mission to be achieved. The vision of Universitas Andalas is "to become a leading and dignified university", while Universitas Andalas has 4 missions, namely organizing quality academic and professional education, competitiveness and character; organizing innovative research and quality service to realize the nation's independence; developing and implementing good university governance, towards excellent university governance, and being able to adapt to changes in the strategic environment; and the last mission is to organize productive and sustainable cooperation with educational institutions, government and the business world at the regional, national and international levels (UNAND Strategic Plan, 2020).

Universitas Andalas is a university with “unggul” accreditation. The accreditation was formalized by the National Accreditation Board of Higher Education (BAN-PT) which is valid from December 5th, 2023 to December 5th, 2028. Universitas Andalas has 15 faculties and 1 postgraduate program with a total of 146 study programs in 2024 consisting of 4 Diploma III (D3) study programs, 52 Strata-1 (S1) study programs, 46 Strata-2 (S2) study programs, 20 Strata-3 (S3) study programs, 7 professional education study programs, 14 specialist education 1 (Sp-1) study programs, and 3 specialist education 2 (Sp-2) study programs. Universitas Andalas also has 21 study programs that have been internationally accredited (Renstra UNAND, 2020). The following is a recapitulation of the faculty, total of study programs, certification, and accreditation of Universitas Andalas in 2024 which can be seen in **Table 1.1** and **Table 1.2**.

Table 1.1 Recapitulation of Faculties, Total of Study Programs, and National Accreditation of Universitas Andalas in 2024

No.	Faculty/Department	Unggul	A	B	Baik	Baik Sekali	Accredited	Not Accredited	Total of Study Programs
1	Economy and Business	7	3	2	2	3	1	0	18
2	Pharmacy	2	1	1	0	0	0	0	4
3	Law	2	2	0	0	0	0	0	4
4	Humanities	4	1	3	1	0	0	0	9
5	Social and Political Sciences	3	2	5	2	1	0	0	13
6	Medicine	16	0	3	4	4	2	0	29
7	Dentistry	2	0	0	0	0	0	0	2
8	Nursing	3	0	0	0	0	0	0	3
9	Public Health	2	1	0	1	0	0	0	4
10	Mathematics and Natural Sciences	6	3	1	0	0	1	0	11
11	Agriculture	2	4	3	0	2	0	0	11
12	Animal Husbandry	0	2	1	0	1	0	0	4
13	Engineering	8	0	1	3	3	1	0	16
14	Information Technology	0	0	0	1	2	0	0	3
15	Agricultural Technology	0	1	2	1	1	1	0	6
16	Postgraduate	0	1	4	0	3	1	0	9
Total									146

Source: lpm.unand.ac.id

Table 1.2 Recapitulation of Faculties, Total of Study Programs, International Accreditation and Certification of Universitas Andalas in 2024

No.	Faculty/Department	FIBAA	ABET	IABEE	ASIIN	ABEST 21	RSC	AUN-QA	Total of Study Programs
1	Engineering	0	3	2	0	0	0	0	4
2	Humanities	2	0	0	0	0	0	0	2
3	Economy and Business	5	0	0	0	1	0	3	5
4	Mathematics and Natural Sciences	0	0	0	4	0	1	2	6
5	Medicine	0	0	0	0	0	0	1	1
6	Pharmacy	0	0	0	0	0	0	1	1
7	Nursing	0	0	0	2	0	0	0	2
Total									21

Source: lpm.unand.ac.id

Universitas Andalas has a strategic plan that functions in the process of development, progress, and helps in achieving the vision and mission of the university. Universitas Andalas's business strategic plan 2020-2024 outlines the vision and mission, strategic goals, strategic objectives, indicators, strategic programs, and activities of Universitas Andalas which have been arranged in a logical and structured manner. The UNAND business strategic plan 2020-2024 is useful as a reference for each faculty, postgraduate, institution, Unit Pelaksana Teknis (UPT) and other UNAND organizations in planning and optimizing resources in order to achieve UNAND excellence at the global level (Renstra UNAND, 2020). The following is a summary of the 2020-2024 Universitas Andalas business strategic plan which can be seen in **Table 1.3**.

