Board of Trustees' (MWA) Role and Functions at Universitas Negeri Surabaya as a State Higher Education Institution of Incorporated Legal Entity (PTNBH)

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Abstract. The transformation from UNESA PTNBLU to UNESA PTNBH changed its vision, mission, roles, and organizational structure. UNESA's vision is to become a strong, adaptive, and innovative educational institution based on entrepreneurship. UNESA PTNBH's mission is to maintain education in the educational and non-educational fields that are resilient, adaptive and innovative. Educational fields will be based on entrepreneurship, conducting research, and improving the quality of innovation; while non-educational will be based on entrepreneurship, carrying out community service, and disseminating innovations. Both education and non-education are entrepreneurship-based for the community's welfare. Organizing higher education Tri Dharma activities through a multi-campus system in a synergistic, integrated, harmonious and sustainable manner by considering the advantages of UNESA, carrying out effective, efficient, and transparent governance. The role of UNESA PTNBH is to carry out the Tri Dharma of Higher Education which includes education, research, and community service. The organizational structure of UNESA PTNBH consists of three organs; they are the Board of Trustees, the Chancellor, and the University Academic Senate. Board of Trustees (MWA) is a policy-making division, responsible for obtaining decisive options, reflecting the execution of general policies, and supervising non-academic fields.

Keywords: vision, mission, roles, organs, and MWA.

1   Introduction

Universitas Negeri Surabaya (UNESA) is one of the State Universities in East Java which has the status of a State Higher Education Institution of Public Service Agency (*Perguruan Tinggi Negeri Badan Layanan Umum* / PTNBLU) from 2009 until 2022 [1]. UNESA as PTNBLU did not have independence in managing UNESA's governance, both from an academic aspect which includes Tri Dharma activities of higher education and non-academic which includes asset management, finance, and human resources. Following the policy of the Government of the Republic of Indonesia to accelerate the improvement of the quality of state higher education institutions to reach world-class

rankings, the Government made the Merdeka Learning and Merdeka Campus policies known as the MBKM policy. The policy of the Government of the Republic of Indonesia regarding MBKM is a breakthrough policy of the Minister of Education, Culture, Research, and Technology of the Republic of Indonesia to accelerate the provision of convenience and independence for universities to manage higher education institutions accelerate the improvement of the quality of state universities. The government has a target that every State Higher Education Institution of Incorporated Legal Entity (*Perguruan Tinggi Negeri Berbadan Hukum* / PTNBH) could become a world-class university by the rank of 500. This commitment has been stated in the Integrity Fact signed by the Chancellor and Chair of the UNESA Senate when UNESA proposed a change in status from PTNBLU to PTNBH [2].

Based on the Decree Number 12 of 2012, the form of tertiary institutions includes (1) universities, (2) institutes, (3) high schools, and (4) academies [3]. University is a tertiary institution that manages various fields of scientific disciplines, both academic and non-academic from various bachelor, master, and doctoral programs, consisting of at least 10 study programs, 6 exact study programs, and 4 social science study programs. Institute is a tertiary institution that manages various disciplines, both academic and non-academic from various bachelor, master, and doctoral programs, managing at least 6 study programs. High School is a tertiary institution that manages various fields of scientific disciplines, both academic and non-academic from various undergraduate and postgraduate programs, managing at least 4 study programs. Academy is a tertiary institution that manages a field of discipline that emphasises professionalism, such as the Shipping Academy, Hospitality Academy, Finance Academy, and Tourism Academy. The Academy is a Diploma 3 level. However, the Academy currently has turned into a vocational program that manages various applied disciplines that manage the Diploma 4 program, at the S1 level which gives more emphasis on applied science.

Universitas Negeri Surabaya with the status of PTNBLU, since October 20, 2022, has changed to UNESA PTNBH. This transformation has consequences in various matters, including the vision, mission, roles, tasks, organ structure, and governance. To find out these various changes, it is necessary to research the assignment scheme. The results of this study are expected to be able to describe various UNESA PTNBH policy changes, including the vision, mission, tasks, roles, organ structure, governance, and inter-organ relations of UNESA PTNBH. This research has never been done before, which is very important and new.

