

Analysis of Lecturer Risk Management in Master of Public Administration Program Hang Tuah University of Surabaya

Nurul Sapta Widodo¹⁾
¹⁾Hang Tuah University, Surabaya
Corresponding Author: Nurul Sapta Widodo

Abstract. This study aims to determine the implementation of Risk Management Lecturers at the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya and to find out what factors support and hinder the implementation of risk management. This research is a case study in which researchers carefully investigate the implementation of Risk Management Lecturers. The method of data analysis using qualitative techniques is carried out interactively and continues continuously to completion, so that the data is saturated. Activities in data analysis are: data reduction, data display, and conclusion. The results showed that risk management has been carried out in the Master of Public Administration Program, Faculty of Social and Political Science, Hang Tuah University Surabaya. Risk management processes and procedures use the AS / NZS 31000: 2009 risk management process standard model consisting of context setting processes , risk identification, risk analysis, risk evaluation, risk management, monitoring and review, and communication and consultation. The risk management procedure is prepared based on the period of purpose of the Hang Tuah University Public Administration Masters Program.

Keywords: Management, Risk, College, Lecturers

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I. INTRODUCTION

College has a very strategic role in preparing the next generation of the nation, as well as an agent of change. Currently in Indonesia there are around 4,472 tertiary institutions, consisting of 370 stateowned universities and 4,102 private universities. Based on the quantity side, College in Indonesia from year to year continue to increase, but in terms of quality there are still many problems.

College, especially in Java, is still a reference for continuing higher education. The existence of universities is indeed concentrated in Java (48 percent). Furthermore in Sumatra (25.5 percent), and Sulawesi (11.3 percent). On other islands the amount ranges from 3 percent to 6 percent. Based on each province, East Java has the highest number of tertiary institutions (13 percent), followed by West Java (12.9 percent). While provinces in eastern Indonesia lack of universities. The amount is only about one percent of each province, even less. (<http://buku.kompas.com>)

The quality of college and study programs in Indonesia is still not in the ideal condition. Universities in Indonesia are currently only 50 colleges that have A accreditation and study programs accredited A as many as 2,512 (12% of the 20,254 accredited Study Programs). Ministry data show that there is a close correlation between accreditation of College and Study Programs with Competence of college graduates

Every College need to anticipate the challenges faced, in three areas of competition, namely in the management of universities, teaching and learning processes and value education. Another challenge that must be considered by advanced and developing tertiary institutions is the institutional structure and habits of thinking, for example with regard to accreditation, intellectual rights and universities as an academic community

Management of lecturers is very important for a college. Continuous effort is needed to manage lecturers at the University of Hang Tuah Surabaya especially the Public Administration Masters Program in an effort to increase the value of accreditation of study programs. If this is ignored, there will be risks that will harm the institution. The risk posed by educators needs to be managed to the maximum so as not to cause harm in the form of a low score of study program accreditation. If this is not implemented properly, it will result in a decrease in the level of public trust which has implications for institutions which ultimately also impact financial losses..

The implementation of risk management in universities is needed to anticipate possible uncertainties, both those caused by external and internal factors. The impact of globalization that has an impact on the world of higher education and higher education in Indonesia, these symptoms are getting stronger and not hampered

anymore. The free movement of science and technology is one of the important aspects in globalization, especially in the field of college.

Mukhlis and Supriyadi Research Results (2018) show that risk management has been running at Gajah Mada University in Yogyakarta, although it is not yet structured and systematic. Therefore, Gajah Mada University needs to establish risk management structures, processes and procedures. The structure of risk management can use a three-level control model; the policy level is run by the Audit Committee, the operational level is carried out by the chancellor assisted by the Office of Internal Audit and the Quality Assurance Office as the coordinator of the risk management process carried out by the work unit; the level of supervision is carried out by the Audit Committee. The risk management process can use the AS / NZS 31000: 2009 risk management process standard which consists of the context setting process, risk identification, risk analysis, risk evaluation, risk management, monitoring and review, and communication and consultation. Risk management procedures can be arranged based on the period of destination of Gajah Mada University which consists of a five-year, one-year period, and a certain period of time.