Table 1.3 Vision, Mission, Strategic Goals, and Strategic Indicators of Universitas Andalas in the Business Strategy Plan of UNAND 2020-2024

Universitas Andalas Business Strategy Plan 2020-2024		
Vision	Becoming a Leading and Dignified University	
Mission	Strategic Goals	Strategic Indicators
M1: Organizing quality academic and professional education, competitiveness and character	SS1: Improved quality of learning and student affairs in producing competent, creative, and characterized graduates	KPI 1 , KPI 2, KPI 7, KPI 8, IKSS 1, IKSS 2, IKSS 3, IKSS 5
M2: Organizing innovative research and quality service to realize national independence	SS2: Increased relevance and productivity of research and development in the form of downstream research results to realize national independence	KPI 5
	SS3: Strengthening innovation capacity through downstreaming of research results to realize inclusive development	KPI 5
M3: Develop and implement good university governance, towards excellent university governance, and be able to adapt to changes in the strategic environment	SS4: Improved institutional quality with integrated systems and ICT-based data	IKSS 2, IKSS 8
	SS5: Increased relevance, quality and quantity of human resources	KPI 3, KPI 4, IKSS 4
	SS6: The realization of good governance through the utilization of resources and assets as well as environmental management with Green Campus principles	IKSS 6, IKSS 8
M4: Organizing productive and sustainable cooperation with educational institutions, government and the business world at the regional, national and international levels	SS7: Increased quantity and quality of domestic and international cooperation	KPI 6
	SS8: Increased contribution of funds from services, cooperation, and commercialization	IKSS 7

Source: Universitas Andalas Business Strategy Plan 2020-2024

KPIs and IKSS are indicators used to achieve the vision, mission, and strategic goals of Universitas Andalas based on the 2020-2024 Universitas Andalas business strategic plan. Each KPI and IKSS has a percentage of achievement targets designed for 2022, 2023 and 2024. The percentage of target achievement is designed based on the baseline point or fixed reference point used for comparison purposes. The baseline point used is in 2021 (Renstra UNAND, 2020).

Business strategy plans are designed to achieve the vision and mission as well as programs designed with the aim of improving performance, especially in a university. Achieving the targets designed in a university's business strategy plan will affect the improvement of the quality of education and have an impact on the ranking and reputation of the University. The quality of Universitas Andalas's performance can be seen in the Universitas Andalas performance report from 2020-2023.

Based on the Universitas Andalas Performance Report 2020, there are 22 performance indicators out of 57 indicators whose realization did not reach 100%, where less than 50% of the indicators in 2020 were perfectly realized (close to 100%). Based on the Universitas Andalas Performance Report 2021, there are 22 performance indicators out of 57 indicators whose realization did not reach 100%, where less than 50% of the indicators in 2021 were perfectly realized (close to 100%). Based on the Universitas Andalas Performance Report 2022, there are 3 performance indicators out of 10 indicators whose realization did not reach 100%. Based on the Universitas Andalas Performance Report 2023, there are 3 performance indicators out of 10 indicators whose realization did not reach 100% (Universitas Andalas Performance Report 2020-2023). The following is a graph of the percentage recapitulation of Universitas Andalas 2020-2023 performance achievements that have not yet reached the target which can be seen in **Figure 1.1**.

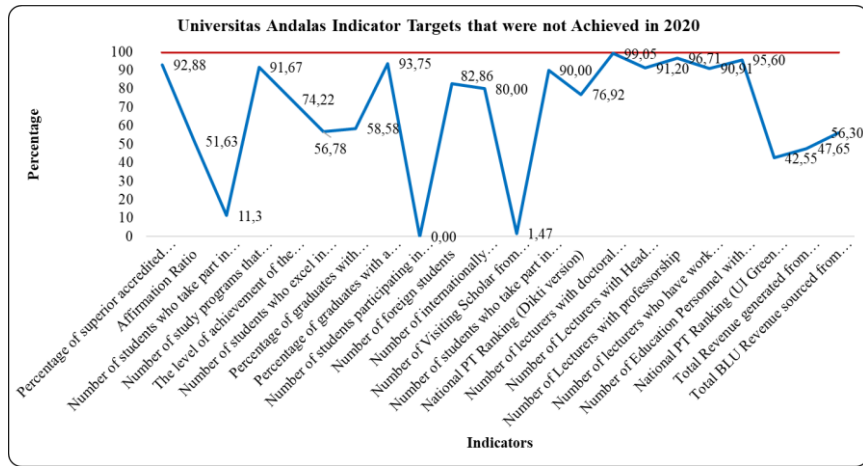


Figure 1.1 Graph of Universitas Andalas Indicator Targets that were not Achieved in 2020-2023

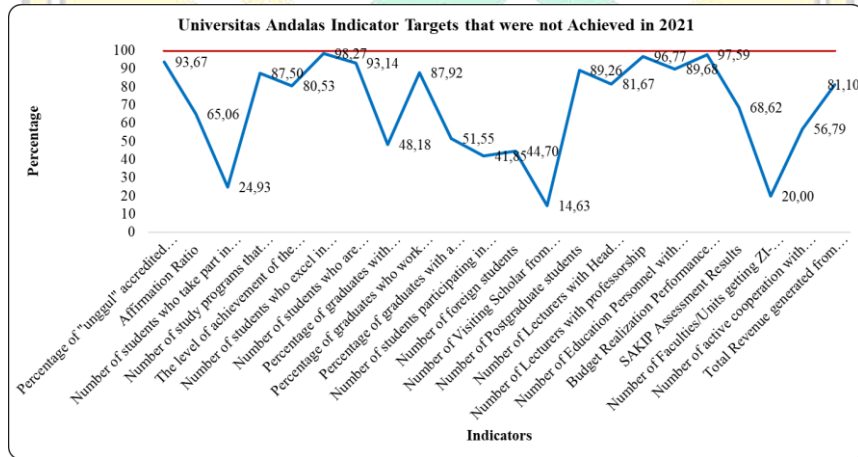


Figure 1.1 Graph of Universitas Andalas Indicator Targets that were not Achieved in 2020-2023 (Cont'd)

