



Implementation of the roles and functions of the school committee at SMA Kristen 1 Tomohon

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Abstract

Research has been conducted on the implementation of the role and function of the school committee at SMA Kristen 1 Tomohon which aims to analyze the role and function of the school committee, the obstacles encountered by the school committee in implementing its roles and functions, as well as the efforts made by the school committee to overcome these obstacles. obstacles in implementing its roles and functions at SMA Kristen 1 Tomohon. The method used is a qualitative approach, namely to describe a particular situation collected through observation, interviews and documentation. The results show that the function and role of the school committee at SMA Kristen 1 Tomohon is as an advisory agency, as a supporting agency, as a controlling agency, and as a liaison agency (mediating agency). The obstacles encountered by the school committee in carrying out its functions and roles at SMA Kristen 1 Tomohon are in terms of coordination between school committee administrators, cooperation and communication with school committee administrators, detailed and clear school committee work programs, timing of implementation of committee activities/programs, socialization of work programs to parents, as well as support from parents and alumni. The efforts made by the school committee to overcome obstacles in carrying out its functions and roles at Tomohon 1 Christian High School are in terms of building coordination, building cooperation and communication between school committee administrators, building team solidity or cohesiveness, preparing programs, conducting program outreach, prepare activity schedules, and carry out evaluations.

Keywords: Implementation, Role of School Committees, Functions of School Committees

Introduction

The implementation of education at various levels/levels of educational units requires the participation of various parties so that it can run according to the expectations and demands of change which continue to develop rapidly in line with developments in science and technology. The inadequate involvement and role of the community in providing support for the implementation of education also affects various components, such as educators, education staff, curriculum, infrastructure (classrooms, offices, libraries, laboratories, sports fields), and so on. In terms of community involvement and participation in helping to implement education, it is really needed, it has even been regulated in government policies such as Minister of Education and Culture Regulation Number 75 of 2016 concerning School Committees.

The components of education in schools are not only teachers and students (learners) but all the community who are involved and participate, both directly and indirectly, in educational activities. Involvement and participation of the community (stakeholders) is part of school-based quality management (SBM), where the community is actively involved and participates in various school programs through planning, implementing and supervising various activities that are clearly organized and support the provision of education.

The emergence of independent institutions which play a role in supporting the development of education in our country, among others, the formation of the Education Organizing Assistance Agency (BP3) through the Decree of the Minister of Education and Culture Number 0490//U/1992,

article 10 (1) emphasizes that to assist the implementation secondary education activities at each secondary school, an Education Implementation Assistance Body (BP3) was formed, which was later renamed the "School Committee" through the Decree of the Minister of National Education Number: 044/U/2002, based on efforts to provide broad opportunities and initiatives to the community to be fully involved in improving the quality of education and learning in educational units.

Law no. 20 of 2003 concerning the National Education System Article 56 paragraph 1 states that the community participates in improving the quality of educational services which includes planning, implementing, monitoring and evaluating educational programs through educational boards and school committees. In the National Education System Law, in chapter Community participation can start from organizing and controlling the quality of education, organizing educational units, to participation in improving the quality of education which includes planning, monitoring and evaluating educational programs. Community participation in improving the quality of education in educational units or schools is through the school committee. The school committee is an independent institution that was formed and plays a role in improving the quality of educational services by providing consideration, direction and support for personnel, facilities and infrastructure as well as supervision of education at the education unit (school) level. Thus, the role and function of the school committee needs to be understood and understood by the entire community.

According to Law Number 20 of 2003 concerning the National Education System, Article 56 paragraph 3 states that school committees are independent institutions, formed and playing a role in improving the quality of services by providing consideration, direction and support for personnel, facilities and infrastructure, as well as supervision of education at the educational level education units. One of the aims of establishing a School Committee is to increase responsibility and community participation in the implementation of education in educational units. This means that the function and role of the community in the school committee is very much needed in improving the quality of education, both as an advisory agency, as a supporting agency, as a controlling agency and as a mediating agency.