Risk management is carried out to reduce the risks that will arise at Hang Tuah University Surabaya. In order not to pose a risk that is detrimental to the institution as a whole, the educator needs to be managed optimally in accordance with the principles of human resource management. The inaccuracy of managing risk or the absence of risk management is at the root of every college failure in achieving its objectives. The application of risk management will help universities to achieve organizational goals. The basic process of risk management includes risk identification, risk assessment, risk priority and response planning, and risk monitoring. The above risks can be prevented before they occur or are handled if they have occurred with risk management. Risk is the possibility of an event that can result in an impact in the form of loss or failure in achieving organizational goals

. Based on the explanation above, this study specifically tries to examine further how the implementation and factors of factors that support and hinder Risk Management and Educators and on the Master of Public Administration Program, faculty of Social and Political Science, Hang Tuah University Surabaya

II. LITERATURE REVIEW

2.1 Conceptual Definitions of Risk and Risk Management.

There are several definitions of risk proposed by various parties. According to Griffiths (2005), risk is the threat that a bad action or event will affect an organization's ability to achieve goals and implement a successful strategy. According to The Institute of Risk Management (IRM) and The Association of Insurance and Risk Managers (AIRMIC) (2002), risk is the chance of something happening, having an impact on goals. Whereas according to the Australian New Zealand International Standard (AS / NZS ISO 31000: 2009) and the Technical Guidelines for Implementing the Government's Internal Control System (SPIP) (2009), risk is the possibility of events that threaten the achievement of the goals and objectives of government agencies. Based on these definitions, it can be concluded that risk is an event which is a possibility which if it occurs will be able to inhibit the achievement of organizational goals.

Risk is the obligation to bear losses due to an ongoing process or future event. Risks always confront every individual and various institutions, including business organizations. Given the uncertainty about the occurrence of risk, individuals and institutions must try to establish anticipatory steps to deal with those risks, in order to reduce, negate, or problems to reap the benefits of the occurrence of a risk. For this reason, the need for risk management is to anticipate various uncertainties and risks faced.

Terry (1992) gives a sense of management, namely a process or framework, which involves guidance or transfer of a group of people towards organizational goals or real intentions. This includes knowledge of what should be done, determining how to do it, understanding how they should do it and measuring the effectiveness of the efforts that have been made.

Furthermore Terry (1992) explained the functions of management as follows:

- a. Planning is the determination of work that must be carried out by the group to achieve the goals outlined. Planning includes decision-making activities, because it is included in the selection of decision alternatives. It takes the ability to hold visualizations and look forward to form a pattern of a set of actions for the future
- b. Organizing is the process of grouping activities to achieve the goals and assignments of each group to a manager. Organizing is done to collect and organize all the necessary resources, including humans, so that the desired work can be carried out successfully.
- c. Actuating is an effort to move group members in such a way that they are willing and trying to achieve the goals planned together
- d. Controlling is the discovery and application of methods and tools to ensure that the plan has been carried out in accordance with a predetermined plan

Gibson (2011) argues, "risk management is the practice of identifying, assessing, controlling, and mitigating risks". Risk management is defined as practical activities regarding identification, assessment, control, and mitigation of risks. The implementation of risk management is a stage of the organization's activities in identifying and looking at the sources of risk, overall risk vulnerability and controlled by continuous evaluation of the process.

Stoneburner et al. (2001) states that risk management is the total process of identifying, controlling and mitigating information system related risks; encompasses risk assessment; cost-benefit analysis; implementation, test and security evaluation of safeguards. According to the Australian New Zealand International Standard (AS / NZS ISO 31000: 2009) risk management is a logical and systematic process of identifying, analyzing, evaluating, controlling, supervising, and communicating risks related to all activities, functions or processes with a purpose companies are able to minimize losses and maximize opportunities. The implementation of this risk management helps companies identify risks from the start and helps make decisions to overcome these risks.