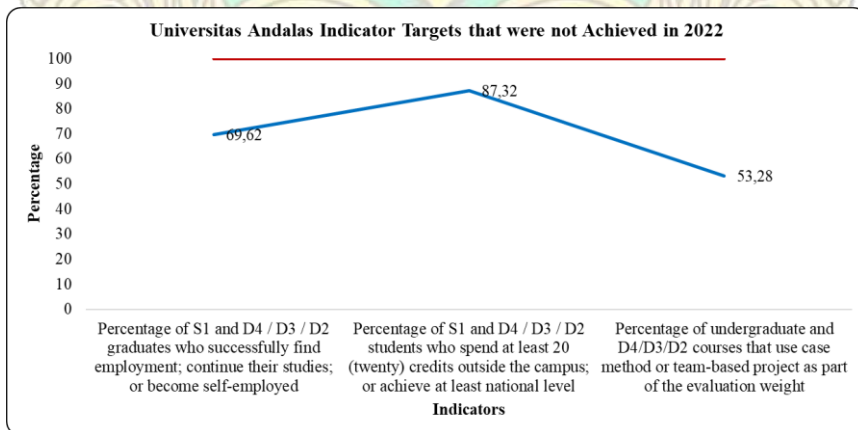


Figure 1.1 Graph of Universitas Andalas Indicator Targets that were not Achieved in 2020-2023 (Cont'd)

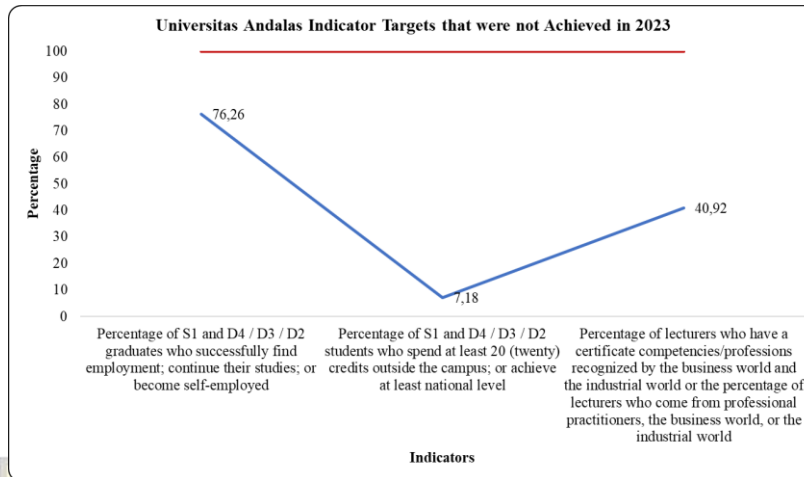


Figure 1.1 Graph of Universitas Andalas Indicator Targets that were not Achieved in 2020-2023 (Cont'd)

Non-achievement of strategic indicators and strategic planning is one of the factors that can affect the reputation of a university. This can also affect the university's ranking both nationally and internationally. The ranking focused on by Universitas Andalas in its vision to become a leading and dignified world-class university and as a Legal Entity College is an assessment of the Quacquarelli Symonds (QS) World University Ranking (WUR). QS WUR, an extensive assessment in its category, highlights the best universities around the world. This is in line with our goal to empower individuals around the world to reach their potential through academic success, global opportunities, and professional growth. There are 9 performance indicators used for assessment in QS WUR, namely academic reputation (30%), employer reputation (15%), faculty student ratio (10%), citations per faculty (20%), international faculty ratio (5%), international student ratio (5%), international research network (5%), employment outcomes (5%), and sustainability (5%) (QS WUR, 2024). The following is the ranking of Universitas Andalas based on assessment from QS WUR 2020-2024 which can be seen in **Table 1.4**.

