

Analysis Policy Campus Finance : Opportunities and Challenges STIE Ganesha Case Study

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Abstract

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Policy finance campus play role strategic in ensure sustainability operational and quality education high . This study aiming For analyze opportunities and challenges faced college tall in design and implement policy adaptive and sustainable finance . Approach qualitative used with to study literature , secondary data , and studies case from a number of institution education high in Indonesia. The results of the analysis show that digitalization finance , diversification source funding , and collaboration with sector private open opportunity big for autonomy and efficiency campus fund management . However Thus , the challenge main covering transparency budget , dependence on government funds , and resistance to change internal policies . This study recommend strengthening governance finance campus through system transparent reporting , improvement capacity managerial , as well as approach based on risk For support taking strategic decisions . Findings This expected become reference for the takers policies in the sector education tall.

Keywords: Policy finance, college high, governance, transparency budget, resources funding, efficiency managerial.

INTRODUCTION

In some decade Lastly , dynamics management education tall experience significant transformation , both from aspects of governance , resources funding , up to management finance . One of the aspects that become center attention is policy finance campus , which is not only determine continuity operational institution education high , but also affecting quality education , research and services to students (Simanjuntak et al., 2024) . Along with increasing need to efficiency and transparency , management finance in the environment college tall sued For the more professional , adaptive , and accountable (Rodin et al., 2025)

Context education high in Indonesia experienced enough pressure complex . In one side , campus expected become center innovation , research and development source Power superior human being . On the other hand , the college tall face limitations budget from government , demands independence financial , as well as increasing expectation public to transparency and accountability fund management (Akhmad et al., 2024) . In this situation , the policy finance campus become instrument important role in guard balance between mission academic and sustainability institutional (Umma & Mardiyah, 2025)

In general historical , many college The height of the country in Indonesia is very dependent on the allocation budget from government center . However , changes regulation like the implementation of the status of State Universities as Legal Entities (PTN-BH) encourages institution to be more independent in manage source Power his finances (Thaha , 2021) . This opens up opportunity big for campus For develop various funding models alternative like Work The same with sector private sector , business unit development campus , funding based on philanthropy , to optimization the assets owned . Although so , no all institution own same readiness and capacity in compile and run policy effective finance (Rochendi et al., 2022) .

along with development technology information , various things also appear innovation in system management finance campus . Digitalization of financial processes , use of Enterprise Resource Planning (ERP) system (Rita et al., 2023) , as well as budget dashboard development based on real-time data to become new trends in management finance college high (Lellya , 2024) . This transformation allows improvement efficiency , accuracy and transparency in fund management , but also demands capacity source Power adequate human resources , as well as investment the beginning that is not little (Yusman et al., 2024) . Campuses that are able to adopt this technology with Good tend to be more prepared in face challenge management finance in the modern era (Widodo et al., 2023) .

On the other hand , the challenges to policy finance campus also comes from governance aspects (Siregar et al., 2024) . Many institutions education tall Still fight For create culture accountability and participation in the planning process budget . Often, the taking of decision related budget done in a way centralistic , less involving work units in a way comprehensive , and minimal participation from civitas academics (Suyatman , 2012) . This has the potential cause mismatch between academic program planning with allocation source Power available finances .

In addition, the challenges external also affects stability policy finance campus . Fluctuation economy , change policy government , as well as condition geopolitics can impact on acceptance institutions , good from side subsidy government and source funding external others (Siagian et al., 2020) . High dependence on one source of funds without existence adequate diversification will put campus in position prone to to shock fiscal . Therefore , diversification funding become element important in policy sustainable finance .

Aspect another important thing that is not can ignored is involvement student as stakeholders interest main . In some case , policy increase in Single Tuition Fee (UKT) and levies other trigger protest Because considered No comparable with quality service education received . This indicates existence gap between policy finance formulated at the level management campus with perception the public who receive it (MM, nd) . Therefore , the policy finance must notice

principle justice , affordability , and inclusivity so as not to cause exclusion social in access to education tall .

In context opportunities , campus own chance big For creating a policy model more innovative and performance - oriented finance . The use of Performance-Based Budgeting (PBB) or Activity-Based Costing (ABC) approaches can help institution in compile a more efficient budget based on measurable results (Soesanto & Rita, 2019) . In addition, work The same strategic with sector industry , the business world , and donor agencies can become source Power additional that is not only support finance institutions , but also strengthens relevance academic and engagement public .

Policy finance campus also needs consider principle sustainability and responsibility answer social (social responsibility). In the midst of current globalization and competition between college high , only capable institution show governance integrity and transparency high budget that will capable interesting trust community and education investors (MM, nd) . With Thus , strengthening internal audit system , reporting finance public , as well as ESG (Environmental, Social, Governance) integration in policy finance become very relevant thing For applied .

