

## Educating and Leading: Managerial Efforts of Department Towards Superior Accreditation

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### ABSTRACT

Accreditation is a form of assessment or evaluation of the quality and feasibility of an institution of a university or department carried out by an independent organization or body outside of higher education. The department is an academic implementing element that carries out professional education and if qualified can carry out academic education for undergraduate programs and/or postgraduate programs, in a section or one branch of science, technology and/or art. In order to maintain its quality, each department must carry out accreditation or reaccreditation continuously. The Pastoral Counseling Department was established in 2007 but until now the accreditation obtained by this department is still in the "Good" category, even to has undergone two form assessments by National Accreditation Agency for Higher Education. The first in 2014 obtained a grade of "C" (rank 3) and the second in 2021 is still in the 3rd rank position, which is "good." This shows that no improvement has been obtained yet. It is hoped that through this research, leaders will be able to design the ideal pastoral department leadership in accordance with standards in increasing the value of National accreditation.

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## 1. INTRODUCTION

Accreditation is a form of assessment or evaluation of the quality and feasibility of an institution of a university or department carried out by an independent organization or body outside of higher education (Pham, 2018; Wahyudi, 2020). Another form of external quality assessment is an assessment related to accountability, granting permits, granting licenses by certain bodies. There is also data collection by certain bodies (Herawati, Ulum, & Juanda, 2020; Nuphus, Rahamatulloh, & Sulastrri, 2019).

The department is an academic implementing element that carries out professional education and if qualified can carry out academic education for undergraduate programs and/or postgraduate programs,

in a section or one branch of science, technology and/or art (Arifudin, 2019; Widayat, 2018). In order to maintain its quality, each department must carry out accreditation or reaccreditation continuously.

The preparation of department forms is proposed to improve and maintain sustainability in the management of universities, especially at the level of undergraduate departments related to (1) vision, mission, goals and objectives, as well as achievement strategies; (2) civil service, governance, and cooperation, (3) students and graduates; (4) human resources; (5) finance, facilities, and infrastructure; (6) education; (7) research; (8) community service; and (9) the outcomes and achievements of the Tri Dharma (Majelis Akreditasi & Badan Akreditasi Nasional Perguruan Tinggi, 2019).

Institut Agama Kristen Negeri Tarutung has three faculties with several departments. One of them is the Pastoral Counseling department. The Pastoral Counseling Department was established in 2007 but until now the accreditation obtained by this department is still the "Good" category, even to has undergone two form assessments by National Accreditation Agency for Higher Education. The first in 2014 obtained a grade of "C" (rank 3) and the second in 2021 is still in the 3rd rank position, which is "Good." This shows that no improvement has been obtained yet.

## 2. METHODS

This research uses qualitative research with a qualitative descriptive approach using document studies. Document study is a data collection technique by collecting and analyzing documents, both written documents, drawings, works, and electronics. The documents that are analyzed are then analyzed, compared and combined (synthesis) to form a systematic, unified and complete study. Occuminary studies do not merely collect and write or report in the form of quotations about a number of document. The reported results of the study are the results of an analysis of these documents (Sugiyono, 2020).

Qualitative descriptive approach, that is, careful measurement of a particular phenomena (Moleong, 2021). Broadly speaking, the step carried out in this study is to carry out preliminary research to find the dominant factors that hinder the accreditation of the Pastoral Counselling Department from achieving superior predicates, by tracing historical data which in turn is useful for building a department management design. Then design the design of management materials for the Pastoral Counselling Department in an effort to achieve superior accreditation.

In this case, library research is also carried out by reading, and exploring the management of the Pastoral Counselling Department for efforts towards superior accreditation. In addition, books and journals related to the problem studied by visiting the Library or by browsing the Internet to find the topic in question. Articles or data that can help the results of the research.

## 3. FINDINGS AND DISCUSSION

The preparation of department forms is proposed to improve and maintain sustainability in the management of universities, especially the level of bachelor departments related to (Majelis Akreditasi & Badan Akreditasi Nasional Perguruan Tinggi, 2019):

1. Vision, mission, goals and objectives, and achievement strategies;
2. Civil service, governance, and cooperation
3. Students and graduates;
4. Human resources;
5. Equipment, facilities and infrastructure;
6. Education;
7. Research;
8. Community service;
9. The output and achievements of the Tri Dharma

Study of the legal basis for accreditation of departments, college management. Management of Department Accreditation in Higher Education is the Legal Basis for Department Accreditation, namely (Majelis Akreditasi & Badan Akreditasi Nasional Perguruan Tinggi, 2019):

1. Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System (especially in Articles 60 and 61);
2. Law of the Republic of Indonesia Number 14 of 2005 concerning Teachers and Lecturers (especially in Article 47);
3. Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services;
4. Government Regulation of the Republic of Indonesia Number 19 of 2005 concerning National Education Standards (especially in Articles 86, 87 and 88);
5. Regulation of the Minister of National Education of the Republic of Indonesia Number 28 of 2005 concerning the National Accreditation Agency for Higher Education. Of the five legal foundations above, the reason for accreditation is emphasized in departments, because the success of 95 education in higher education is more determined by the department.