Table 1.4 Universitas Andalas Ranking Based on QS WUR 2020-2024 Assessment

University	2024	2023	2022	2021	2020
Universitas Andalas	1401+	1201-1400	1201-1400	3 stars	3 stars

Source: QS WUR

Universitas Andalas always strives to improve the indicators measured in the QS WUR assessment. Based on the QS WUR assessment from 2020-2024, the position of Universitas Andalas has decreased in rank due to the increase/growth of Universitas Andalas in various indicators of rank calculation is relatively smaller than the growth of other University indicators. In addition, the non-achievement of each strategic performance indicator from year to year also affects the ranking of Universitas Andalas. Universitas Andalas must work harder to improve performance and achieve targets on each key performance indicator or strategic target performance indicator in order to reach the top 500 internationally reputable universities (world class university) based on QS WUR assessment.

According to Mr. Zainardi Ihsan as Head of the Sub-Directorate of Strategic Planning & Performance Evaluation of Universitas Andalas, the non-achievement of each performance indicator designed is caused by many factors. The main factor is the incompleteness of the strategic goals performance matrix at Universitas Andalas, there are no performance indicators for each program and activity in the matrix. So, the strategic goals performance matrix that will be designed will be in the form of vision, missions, strategic goals, KPIs/IKSS, programs, program performance indicators, activities, and activity performance indicators. The design of this matrix is intended to assist a university in carrying out its operations effectively and efficiently in accordance with the vision, mission, and strategic goals that have been set.

Based on the UNAND business strategic plan 2020-2024, Universitas Andalas has 1 vision, 4 missions, 8 strategic goals, 8 key performance indicators, 8 strategic target performance indicators, 31 programs, and 152 activities. According to Mr. Syah Aidil Fitri as Director of Planning and Development of Universitas Andalas, the current matrix is not effective enough to achieve each performance indicator at Universitas Andalas. This is justified by Mr. Zainardi Ihsan, in the current matrix design, there are no supporting factors to monitor each program and activity designed due to the absence of program performance indicators and activity performance indicators to achieve each program and activity. Then, the current

activity design is quite large and cannot be monitored so that the implementation is less than optimal and some activities are not carried out.

Therefore, it is necessary to design a complete strategic goals performance matrix in the performance management system of Universitas Andalas, where each leadership policy / position can pay attention to each responsibility and task that will have an impact on the reputation, average performance, and ranking of Universitas Andalas in the future, so that every aspect can be monitored and can be more structured. Then, with the suitability design of the complete strategic goals performance matrix, the evaluation of performance indicators, the design of a logframe matrix that helps develop structured planning through clear and measurable performance indicators, and aspects of QS WUR assessment, it is expected to help Universitas Andalas in achieving targets on each Key Performance Indicator (KPI) and / or strategic target performance indicator in the future (UNAND Business Strategic Plan 2020-2024).

1.2 Problem Formulation

Based on the background above, the problem formulation is how to formulate program performance indicators and activity performance indicators for each strategic goal in the performance management system of Universitas Andalas?

1.3 Research Objectives

Based on the problem formulations above, the objective of this research is to get program performance indicators and activity performance indicators for each strategic goal in the performance management system of Universitas Andalas.

1.4 Research Scopes

The research scopes of the problem in this study are as follows.

1. This research used Universitas Andalas business strategic plan 2020-2024 which has been made the second change in 2022 to the Universitas Andalas rector regulation Number 2 of 2020.
2. The data used, namely data on the performance report of Universitas Andalas 2020-2023.
3. This research is limited to the achievements, realizations, and targets of Universitas Andalas in accordance with the 2020-2023 Universitas Andalas performance report and Universitas Andalas business strategic plan 2020-2024.
4. This research does not examine financial issues that are also listed in the rector's performance agreement and Universitas Andalas business strategic plan.
5. The design is not up to activity planning and resource scheduling because the nature of planning at the university level tends to be dynamic and complex.

1.5 Outline of Report

The outlines of the final project report consist of six chapters as follows.

CHAPTER I INTRODUCTION

This chapter consists of background, problem formulation, research objectives, research scopes, and outline of the research report regarding to formulation of program performance indicators and activity performance indicators in the performance management system of Universitas Andalas.

CHAPTER II LITERATURE REVIEW

This chapter consist of theories that related to the problem and used in this research to solve the problem.

CHAPTER III RESEARCH METHODOLOGY

This chapter contains the steps taken in this research which consists of a preliminary study, literature study, problem formulation, method selection, data collection, creation of logical framework analysis matrix, validation, analysis, and conclusions.

CHAPTER IV FORMULATION OF PROGRAM AND ACTIVITY PERFORMANCE INDICATORS

This chapter contains performance indicators in Universitas Andalas business strategic plan 2020-2024, strategic goals mapping, and the formulation of program and activity performance indicators using logical framework analysis.

CHAPTER V ANALYSIS AND RESULTS OF PROGRAM AND ACTIVITY PERFORMANCE INDICATOR FORMULATION

This chapter contains an overview of the formulation process for program and activity performance indicators and an analysis of the strategic goal performance matrix of Universitas Andalas.

CHAPTER VI CONCLUSION

This chapter contains conclusions from the research results obtained and suggestions for future research.