In reality, not all school committees can play and function as expected in assisting and supporting existing educational programs in each educational unit/school. This is due to a lack of understanding of the scope of the role and function of the school committee as partners and school partners who work together to help and support various school programs.

Tomohon 1 Christian High School is a private school that is very well known, both for its academic and non-academic achievements, quantity and quality of teaching teachers, learning and discipline services, available facilities and infrastructure as well as the dominant support of the school committee in various school programs and activities. Based on temporary observations at SMA Kristen 1 Tomohon, there are several activity agendas related to the role and function of the school committee, both as an advisory agency, as a supporting agency, as a controlling agency, and as a liaison agency (mediating agencies).

This situation prompted a study to be carried out in the form of research on the role and function of the school committee at SMA Kristen 1 Tomohon in an effort to support and improve school programs aimed at improving the quality of education, including the quality of learning and the quality of graduates. The purpose of this research is to obtain clear and detailed analysis results regarding the implementation of the roles and functions of the school committee at SMA Kristen 1 Tomohon, the obstacles encountered by the school committee in implementing its roles and functions at SMA Kristen 1 Tomohon, as well as the efforts made school committee to overcome obstacles in implementing its roles and functions at SMA Kristen 1 Tomohon.

Method

The approach used in research is a qualitative approach, namely to describe a particular situation collected through observation, interviews and documentation. The data collected in this research concerns written and observed data, even relating to the role and function of the school committee at SMA Kristen 1 Tomohon. The main data source in this research was obtained from informants, namely the Tomohon 1 Christian High School committee administrator, the principal, deputy principal, and five teachers. Supporting data comes from official documents in the form of notes, recordings, photos and other materials that can support this research.

The procedure adopted in this research follows the producer proposed by Nasution (2003:33) ^[11] which consists of three stages, namely (1) orientation stage, (2) exploration stage,

and (3) member check stage. The data collection techniques used in this research are observation, interviews and documentation. In this research, the data obtained by researchers throughout the research were observations, interviews, documentation, and field notes. The data is then read, studied, analyzed, and the next step is analysis using the steps developed by Milles and Huberman (1984: 11) ^[7], namely data reduction, data presentation, and drawing conclusions/verification. Inspecting and checking the validity of the data uses the criteria proposed by Sugiyono (2009:366) ^[16], by determining the validity of the data through four criteria, namely trustworthiness, transferability, dependability and confirmability.

Results and Discussion

Results

1. Functions and Roles of the School Committee at SMA Kristen 1 Tomohon

School committees have an important role in helping develop schools so they can encourage quality improvement through educational services. The function and role of the school committee is as an advisory agency, as a supporting agency, as a controlling agency, and as a mediating agency. Research findings regarding the function and role of the school committee at SMA Kristen 1 Tomohon show that:

- As an advisory agency, the school committee is involved in providing considerations and input in preparing the school budget. The school committee provides consideration and study in determining parent participation through committee money to ensure the continuity of the implementation of education and the learning process at school.
- As a supporting agency, the school committee supports and supports various activities in the school, encouraging the principal and teachers and employees to improve discipline and performance. In terms of providing support, the school committee is dominantly active in calculating and determining the amount of funds needed for school operations as a foundation school. The school committee provides support in various school activities, both academic and non-academic, and also attends various activities carried out by the school.
- As a controlling agency, the school committee monitors the implementation of education and learning, monitors the needs of educators and education personnel, the number of students, monitors the presence of educators and education personnel, school programs, and school budget.
- As a liaison agency (mediating agency), the school committee bridges the needs of the school with parents, holding meetings with parents to discuss various matters in an effort to improve the school and student achievement, becoming a liaison between the interests of the school and parents.