See complexity challenges and opportunities said , analysis to policy finance campus becomes very important . The purpose of This research is For to study How policy finance formulated and implemented in college high , and to what extent the policy the can support sustainability institutions and improvements quality service education . This research is expected can give contribution in strengthen capacity management finance campus , and become material consideration for taker policy good at level institution and government .

With analyze opportunities and challenges in policy finance campus , this article tries give description comprehensive about practices best , potential innovation , as well as obstacle structural needs overcome . Awareness will the importance of governance good finance No only become not quite enough answer management campus , but also the whole component civitas academics in realize education high power competitive , equitable and sustainable .

METHODS

Study This use approach qualitative descriptive purposeful For to obtain understanding deep about policy finance campus , with focus on identification opportunities and challenges faced college tall in context management finance (Handoko et al., 2024) . Research This using two types of data, namely : primary data obtained through interview in-depth (in-depth interview) with source person Head of Finance Bureau or part finance campus , vice president chairman field finance and resources power , Representative lecturers and students (for to obtain perspective from user wisdom) , practitioner or expert management finance education high) and secondary data , secondary data that obtained from the document internal campus policy (Plan) Strategic , Plan Business , Reports Finance Annual) , report evaluation finance from the Ministry of Education and Culture and Journal articles , audit reports , news official , and literature other relevant academics .

Collection techniques data with conducting semi - structured interviews done in a way directly and or online with guidelines flexible interview For adapt context and openness respondents . Documentation study used For to examine various policy written , reports , and financial data campus as material data triangulation .

Study This conducted at STIE Ganesha, However with limitations amount respondents and access to certain internal documents . Therefore that , the findings nature contextual and not

intended For generalized , but give description representative about dynamics policy finance campus Ganesha College of Economics

RESULT AND DISCUSSION

Based on study to policy STIE Ganesha finances , obtained a number of findings important as following :

a. Structure Policy Finance

STIE Ganesha implements system budget based on plan Work Annual Budget (RKT) prepared by each work unit and approved by the leadership . Budgeting covers operational academic , human resource development , and investment infrastructure .

b. Source Funding

Source finance main originate from :

- Tuition fee student
- Grant funds (especially from DIKTI)
- Business unit efforts campus (cooperative , training , etc.)

However , 70–80% of funding Still depends on payment students , so that there is risk If happen decline amount student .

c. Utilization of Funds

Funds used For :

- Operational lectures
- Improvement quality lecturers and staff education
- Maintenance infrastructure
- Activity research and service society (although Still limited)

d. Accountability and Transparency

The campus has start apply principle transparency finance , although Not yet all in all digitized . Report finance arranged routinely, but Not yet always published in a way open to all over civitas academics .

DISCUSSION

Opportunity

a. Digitalization of Finance

Implementation system digital finance (e.g. campus ERP) can increase efficiency , minimizing error administration , and strengthen transparency .

b. Diversification Income

Business unit development campus and collaboration with sector industry open opportunity For reduce dependence on student tuition fees .

c. Research and Community Service Grants

Participation active in scheme DIKTI grant or Work The same international can become source funding alternative .

d. Campus Branding Enhancement

Good marketing strategy can increase amount student new , which is direct jack up income .

Challenge

- a. Dependence on a Single Source
Dependence big on payments student make finance campus prone to fluctuation amount registrant or delay payment .
- b. Capacity Managerial Finance
Not all yet unit manager has competence in planning and evaluation accountable and goal - oriented budget results .
- c. Lack of Digitalization
Limitations in IT infrastructure is hampering real-time reporting , monitoring budget , and control finance in a way efficient .
- d. Inter- University Competition **
Competition with other campuses (state and international) private) in get students and grants demand efficiency use budget as well as astuteness in formulate policy financial .

STIE Ganesha has opportunity For strengthen independence finance through innovation and diversification income . However , it requires a mature strategy For answer challenge in the form of dependence on SPP, lack of capacity managerial , and the need for modernization system finance . Improvement policy based finance transparency , accountability and efficiency are essential For support sustainability institution .

CONCLUSION

Policy STIE Ganesha's current finances This still very dependent on one source main , namely tuition fee payment from students . Although campus has own system budgeting based on Plan Work Annual (RKT) , high dependency to income student make condition finance become not enough stable , especially If happen decline amount registrants . In addition , the use of funds for development quality lecturer , facilities infrastructure and activities three dharma Still not optimal due to limited funds available. However , STIE Ganesha has a number of opportunity strategic that can maximized For strengthen independence financial . Among them is business unit development campus , participation in grant research and service society , and improvement Work The same with party external . Implementation system digital finance also has potential increase efficiency management and strengthening accountability budget , so that can grow trust civitas academics and partners external. For realize management healthy and sustainable finances , STIE Ganesha needs carry out policy reforms finance in a way gradually However measurable . Steps priority covering improvement HR management capacity finance , digitalization system accounting and reporting , as well as planning strategic focus on diversification income . With Thus , campus can more adaptive face challenge external and ensure sustainability service education quality

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