To give freedom to State Higher Education Institutions, Working Units and State Higher Education Institutions with the status of a Public Service Agency has different various policies to provide convenience and independence to State Universities to manage higher education governance, as stated by the Ministry of Education, Culture, Research and Technology. To quickly improve the quality of tertiary institutions to reach the level of world-class universities ranked 500, the policy contained in Decree Number 4 of 2014 concerning the Implementation of Higher Education and Management of Higher Education, it is necessary to stipulate a Government Regulation concerning State Higher

Education Institution of Incorporated Legal Entity (PTNBH) at Universitas Negeri Surabaya.

Planning for the transformation of UNESA PTNBLU to UNESA PTNBH has been prepared since 2020. However, Indonesia and the world in general have been hit by the COVID-19 pandemic, which postponed all planning for these changes. Even though the pandemic continues, the planning for these changes is also continuing. The team that handle the transformation of UNESA PTNBLU to become UNESA PTNBH remains enthusiastic and compact in completing all the requirements documents which include 5 documents: (1) Academic Papers, (2) Self Evaluation, (3) Long Term Plans (RPJP), (4) Regulatory Plans Government regarding Changes from UNESA to PTNBH, and (5) Transition Plans [5].

These changes have enormous consequences in the vision, mission, roles, organizational structure and governance as well as changes in the paradigm of leadership and the academic community. UNESA's vision is to become a strong, adaptive and innovative educational institution based on entrepreneurship. This vision implies that UNESA still has to maintain its identity as an educational-based tertiary institution because from the start it was an educational tertiary institution that was formerly known as IKIP Negeri Surabaya. Leaders, lecturers, and educational staff must change the *priyayi* (teachers) paradigm into entrepreneurship.

2   Research Method

This research method used a qualitative approach because (1) the data source of this research could be counted for originality, (2) the researcher is the main research instrument, (3) descriptive statement is used to deliver the results, (4) this research prioritizes processes and products, (5) this research focuses on descriptive data, and (6) this research prioritizes emic views [7,8,9]. Qualitative research methods according to Valentine is a qualitative research technique whose data collection uses interviews, participant observation, and focuses on groups [10]. Qualitative research known as descriptive research could be used in relativistic ethnographic research, holistic, inductive, ideographic, grounded, and flexible [11]. Collecting research data using observation methods, interviews, and documents. The observation and interview methods will be used to collect data in the form of Unesa PTNBH development. The document method is used to document data in various laws and regulations. The method will be supported by recording and recording methods. The data analysis technique of this study uses descriptive analysis by describing the meaning of the data, so that it creates clarity for the reader.

3   Results and Discussion

3.1   UNESA Vision, Mission, and Goals

UNESA's vision is "to become a strong, adaptive and innovative educational institution based on entrepreneurship". This vision implies that UNESA still has to maintain its identity as an educational-based tertiary institution because from the start it was an educational tertiary institution that was formerly known as IKIP Negeri Surabaya. Leaders, lecturers, and education staff must change the *priyayi* (teachers) paradigm into entrepreneurship, meaning that for every activity, they have to think entrepreneurially and efficiently. This vision should be able to make UNESA continue to exist and improve the welfare of lecturers and education staff.

The mission of UNESA PTNBH is:

a. Organizing education for education and non-education fields that has a strong, adaptive and innovative character-based entrepreneurship;

b. Carrying out research and improving the quality of innovation in education and non-education based on entrepreneurship;

c. Organizing community service and disseminating innovations in education and non-education based on entrepreneurship for the welfare of society;

d. Organizing higher education Tri Dharma activities through a multicampus system in a synergistic, integrated, harmonious and sustainable manner by taking into account UNESA's excellence;

e. Carrying out effective, efficient, transparent and accountable governance that guarantees quality in a sustainable manner; and

f. Carrying out productive national and international collaborations in establishing, expanding, and distributing innovations in education and non-education based on entrepreneurship [12].

UNESA's goals are to:

a. Generate many individuals who have a good character, professionalism, multiple intelligence, fighting spirit, highly competitive, innovative, and entrepreneurial skills of human resources;

b. deliver and rectify the innovation quality in educational and non-educational fields based on entrepreneurship;

c. disseminating innovations in educational and non-educational fields based on entrepreneurship;

d. produce scientific works in the implementation of superior, quality, and innovative Tri Dharma of higher education in the field of education and non-education based on entrepreneurship by taking into account the advantages of UNESA;

e. realizing effective, streamlined, obvious and accountable governance that guarantees quality in a sustainable manner; and realizing productive collaboration with national institutions and international institutions in creating, developing, and disseminating innovations in the education and non-educational fields based on entrepreneurship [12].