Based on the above, it can be understood that the department is the spearhead in universities that regulate the technical policies of curriculum and learning. The vision and mission of the university and the policies of the university senate and faculty senate relating to curriculum and learning are translated by the department.

Similarly, the Institut Agama Kristen Negeri Tarutung has three faculties with several departments. One of them is the Pastoral Counseling department. The Pastoral Counseling Department was established in 2007 but until now the accreditation obtained by this department is still in the "Good" category, even to has undergone two form assessments by National Accreditation Agency for Higher Education. The first in 2014 obtained a grade of "C" (rank 3) and the second in 2021 is still in the 3rd rank position, which is "good."

This shows that no improvement has been obtained yet. The above problems must be addressed by the academic community for the development and progress of counseling pastoral, for example: counseling pastoral departments can be of interest to the public, counseling pastoral graduates can be accepted into jobs and improve the careers of lecturers. Thus, it is very urgent for the counseling pastoral department to manage this department with a maximum based on nine standards. The nine standards above must be achieved by each higher education in order to increase the accreditation value.

### **3.1 Manajemen College**

Management according to Griffin: "A process of planning, organizing, coordinating and controlling resources to achieve goals effectively and efficiently." Similarly, Terry means: "Management is a distinct process consisting of planning, organizing, actuating, and controlling, performed to determine and accomplish stated objectives by the use of human beings and other resources" (Wang et al., 2021). In the sense of this definition, there is a clear activity in the form of a management process. Furthermore, activities are carried out to achieve certain goals and are carried out through other people with the help of other resources as well, which are called people and other resources commonly called 5 M, namely men, materials, machines, methods, and money (Stura, Gentile, Migliaretti, & Vesce, 2019). The explanation of some of the definitions above, can be interpreted that management is the process of planning, organizing, coordinating, controlling resources to achieve the expected goals.

### **3.2 Management Functions**

The functions of management as follows:

1. Planning  
This planning is dynamic meaning that it can be changed at any time according to the conditions at the time. This planning is aimed at a future full of uncertainties, due to changes in conditions and situations, while the results of planning will be known in the future. Planning is divided into three types, namely:
  - Strategic planning, which is a planning process in which decisions about organizational objectives will be achieved through the management of resources and funds owned, based on

predetermined discretion. Planning to control management. It is a planning process in which the manager is responsible that the use of resources and funds is used as effectively as possible and as efficiently as possible to achieve the goals of the organization.

- Operational planning, which is a process by which a business carries out certain activities is guaranteed to be as effective and efficient as possible.

## 2. Organizing

Organizing is a management function and a dynamic process, while organization is a static tool or container. Organizing can be interpreted as determining the work to be done, grouping tasks and distributing work to each employee, assigning departments (subsystems) and determining relationships. The characteristics possessed by organizations that perform organizing functions are:

- There are human beings working together, there are leaders and some are led.
- The organization only exists if there is a place of its seat.
- There is a goal to be achieved.
- There is a job that will be worked on as well as there is a division of work.
- Structures, if there are relationships and human cooperation.
- Technology, there is a technical element.
- Environment, mutual influence for example there is a system of cooperation.

## 3. Commanding

The commanding function is the most important and most dominant function in the management process. This function can only be implemented once the plan, organization, and employees are in place. If this function is implemented then the management process in realizing the goal begins. However, the implementation of this function very difficult.

### 3.3 A Perspective of Pastoral Counseling Department

The Pastoral Counseling Department of the Institut Agama Kristen Negeri Tarutung was established based on the Presidential Regulation of the Republic of Indonesia Number 10 of 2018 dated March 1, 2018 concerning Institut Agama Kristen Negeri Tarutung. The Presidential Regulation was followed up through the Regulation of the Minister of Religious Affairs of the Republic of Indonesia Number 16 of 2018 dated July 26, 2018 concerning the Organization and Work Procedures of the Tarutung State Christian Institute and the Regulation of the Minister of Religion of the Republic of Indonesia Number 23 of 2018 dated November 30, 2018 concerning the Statute of the Institut Agama Kristen Negeri Tarutung. Institut Agama Kristen Negeri Tarutung is entrusted with managing 3 Faculties and Postgraduates, namely: the Faculty of Christian Education, the Faculty of Theology, and the Faculty of Social Sciences and Christian Humanities.

Pastoral Counseling Department is based in the Faculty of Theological Sciences. The Pastoral Counseling Department of Institut Agama Kristen Negeri Tarutung systemically, scheduled and continuously continues to carry out self-development in order to learn the progress that has been achieved and the various obstacles faced to make the next development plan appropriately and sustainably. Pastoral Counseling Department Institut Agama Kristen Negeri Tarutung realizes that the form of Pastoral Counseling Department has become very important and strategic with the rapid changes in the strategic environment, so it is necessary to know the strategic position that has been achieved and to anticipate and respond to these very dynamic opportunities and challenges.