2. Obstacles Encountered by the School Committee in Carrying Out Its Functions and Roles at SMA Kristen 1 Tomohon

- a. Coordination between school committee administrators
- b. Cooperation and communication with school committee administrators

- c. A detailed and clear school committee work program
- d. Time for implementing committee activities/programs
- e. Socialization of the work program to parents
- f. Support from parents and alumni

3. Efforts Made by the School Committee to Overcome Obstacles in Carrying Out Its Functions and Roles at SMA Kristen 1 Tomohon

- a. Building coordination
- b. Building cooperation and communication between school committee administrators
- c. Building communication between school committee administrators via WhatsApp
- d. Building team solidity or cohesiveness
- e. Prepare programs, socialize programs to various parties and prepare work schedules/or agendas.
- f. Prepare a work calendar
- g. Conduct evaluation

Discussion

1. Functions and Roles of the School Committee at SMA Kristen 1 Tomohon

As an advisory agency, the school committee has the function and role of providing considerations in various policy decisions in educational units. Research findings through interviews with several informants stated that the function and role of the school committee as an advisory agency, at SMA Kristen 1 Tomohon has been carried out including in determining school policies related to the preparation of the school budget, the amount of parental participation funds through committee funds, considerations determining the number of teachers and education personnel, consideration of determining the number of students to be accepted in each academic year, and other considerations given by the school committee. The considerations given by the school committee also accommodate various input and expectations from parents of students, including learning services, extracurricular activity services and assistance, teacher and student discipline, and other activities carried out by the school. This shows that the function and role of the school committee as a provider of considerations is carried out optimally.

As a supporting agency. Research findings data show that the school committee has the function and role of supporting various school programs and activities such as: supporting learning activities in the classroom, laboratory or field by approving the procurement of various supporting facilities such as televisions, labtops, computers, LCDs, practical tools and materials, tools sports and arts, supporting the implementation of strengthening the Pancasila student profile (P5) as well as supporting various other needs required by the school. The function and role of the school committee as a supporting institution at Tomohon 1 Christian High School helps encourage and improve the achievement of various school achievements or student achievements, both academic and non-academic, at the Tomohon city level, provincial level and even at the national level.

As a controlling agency. Various activities carried out by schools also encourage school committees to carry out their functions and roles as controlling institutions. This control

function is also intended to obtain feedback for the school committee regarding facility and financial support or funding. Research findings data show that the function and role of the school committee as a controlling agency is carried out through activities such as: monitoring the implementation of the learning process, monitoring the needs of educators and education personnel, monitoring the number of students and their suitability for the availability of existing classrooms, monitoring the presence of educators and education staff, monitoring school program/activity plans, monitoring the use of school budgets, especially those originating from parent participation.

As a mediating agency, the school committee functions as a liaison between the school and the community, and between the school and the education office. With its function and role as a liaison, the school committee communicates various input and complaints from parents related to the education and learning process in the school's efforts to make improvements to improve quality. On the other hand, as a liaison, the school committee will optimize the role of parents by empowering or optimizing the various potential resources available to parents. The research findings show that the function and role of the school committee as a mediating agency is carried out by bridging the needs of the school with parents, holding meetings with parents to discuss various matters in an effort to advance the school and student achievement, being a liaison between the interests of the school and parent. Through these functions and roles, the school committee in determining various policies always receives full support from parents.

2. Obstacles Encountered by the School Committee in Carrying Out Its Functions and Roles at SMA Kristen 1 Tomohon

a. Coordination Between School Committee Management

Coordination is a form or strategy to achieve organizational goals. Coordination is needed to synergize existing programs or tasks, either individually or in groups, starting at the planning, implementation and evaluation stages, so that the organization moves forward collectively through the various activities that will be implemented. With strong coordination, it will be possible to encourage the active participation of all committee administrators to work as a solid team. In order for the function and role of the school committee at SMA Kristen 1 Tomohon to run as expected, there needs to be coordination between the school committee administrators, because good coordination will be created if there is a sense of ownership. Research findings show that coordination between school committee administrators has not been developed optimally, resulting in less support and participation from members and other administrators. School committee administrators must be able to build strong patterns of organizational interaction so that they always work together to achieve goals.