According to Moeller (2007), there are four basic stages of the risk management process consisting of 1) risk identification, 2) risk assessment, 3) risk priority and response planning, and 4) risk monitoring. Risk identification produces a list of potential risks. Risk measurement provides information about the likelihood of occurrence and impact if the risk occurs. Risk priorities and response planning are follow-up actions that need to be taken by management to take action on any existing risks based on priority and risk trends

The risk management process implemented at Higher Education was adopted from the Australian / New Zealand (AS / NZS) framework ISO 31000: 2009, a risk management standard issued by Australia and New Zealand, containing 7 elements, namely: context setting, risk identification, risk analysis , risk evaluation, treat the risk, monitoring and review, communication and consultation.

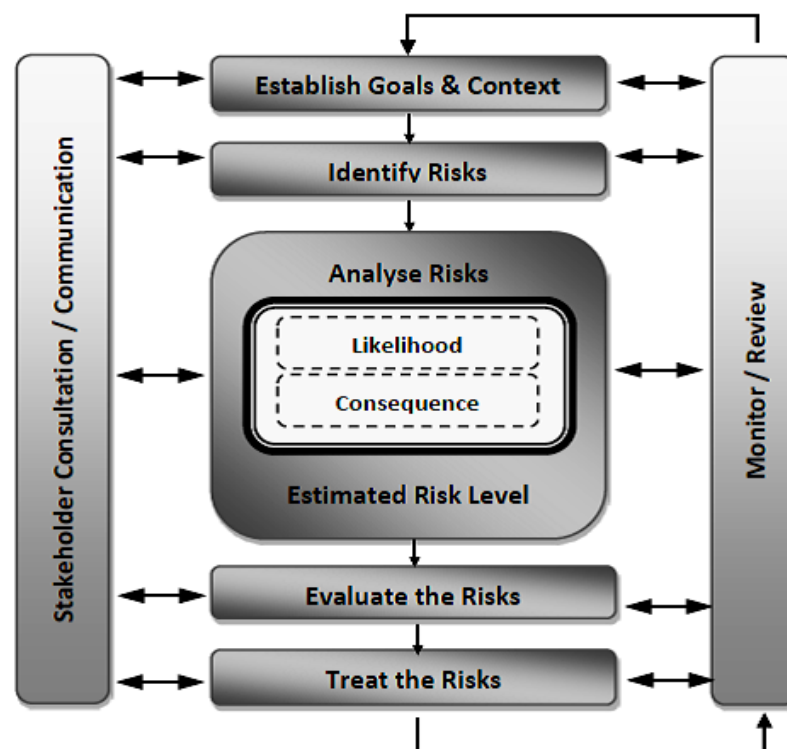


Fig.1:Risk Management Process Model

Source : AS / NZS framework ISO 31000: 2009

2.2 Quality of Lecturers as Educators.

One risk, in educational institutions faced can be in the form of quality lecturers or teaching staff. Lecturers are one of the important components in improving the quality of education. This has been affirmed in the Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System article 35 paragraph 3, that achieving the quality of education standards is not only determined by the elements of education staff, namely lecturers, but also how the management of higher education standards is based , process, competency of graduates, facilities and infrastructure, management, financing, and assessment of education that can be implemented by a body of standardization, guarantee and quality control of education.

In the Republic of Indonesia Law Number 14 of 2005 concerning Teachers and Lecturers, article 1 paragraph 2 states that, "Lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology and art through education, research, and community service". The position of the lecturer as a professional serves to improve the dignity and role of the lecturer as an agent of learning, the developer of science, technology, and art, as well as service to the community serves to improve the quality of national education.

Lecturers in college have a strategic role in terms of academic and student coaching. Lecturers are professionals who determine what is best for their students based on professional considerations. Many acknowledgments state that the development of quality education can be achieved through the development of lecturer quality. According to Miller (1980), in education the "the man behind the system" applies to humans is a key factor that determines the strength of education. In fact, education as a service industry is a "front line provider and determinant of the quality of service delivery system. Sallis (2002) states that lecturers are at the forefront of determining service quality. Furthermore Hendrajaya (1999) states that universities that are innovative, quality, and responsive to global developments and local challenges, their success lies in the development and development efforts. The main driver of growth, namely college lecturers

III. RESEARCH METHODS

This study uses the Kulaitatif method of Case Study approach. According to Cresswell (2016) The case study approach is a research strategy in which researchers carefully investigate a program, event, activity, process, or group of individuals. This study seeks to investigate management actions in identifying, analyzing, evaluating, controlling, supervising and communicating risks related to the objectives of Hang Tuah University in Surabaya and is able to minimize losses and maximize opportunities for educators to increase the value of study program accreditation.