3.2   The Role of Universitas Negeri Surabaya as PTNBH

UNESA as a State Higher Education Institution of Incorporated Legal Entity has a very strategic and autonomous duty in the management and execution of academic and non-academic activities. This role will make it even easier to become a world-class university (Word Class University) immediately and reach a rank of 500 as mandated in Government Regulation Number 37 of 2022. Academic education, vocational education, and professional education through the Program Studies to produce graduates who have global competitiveness with entrepreneurial insight by referring to national higher education standards and internationally accepted educational standards. UNESA's role as PTNBH is to implement and rectify the quality of the Tri Dharma of Higher Education.

Organizing education through Programs Study including opening, changing, and closing of Programs Study by statutory provisions. Education at UNESA is organized with a curriculum that is structured based on the learning achievements of the Program Study, the scientific scope of the Program Study, and the competence of graduates by taking into account UNESA's excellence as well as national and international challenges. Curriculum development is evaluated periodically, continuously and comprehensively according to the needs of graduates and developments in science and technology.

UNESA conducts basic research, applied research, and development research to develop educational knowledge, local cultural values, development and application of scientific disciplines and technology by considering UNESA's excellence. The execution of research is carried out in an integrated manner with the execution of education and community service. Research is carried out in the form of scientific monodisciplinary, interdisciplinary and multidisciplinary research programs. Research results must be disseminated by means of seminars and/or publication in scientific journals, except for confidential research results, have the potential to disrupt, and/or endanger the public interest.

UNESA organizes community service activities aimed at spreading innovation and entrepreneurship programs that contribute to educating the nation's life and advancing public welfare. Community service, as referred to in paragraph (1), is carried out by academics and involves educational staff individually and/or in groups. Community service activities are carried out by adhering to academic norms and ethics under the principle of scientific autonomy. The results of community service, as referred to in paragraph (2), are used for cultivating science and technology, education, innovation, and improving people's welfare.

3.3   The Role and Functions of the Board of Trustees (MWA)

The UNESA PTNBH Organizational Structure consists of (1) Board of Trustees (*Majelis Wali Amanat* / MWA), (2) a Rector, and (3) University Academic Senate (*Senat Akademik Universitas* / SAU). Implementing the functions of the three UNESA organs is based on the principle of mutual observation and balancing one another with the spirit of collegiality. In carrying out its functions, UNESA organs coordinate at least twice a year. The MWA Regulations regulate the work procedures between UNESA organs. MWA is a

policy-making division, responsible for obtaining decisive options, and reflecting the execution of general policies, and non-academic supervision. In carrying out its functions, the MWA has the following duties:

a. approve the proposed amendment to the UNESA Statute;
b. establish UNESA general non-academic policies;
c. establish long-term cultivation plans, strategic plans, and annual work plans and budgets;
d. establish UNESA performance norms and benchmarks;
e. conduct an annual assessment of the Chancellor's performance;
f. appoint and dismiss the Chancellor;
g. appoint and dismiss the chairman and members of the Audit Committee (*Komite Audit* / KA);
h. carry out general supervision and control over UNESA non-academic management;
i. fostering networks with institutions and/or individuals outside UNESA;
j. provide consideration and supervision to develop wealth and maintain UNESA's financial health;
k. make the highest decision on issues that the Chancellor and/or SAU cannot resolve; and
l. prepare and submit an annual report to the Minister together with the Chancellor.

If the MWA cannot decide within a period of 3 (three) months, the settlement is submitted to the Minister for decision-making. If the MWA does not submit to the Minister, the Minister takes over and decides to resolve the problem. Ministerial decisions are final and binding [12]. Requirements to become a member of the MWA are as follows:

a. Indonesian citizens;
b. fear to God Almighty and believe in Him;
c. healthy both physically and mentally;
d. have insight into higher education and UNESA;
e. have a good track record in social and/or academic life;
f. commit to maintain and build UNESA, as well as improve synergistic relations between UNESA and the central government, local government, and the community;
g. not affiliated with a political party, except the Minister;
h. have no conflict of interest;
i. never been sentenced to prison based on a court decision that has permanent legal force; and
j. not currently a member of the MWA in a public university with another legal entity, except for the Minister [12].