b. Cooperation and Communication with School Committee Management

Collaboration and communication that has not been developed in a conducive manner is one of the obstacles for school committees in carrying out their functions and roles to contribute optimally to the education and learning

process. This collaboration and communication is not only internal for school committee administrators, but also external, namely between the school committee and school principals, foundations, and other parties. The research findings data indeed show that the cooperation and communication that has been established between school committee administrators, school principals and foundations has not been optimal, cooperation and communication between school committee administrators has not been collective in nature, where all administrators must be involved in both program preparation and decision making. So whatever programs and decisions, their implementation is the collective work of the school committee. Collaboration between committee administrators, both with school principals and foundations or other parties, should not only be spearheaded or carried out by certain people such as the chairman and secretary, but needs to involve all school committee administrators. Cooperation and communication between school committee administrators has not been established well in carrying out their functions and roles. This condition can be seen when school committees in various school activities sometimes only present the committee chairman and secretary. In fact, in various meeting activities, they are always initiated by the school principal on behalf of the committee, and attendance, minutes and documentation are also sometimes manipulated in the name of the school committee. A paradigm like this is one of the weaknesses in implementing the functions and roles of school committees.

The collaboration of the school committee management at SMA Kristen 1 Tomohon also supports various school programs, so that it becomes a superior school in achieving achievements and is attractive to parents (customers). This is in line with the opinion of Buchari and Ratih (2008:66) ^[1] that an organization (educational unit) has the potential to have an advantage if it can create and offer superior customer value or its performance is better than others. In this way, the cooperation of school committee administrators is one of the pillars supporting the successful implementation of the functions and roles of the school committee. Cooperation and communication between school committee administrators is one of the keys to success in implementing various work programs.

c. Detailed and Clear School Committee Work Program

The school committee's work program is a guideline, guidance or work reference regarding what will be done, and is outlined in a certain period (weekly, monthly or annually). The school committee's work program is part of the planning which includes the scope of functions and roles of the committee both as an advisory agency, as a supporting agency, as a controlling agency and as a mediating agency in SMA Kristen 1 Tomohon.

A detailed and clear school committee work program will provide direction for targets or goals for achievement and even regarding the time, resources and funds needed. With a detailed and clear school committee work program, it will help and make it easier to adjust or synchronize with the school principal's work program and the foundation's work program. Obstacles regarding the preparation of work programs are also caused by the school committee always being pragmatic, meaning that it is always based on the

program prepared by the school principal and does not take the initiative to prepare the school committee program separately from the school principal's and foundation's programs. The results of researchers' investigations through interviews with several informants stated that the school committee's work program was always based on the school program. This means that the school committee's work program is unclear and has not been organized into a program plan as a work reference.

d. Time for Implementation of Committee Activities/Programs

One important element in the school committee program is the issue of time because it relates to when the committee's activities or programs are implemented. In a program or activity, the issue of time must be considered to ensure that the activity can be carried out and its relationship with other required resources, including the budget. Time management for implementing activities/programs for school committees should be discussed and agreed upon together, so that all school committee administrators know when each activity or program will be implemented so that they can be actively involved and participate. Research findings show that the implementation time for various school committee activities/programs has not been regulated or managed as effectively as possible to encourage the involvement of various parties, especially school committee administrators. This has an impact on limited support and participation from school committee administrators in various activities and programs that have been planned. Therefore, there needs to be a strong agreement and commitment for school committee administrators in determining the time for implementing activities by considering various possibilities or factors, both supporting and hindering. With effective time management and careful consideration, the implementation of school committee activities and programs will receive support and be able to involve various parties, especially school committee administrators.

e. Socialization of Work Program to Parents

To improve education and learning services and realize school governance accountability, community participation is needed through the school committee. The function and role of the school committee is to provide considerations in determining and implementing education policies, school policies and programs, school activity plans, as well as school cooperation with other parties. Socialization of the school committee program is one strategy to seek and accommodate support from various parties, especially parents. Socialization of the school committee's work program to parents will encourage the legality of parental approval and agreement, especially if the socialization is accompanied by various supporting documents such as attendance, minutes, documentation, minutes and invitation letters. Apart from that, socializing the school committee program is an effort to build synergy and collaboration with parents or other parties who will be involved in helping school programs. Research findings show that the socialization of the school committee program has not been carried out optimally by involving various parties, especially parents of students.