The model used is the risk management process adopted from the Australia / New Zealand (AS / NZS) framework ISO 31000: 2009, a risk management standard issued by Australia and New Zealand which consists of context setting, risk identification, risk analysis, risk evaluation, treat the risk, monitoring and review, communication and consultation.

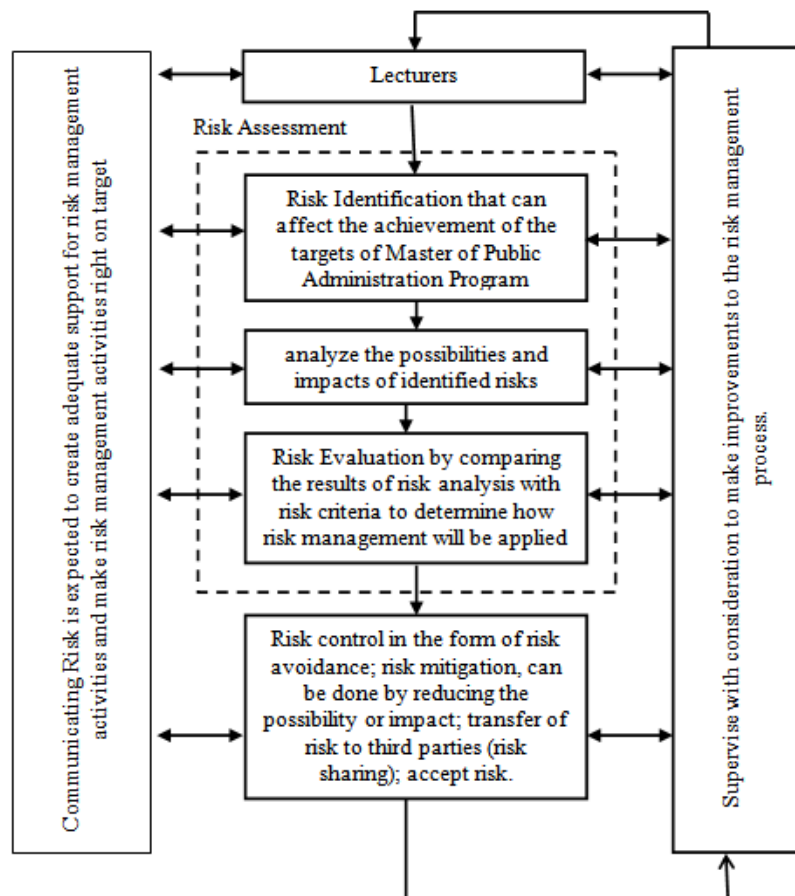


Fig.2:Research model

The subjects in this study were parties directly related to the risk management process at the University of Hang Tuah consisting of the chancellor, vice chancellor, dean, deputy dean and Chair of the Master of Public Administration Program. Data collection techniques used in this study were through observation, interviews and documentation. Data were analyzed using interactive model analysis developed by Miles and Huberman (2009) with three procedures namely data reduction, data display, and conclusion

IV. RESULTS AND DISCUSSION

4.1 Risk Identification of Lecturer in the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya

The risk identification process is intended to identify all events (risk events) that have the potential to hinder, reduce or delay the achievement of the target program / activity in the university environment. Included in the risk identification process is classifying risks into several risk categories / categories. Risk identification is done by making a Risk register, which is identifying and recording various types of risks in the management area of the study program. Risk register provides guidance to study program management to assess risks in the context of the overall university strategy and help study programs to record controls and treatment of various risks. Risk registers are built using 2 levels, namely strategic and operational levels
The aggregate risk category used by the University of Hang Tuah Surabaya is as follows::

Tabel 1. Risk category

No	Category
1	Institutional Capability
2	Quality of Education Services
3	Quality of Graduates
4	Research and Community Service