There are 17 (seventeen) members of the MWA, who attend from the elements of:

a. Minister;
b. Rector;
c. Head of SAU;
d. 4 (four) community representatives;

e.   1 (one) UNESA alumni representative;
f.   4 (four) representatives from Professor Lecturers who are not members of SAU;
g.   3 (three) representatives from Lecturers who are not Professors who are not members of SAU;
h.   1 (one) representative from the Education Personnel; and
i.   1 (one) student representative.

The Minister may appoint ministerial officials to represent in carrying out duties as members of the MWA. The Minister determines MWA members based on a proposal from the SAU. MWA members are appointed for 5 (five) years and can be re-elected only for 1 (one) term of office, except for MWA members from Student representatives. MWA members who come from Student representatives are appointed for a term of 1 (one) year and cannot be reappointed. MWA membership ends when:

a.   term of office ends;
b.   die;
c.   resign;
d.   remain continuously for more than 6 (six) months;
e.   appointed to the position of UNESA leadership or other positions that may cause a conflict of interest in carrying out the duties of the MWA; or
f.   sentenced to imprisonment for committing a crime based on a court decision that has obtained permanent legal force.

The MWA Rules regulate the procedures for appointing and dismissing MWA members. The MWA membership consists of one chairperson who is also a member, one secretary who is also a member, and regular members. The members of the MWA elect the chairman and secretary. The chairperson and secretary, as referred to in paragraph (1) letters a and b, are not held by members of the Minister, Chancellor, SAU head, representatives from the Education Staff, and representatives from Students.

The MWA Regulations regulate the procedure for selecting the chairperson and secretary of the MWA. MWA members have the same voting rights except in the election and dismissal of the Chancellor. MWA members designated as Chancellor candidates do not have voting rights in the Rector election. When the election of the Chancellor happens, the Minister has 35% (thirty-five percent) of the voting rights from the total number of voting rights of voters. The Chancellor as a member of the MWA does not have voting rights in dismissing the Chancellor. Each MWA member in the election and dismissal of the chancellor has 1 (one) voting right, except for the Minister. The MWA Rules regulate voting procedures.

In carrying out its duties, the MWA forms the Audit Committee (*Komite Audit* / KA). A chairman leads KA and is responsible for the MWA. KA has the following tasks:

a.   supervising and/or supervising the internal and external audit processes for the management of UNESA in the non-academic field;
b.   carry out the risk monitoring function; And
c.   submit an annual report to the MWA.

KA members are no more than 5 (five) people including the chairman. The term of office for a member of the KA is up to the end of the term of office for each appointed MWA member. KA must have expertise in:

a. recording and financial reporting;
b. higher education governance;
c. laws and regulations in the field of higher education;
d. management of state property; And
e. risk management.

The members and chairman of the KA are appointed and dismissed by the MWA. KA members do not come from UNESA organs. The organization, work procedures and membership of the KA are regulated in the MWA Regulation [12].

4   Conclusion

Based on the description above, it can be concluded that after UNESA PTNBLU transformed its status to UNESA PTNBH, many changes happened in its vision, mission, roles, and organizational structure. UNESA's vision is to become a strong, adaptive and innovative educational institution based on entrepreneurship. This vision implies that UNESA still has to maintain its identity as an educational-based tertiary institution because from the beginning, it was an educational institution formerly known as IKIP Negeri Surabaya. The mission of UNESA PTNBH is: to organize education in the educational and non-educational fields with strong, adaptive and innovative entrepreneurial character; to carry out research and improve the quality of innovation in education and non-education based on entrepreneurship; to carry out community service; and to disseminate innovation in education and non-education based entrepreneurship for the welfare of society,

UNESA as PTNBH continues to carry out the role of carrying out the Tri Dharma of Higher Education which includes education, research, and community service. The organizational structure of UNESA PTNBH consists of three organs, namely the Board of Trustees, the Chancellor, and the University Academic Senate. MWA is a policy-making division, responsible for obtaining decisive options, reflecting the execution of general policies, and supervising non-academic fields. UNESA both at the national and international levels to become a world-class university at least achieves a ranking of 500 at the world level.

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