As an educational unit managed by the private sector (foundation), socialization of the school committee program should be carried out optimally. Because various facilities and financial support really depend on how the function and role of the school committee contributes through the involvement of parents. By socializing the school committee's work program to parents, it will provide certainty about what will be implemented, when it will be implemented, how much it will cost, who will carry it out, and so on. As a school managed by a foundation, SMA Kristen 1 Tomohon has independence in managing education and learning, including managing financing. Therefore, support from parents or other parties will be maximum if the work program is well socialized.

f. Parent and Alumni Support

In the school-based management (SBM) concept related to improving the quality of education, ideally schools must work together with parents, the community and the government. Involving parents in a more dominant role in efforts to improve the quality of education is a must. The participation of parents and the community can be accommodated in a school committee that can accommodate or channel various participation and initiatives for various quality improvement policies. To accommodate and channel community participation, the school committee, as a representative of students and the community, is tasked with and responsible for supervising the entire educational process in the school. This is in accordance with the objectives of forming a school committee, including: first, accommodating and channeling community aspirations and initiatives in producing educational policies and programs. Second, increasing the responsibility and active role of all levels of society in providing education. Third, creating a transparent, accountable and democratic atmosphere and conditions in the implementation and quality of educational services. Research findings show that parent and alumni support for school committee programs is not optimal because some of the school committee activities and programs are unknown to parents and alumni. The support of parents and alumni at SMA Kristen 1 Tomohon is one of the main pillars or forces determining the success of managing and administering education in an effort to improve quality. Without maximum support from parents and alumni, it is not certain that school operations will run smoothly.

3. Efforts Made by the School Committee to Overcome Obstacles in Carrying Out Its Functions and Roles at SMA Kristen 1 Tomohon

a. Building Coordination

Organizational activities require coordination as a supporting pillar or key element that plays an important role in achieving goals. Because whether organizational activities are effective or not is also determined by coordination factors. Sukanto (2000:4) ^[17] states that organizations are consciously coordinated and deliberately structured. Activities are differentiated according to various logical patterns. Coordinating these interdependent parts of the task requires assignment of authority and communication. Coordination within the organization plays an important role in synergizing school committee activities.

Coordinating means binding together, uniting and harmonizing all activities and efforts. Coordination means encouraging effectiveness and efficiency as well as aligning organizational activities. The school committee, in overcoming obstacles in carrying out its functions and roles at SMA Kristen 1 Tomohon, carries out coordination which is not only limited to the school committee administrators, but also coordinates with the foundation and the school principal. This is intended to encourage the involvement and participation of various parties in improving access to services, the quality of education with various achievements and the quality of graduates. Therefore, coordination is very necessary so that there are arrangements that refer to unified action in collaboration to achieve goals.

b. Building Cooperation and Communication Between School Committee Management

For effective coordination, cooperation and communication are needed. Collaboration and communication are very useful and can provide unity of understanding and responsibility in carrying out or carrying out various activities. To overcome obstacles in carrying out its functions and roles, the school committee at SMA Kristen 1 Tomohon builds cooperation and communication between fellow school committee administrators. Cooperation and communication are needed so that the school committee can work collectively, and can even reach various consensuses or strategic agreements. impact on school achievement. With cooperation and communication, the school committee at SMA Kristen 1 Tomohon is able to synergize with parents, foundations and school principals to implement various programs and activities to improve the quality of education at the school. Collaboration and communication between school committee administrators greatly contributes to various policies and programs prepared by the school committee and has an impact on school development both in terms of infrastructure, educators, education staff and students.

c. Building Solidity or Team Cohesion

Team solidarity or cohesiveness is one of the keys to the success and sustainability of organizations, including school committees. Because the school committee as an organization consists of various people with various roles, functions and responsibilities. With various backgrounds, different ideas, it is necessary to build team solidity or cohesiveness so that they can make decisions related to activities or work.