Source: University of Hang Tuah Surabaya, risk management, 2017

The first risk identification is related to Lecturer Quantity. In accordance with the letter of the Director of Institution and Cooperation Number: 4798 / E.E2.3 / KL / 2015 dated June 23, 2015 that the minimum number of lecturers in the master's study program is 6 people who have a National Lecturer Registration Number (NIDN) if they do not meet the minimum standard will be subject to sanctions in accordance with applicable regulations. Empirical conditions in the number of permanent lecturers who have a National Lecturer Registration Number in the Master of Public Administration Program, faculty of Social and Political Science of Hang Tuah University Surabaya until 2017 are only 4 with Doctoral degrees. The provisions of the Republic of Indonesia Ministry of Research, Technology and Higher Education have at least 6 lecturers with Doctoral degrees. This shows that the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University in Surabaya still lacks lecturers with doctoral degrees who still lack National Lecturer Registration Number (NIDN) as many as 2 lecturers.

Regarding the quality of lecturers, the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya only has one professor, one lector head and one lector and three lecturers who do not have functional positions. Based on the accreditation instrument in the form of a form containing data and information used to evaluate and assess the quality of a study program or higher education institution, it shows that the quality of lecturers with academic positions is still low. Only 50% have academic positions with One Professor.

The risk register made by the College Management shows that the risk level for the capability category of the study program in the sub category of the low quantity of lecturers at the level of "Extreme" risk with the value 25 of the possible value of 5 and the impact value 5. At this level the follow-up must set and applied. The Dean must monitor and ensure that actions are taken. Monitoring and inspection are carried out at least every month to reduce risk. The residual risk shows that the level of risk capability of the study program in the sub category of the low quantity of lecturers is at the level of "Low" risk with a value of 9 and a possible value of 3 and the value of impact 3. At this level the risk can be tolerated but the routine process is the procedure and inspection.

At this stage the process of identifying what risks can be faced by the Lecturer is carried out. By identifying, a collection of information about risk events is obtained, information on the causes of risk and even information about what impacts these risks can cause. The Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya knows that permanent lecturers are less than the minimum standards of Dikti provisions. The Study Program evaluates the academic position of lecturers every semester. The Study Program makes a list of lecturers who have / have not carried out the research. The Study Program chooses any international professional / scientific information that can support the development of the Study Program

4.2 Risk Analysis of Lecturers at the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya

Risk analysis is intended to describe the risk profile and map it as a basis for determining the evaluation process and the handling steps. Risk analysis must at least take into account the source of risk, assess the weaknesses and strengths of the system and existing control practices, and proceed with assessing risk in terms of likelihood and consequence (impact)

Risk analysis is an effort to find out the magnitude or the small risk that will occur. This is done to see the high level of risk faced by the Hang Tuah University Surabaya Master of Public Administration Program, faculty of Social and Political Science, and then be able to see the impact of risk on the performance of universities while at the same time prioritizing risks, which risks are most relevant. Risk measurement is carried out after identifying risks. This is done to determine the relative importance of risk, to obtain information that will help to establish a combination of risk management equipment that is suitable for handling it

Based on the criteria set, finally the risk analysis must produce: the risk level for each risk event, and the combined risk level (composite) to determine the level of risk for each category, activity, and program. In the risk analysis process, criteria must also be established (qualitative, quantitative or a combination of both) to determine if the risk must be retained, transferred (partially or completely), or rejected. Determination of these criteria must consider the tolerance or risk appetite that is appropriate for each type of activity.

In the risk analysis process of the lecturer, the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya, knows that the risks / sanctions that will be accepted if they cannot add permanent lecturers. In accordance with the letter of the Director of Institutions and Cooperation Number: 4798 / E.E2.3 / KL / 2015 dated June 23, 2015. At the risk of low quality of lecturers, the Study Program knows that the risk / impact will occur if the academic position of the lecturer does not change. The Study Program knows that the risks / impacts that will occur if they are not involved in professional / international scientific associations. The Study Program knows that the risks / impacts that will occur if it does not participate in carrying out the research

4.3 Risk Evaluation of Lecturers in the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya.

The risk evaluation process is aimed at making decisions regarding the need for further risk handling and priority handling, or whether further risk analysis is necessary or not. Therefore, it is necessary to establish appropriate criteria, mechanisms and procedures for deciding on the best risk management options, followed by the development of a risk mitigation plan. Risk mitigation can be carried out through measures to reduce the likelihood of pre-emption action and / or reduce its impact. In determining mitigation steps, it must also be taken into account how it affects the trend risk.