The vision, mission, objectives of the Pastoral Counseling department are:

#### 1. Vision

The vision of the Pastoral Counseling Department is to produce professional and religious clinical Pastoral Counseling scholars in ministry at the National and Asian levels.

#### 2. Mission

To realize its vision, the Pastoral Counseling Department sets the mission:

- Organizing clinical Pastoral Counseling education and teaching

- Develop critical, analytical and innovative research studies on clinical counseling issues of Pastoral Counseling.
  - Organizing community service in the context of developing Church and community counseling Pastoral Counseling.
  - Binding cooperation with associations that develop pastoral counseling in a professional manner in national and Asian contexts.
  - Fostering the religiosity of Pastoral Counseling students
3. Purpose
- The objectives of the establishment of the Pastoral Counseling Department are:
- Organizing a professional Clinical Counseling Pastoral learning process
  - Organizing and publish quality, critical, creative, and innovative research
  - Carry out integrated community service

### **3.4 Nine Standards**

Based on the Regulation of the Minister of Research, Technology, and Higher Education of the Republic of Indonesia Number 32 of 2016 concerning accreditation of departments and universities: Then this is mandatory for every university and department, both public and private. Accreditation is an assessment activity to determine the feasibility of a Department and Higher Education.

In accordance with the Regulation of the Minister of Research and Technology of Higher Education below will be described the format of the preparation of department forms published by National Accreditation Agency for Higher Education with 9 standards or criteria, namely (Majelis Akreditasi & Badan Akreditasi Nasional Perguruan Tinggi, 2019):

1. Vision, mission, goals and objectives, and achievement strategies;
2. Civil service, governance, and cooperation
3. Students and graduates;
4. Human resources;
5. Equipment, facilities and infrastructure;
6. Education;
7. Research;
8. Community service;
9. The output and achievements of the Tri Dharma.

### **3.5 Efforts to Achieve Department Leadership in Accordance with the Standards of National Accreditation Agency for Higher Education**

1. Department leaders have disciplines that are in accordance with the departments they lead. This is important considering that it is the department leaders who are fully responsible for the implementation of department management. For example, in compiling the curriculum, distributing courses to lecturers and must be experts in fields that are in accordance with the department they lead which is useful for the development of departments.
2. Department leaders should develop a work program plan as a work guideline based on a strategic plan and based on the vision and mission. The work program that is compiled includes activities related to the Tri Dharma of Higher Education both carried out by lecturers and students.
3. Department leaders must be able to coordinate the implementation of the Tri Dharma of Higher Education at the department level.
4. Department leaders are able to plan lecture schedules, practicums and evaluation of learning outcomes
5. The head of the department coordinates the process of implementing educational, research, and community service programs within the university with a focus on related fields of study.

6. The head of the department coordinates the process of implementing educational, research, and community service programs with a focus on related fields of study.
7. Department leaders also coordinate the planning, provision, and emptying of the needs of lecture and practicum facilities and infrastructure for students.
8. Department leaders monitor the learning process in accordance with the curriculum.
9. The department leadership evaluated the existing department management system.
10. The department leadership will prepare an accountability report to carry out duties to the dean
11. Department Leaders are able to develop cooperation with outside parties/stakeholders
12. Department Leaders monitor the performance load of lecturers periodically per semester and report to the Dean
13. Department Leaders should monitor and evaluate the continuity of the lecture process at the department level to improve quality and report to the Dean
14. Department leaders foster student activities in the department environment
15. Department Leaders Coordinate academic supervisors, practical work supervisors, and final project supervisors, and report them to the dean
16. The Head of Department prepares an annual report on the activities of the implementation of the department as an accountability for the implementation of duties.
17. The Head of Department carries out other duties assigned by the superior
18. Department leaders coordinate the planning, provision, and emptying of the needs of lecture and practicum facilities and infrastructure for students.
19. Department leaders monitor the learning process in accordance with the curriculum.
20. The Department leadership evaluated the existing department management system.
21. The Head of Department will compile an accountability report to carry out duties to the dean.
22. The Head of the Department carries out other duties from superiors that are relevant to the task of the department
23. The Head of Department conducts periodic meetings for the scope of their duties.
24. The leader conducts an evaluation of the performance of subordinates.

#### 4. CONCLUSION

After evaluating the results of the National Accreditation Agency for Higher Education Assessment in the Pastoral Counseling Department on the leadership of the pastoral department, the researcher concluded that the leadership in the Pastoral Counseling department has not met the leadership standards at National Accreditation Agency for Higher Education. For this reason, it is supposed to build leadership that is ideal and in accordance with existing standards. Where the Leadership of Department in Pastoral Counseling should be able to become leaders who can lead, coordinate, monitor, evaluate, and develop the departments they lead.

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