Building the solidity or cohesiveness of the school committee team at SMA Kristen 1 Tomohon can help facilitate collective decision making and the implementation of activities that support various quality improvement efforts including the fulfillment of various infrastructure required by the school, as well as other needs through the school committee program. The existence of team solidity or cohesion can help the school committee achieve and realize common goals, because all school committee administrators have the unity to work together. In building solidity or a good school committee work team, it is necessary to pay attention to several things, namely:

1. Build an inclusive and diverse team
2. Each member has clear duties and responsibilities

3. Build team trust
4. Clear and intense communication
5. Provide opportunities to make decisions
6. Set the time to hold the meeting
7. Manage the dynamics within the team
8. Provide opportunities for team members to learn.

In order for the role and function of the school committee to be more optimal and effective, various efforts to build team solidity or cohesiveness (team work) need to continue to be improved so that the commitment to achieving common goals can be realized.

d. Arranging Programs, Conducting Program Socialization, Preparing Activity Schedules

One of the important management functions is planning. Planning is the initial stage of all organizational activities, because through planning all programs and resources needed by the organization to achieve its goals can be determined. An important part of planning is preparing the program or activity that will be implemented. The school committee at SMA Kristen 1 Tomohon prepares a program to serve as a reference or guide for activities throughout the year. The preparation of the program is carried out jointly by all committee administrators taking into account the various needs that exist in the school, both regarding infrastructure, financing and the needs of teachers and education staff. The preparation of the school committee program shows that the school committee is an independent institution and supports various efforts to improve the quality of education in schools.

After preparing the program, the next step is to socialize the programs that have been prepared so that all school committee administrators know about them. In other words, socialization of school committee programs is the process of conveying or communicating programs to all administrators and school committee members with the aim of providing an introduction and appreciation of what will later be carried out through joint action in accordance with applicable norms. The socialization of the school committee program at SMA Kristen 1 Tomohon shows that the school committee has standards and work mechanisms that are open and not rigid and focus on efforts to face the challenges and needs of the educational unit. Furthermore, after preparing the program and carrying out outreach, it is necessary to continue by preparing an activity schedule so that you know when the activities will be carried out, where they will be carried out, what resources are needed, and who will carry them out and how they will be carried out. The activity schedule can provide various information to administrators and school committee members. One of the efforts made by the school committee to overcome obstacles in carrying out its functions and roles at SMA Kristen 1 Tomohon is to prepare programs, carry out outreach and prepare activity schedules.

e. Carrying out evaluations

Evaluation is an important aspect of organizational activities and is one of the essential functions of management. because evaluation does not only aim to see the achievement of programs or activities, but more than that, evaluation is intended to look at all resources in the organization

according to their functions in supporting the achievement of goals. Evaluation is carried out by the school committee as a form of responsibility in a transparent and accountable manner, as well as to provide a report to the students' parents. This is in line with the mandate of the Minister of Education and Culture of the Republic of Indonesia Number 75 of 2016 concerning School Committees in article 13 which states that school committees are obliged to submit reports to parents/guardians of students, the community and the school principal through regular meetings at least once a semester.

The school committee at SMA Kristen 1 Tomohon evaluates whether the programs and activities implemented are in accordance with the stated objectives and meet the expectations of parents, educational units, foundations and other stakeholders. By evaluating programs and activities, data and explanations will be obtained regarding a number of successes and obstacles in each activity.

Conclusion

1. The function and role of the school committee at SMA Kristen 1 Tomohon is as an advisory agency, as a supporting agency, as a controlling agency, and as a liaison agency (mediating agency).
2. The obstacles encountered by the school committee in carrying out its functions and roles at SMA Kristen 1 Tomohon are in terms of coordination between school committee administrators, cooperation and communication with school committee administrators, detailed and clear school committee work programs, time for implementing activities/programs committee, socialization of work programs to parents, as well as support from parents and alumni.
3. Efforts made by the school committee to overcome obstacles in carrying out its functions and roles at SMA Kristen 1 Tomohon are in terms of building coordination, building cooperation and communication between school committee administrators, building team solidity or cohesiveness, preparing programs, carrying out outreach programs, preparing activity schedules, and conducting evaluations.

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