Evaluation criteria carried out by several meetings to monitor the implementation of educational programs and the risks that occur, while the evaluations carried out are as follows: leadership meetings , management review meetings, Internal Quality Audit, External Quality Audit, and customer satisfaction evaluation

At the risk evaluation stage, the Hang Tuah University Surabaya Public Administration Program, faculty of Social and Political Science, sets out steps that must be taken to reduce the risks or sanctions to be received. The Study Program sets out steps to reduce the risk posed.

Evaluation is to assess the effectiveness of an activity whether it has been in accordance with the objectives or has achieved the target set, assessing the efficiency of risk management carried out by the Study Program in relation to the use of resources and the achievement of targets and assessing the implications of long-term sustainability. Evaluation also aims to support the next planning effort (refinement) by providing information about the status of development of the Risk Management Process that has been carried out. Risk management process evaluation is a form of accountability of risk management providers in order to always ensure that the objectives of the lecturer risk management process can be achieved and according to the mission run by the College.

4.4 Risk Control Lecturers at the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya

Risk control is intended to determine the most effective and efficient risk management efforts. Risk control must be directed at handling root causes and not only symptom problems. Guidelines for implementing risk management must determine the parties authorized to handle risk based on the level of risk faced. Included in the handling of risk is developing a contingency plan, complete with emergency action plans and recovery steps.

The risk control phase, the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya in collaboration with the Personnel Division to recruit lecturers with the required qualifications. The Campus collaborates with other universities that have doctoral programs from

the same Study Program so that the alumni can become lecturers in the Master of Public Administration Program, in collaboration with other agencies / Officials / ASNs to be recruited as lecturers if the Lecturers are still National Lecturers. the minimum requirement is that the lecturer ratio becomes better, making a letter of assignment to the lecturer in order to accelerate the improvement of the Academic Functional position, appealing to the lecturer to join the professional / international scientific association. The Study Program calls on lecturers to carry out research as much as possible

Basically risk control is intended to reduce or strive to eliminate the risk that will occur, so that it does not have a negative impact on achieving goals. Control can be done through:

- a. Anticipation is to take preventive measures from the beginning / preventive so that there is no risk or make necessary preparations if there will be risks.
- b. Adaptation is the steps to adjust in the event of a risk, including rescue efforts.
- c. Mitigation is a treatment / curative effort when a risk occurs, so that negative impacts can be reduced or completely eliminated

4.5 Communication and Risk consultation Lecturer at the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya

Communication and consultation are important considering the ninth risk management principle requires transparent and inclusive risk management, where risk management must be carried out by all parts of the organization and takes into account the interests of all organizational stakeholders. The existence of communication and consultation is expected to create adequate support for risk management activities and make risk management activities right on target

The communication and consultation process is carried out inherently in the risk management process and its reporting. During the risk management process, ad hoc teams communicate with each other in order to equalize perceptions. Reporting the implementation of risk handling is part of the communication process to the chancellor.

The communication and consultancy for risk management, the Master of Public Administration Program, the faculty of Social and Political Science at Hang Tuah University Surabaya conducts coordination meetings between faculties which are held regularly every month, while also being delivered directly or through communication tools. The Campus communicates with lecturers who are carrying out an increase in Academic Functional Position and inventory the difficulties encountered in order to improve future actions. The campus always communicates with lecturers who are involved in the association regarding the benefits gained in the association that can be used to develop the Study Program and hold communication with the Research and Community Service Institution about the development of research conducted by lecturers

Effective communication and consultation, both internal and external, must produce clarity for those responsible for implementing the risk management process and related stakeholders. They must understand well the criteria for decision making and why an action needs to be taken. Communication and consultation plans should:

- a. It is a forum for exchanging information among stakeholders
- b. Media to convey messages honestly, accurately, easily understood, and based on facts.
- c. Its useful and large contribution must be assessed.

4.6 Monitoring and review of Risks of Lecturers in the Master of Public Administration Program, faculty of Social and Political Science at Hang Tuah University Surabaya

Monitoring and review is needed to ensure that the implementation of risk management has been carried out in accordance with the planning carried out. The results of monitoring and review can also be used as material for consideration to make improvements to the risk management process. In ensuring that all stages of the risk management process and functions are carried out properly, it is carried out by monitoring and review. Regular monitoring of the actual condition of the risk management process compared to the plan or expectation is called monitoring. Whereas the review action is carried out with periodic reviews or reviews of the current and certain focus conditions.

The risk management monitoring process is carried out by supervising, namely by actively monitoring information seeking especially with personnel in recruiting lecturers, monitoring the steps taken by lecturers in improving academic positions, monitoring the involvement of lecturers in international professional / scientific associations and monitoring the implementation of research conducted by lecturer

Monitoring aims to support and improve the implementation of risk management governance on an ongoing basis. The actions to be taken are as follows:

1. The existence of supervision that is always actively monitoring seeking information especially with personnel in recruiting lecturers.
 2. The supervision of the steps taken by the lecturer in improving academic positions.
 3. There is supervision of the involvement of lecturers in international professional / scientific associations.
- The Study Program always monitors the implementation of research conducted by lecturers

According to Leo (2010), Management needs to ensure that the implementation of risk management goes according to plan. Management also needs to ensure that the risk management model is quite effective. Monitors and controls aim to monitor developments in changing trends in risk profiles. This change has an impact on shifting the risk map automatically to changes in risk priorities. Control which includes a thorough evaluation of the implementation of risk management, reporting output produced by risk management, and feedback (feedback). The results of monitoring and review must be well documented as needed. Must also be reported, both internally and externally. This is also part of the risk management framework process.

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings, it can be concluded that the Risk Management Lecturer at Hang Tuah University Surabaya's Master of Public Administration Program, Faculty of Social and Political Science has applied the AS / NZS ISO 31000: 2009 risk management standard which includes the risk identification stage related to the quantity and quality of lecturers . The action taken is to evaluate the academic position of the lecturer every semester, make a list of lecturers who have or have not carried out the research. and choosing professional / international scientific associations that can support the development of the Study Program.

At the Risk Analysis stage, it is done by making a risk analysis matrix, analyzing the impact on campus accreditation if there is no change in the lecturer academic position. At the Risk Evaluation stage the Study Program sets out steps that must be taken to reduce risk and impose sanctions on lecturers. At the Risk Control Stage the Study Program recruits lecturers with the required qualifications, cooperates with other agencies, makes assignment letters to lecturers in order to accelerate the improvement of Academic Functional positions, appeals to lecturers to follow international professional / scientific associations and optimize research.

In the stage of Communication and Risk consultation, the Campus holds coordination meetings between faculties on a regular basis every month, the Campus holds communication with the lecturers to improve the Academic Functional Position and inventory the difficulties encountered. During the Risk Monitoring and Review stage, the Program in Master of Administration and Public Policy Studies at the University of Hang Tuah Surabaya conducted regular coordination meetings between faculties, held communication with lecturers and inventoried the difficulties encountered. Risk monitoring and review is carried out by monitoring information seeking with personnel to recruit lecturers, monitoring the steps taken by lecturers and involvement of lecturers in international professional / scientific associations and monitoring the implementation of research conducted by lecturers.

Factors supporting lecturer risk management include Goodwill and the attention of the Chancellor, the Vice Chancellor and Dean of the recruitment of lecturers is quite high. Autonomy in recruiting lecturers. Award from the institution, namely substantial financial support. There is training in international journal writing. There is an opportunity for lecturers to know the development of science from other countries. In addition to supporting factors, it was found several factors inhibiting the risk management of lecturers, among others, the Study Program was less creative and less serious in recruiting lecturers. Lack of motivation in lecturers to become professors. Teaching time was so crowded every week..

Based on these conclusions, the advice that can be given to the Hang Tuah University Surabaya Master of Public Administration Program, Faculty of Social and Political Science is the need to compile and run several risk management procedures that are differentiated based on the destination period, namely five-year procedures, one-year procedures, and procedures certain time.

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