

# The Strategy to Improvement the Quality of Catholic Education Institutions through the Transformation Management Partnership Model

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**Abstract:** The purpose of this paper is to examine the situation and condition of the Catholic educational institutions. This is done by a large number of opinions that compelled delivered community that the quality of Catholic schools to decline so that people are not interested anymore to study at the Catholic school. Opposite of diverse opinions about the existence of Catholic schools give rise to anxiety and a discussion in the middle of Catholics. Because it is through this writing seeks to locate and find the root of the problem and try to offer a step of solving.

This paper is using a small-scale research. The sample consisted of 30 Catholic schools scattered in Central Java province. The sample was chosen because the ease. All schools agree to take part in this research. Information gathered from research participants using a semi structured interview.

From this research it was found that many people recognize the quality of the Catholic school suffered a setback. Due to the poor quality of the present Catholic school so many societies no longer interested to study in Catholic schools. The low quality of the Catholic school because the school is not a quality management system, the low quality of educators, weak leadership style, and lack of facilities as well as the very limited funds for operation of the school. Therefore the requirement to perform the transformation management in total is an imperative that cannot be postponed any longer.

**Key words:** startegy, a quality, catholic education, transformation, management, partnership

## 1. Introduction

This study seeks to examine the quality of Catholic educational institutions in Indonesia. This is done in an effort to repair the direction of Catholic education quality improvement from year to year which continues to decline both in terms of quality as well as in terms of amount. If this condition is allowed to continue it will have an impact on the sustainability of its existence and will be a threat. Therefore, this research is one of the efforts to elucidate the root of the problem and offer solutions in the form of the Catholic school quality improvement strategies through the transformation management with the model of partnership. To support the study, then the selected portion of the Catholic school will be participating in it.

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## **2. What is the Role of Catholic School in Indonesia Education History?**

In the document of *Gravissimum Educationis* (2008, p. 8) asserts that the reason the Catholic Church established a Catholic school since: (1) look at the school as a strategic for the preaching of the Gospel, (2) a sign of concern Church in fostering and educating humans to be smart, (3) the sign of the concern of the Church to the poor in order to get a decent education.

In the context of Indonesia, the involvement of Catholic schools in the history of education in Indonesia cannot doubt. Presence and his existence in the past accepted and acknowledged. Many community members entrust their children educated in Catholic schools, though most of those are different religions or non-Catholics. They choose to send their children in Catholic schools because they believe that a Catholic school can educate and nurture their children to grow and evolve as the dissolute man, to knowledgeable, kind hearted and either overachievers.

This is evidenced by the large number of graduates of Catholic schools into successful people in this country. They became the leading organization in some policy determining the place where they work. These conditions make the public believe that those who graduated from Catholic schools are the “great people” because they have certain qualities like discipline and smarts. Therefore, the community did not hesitate labeling on a Catholic school as a superior school. That’s the profile of a Catholic school in the past that became the pride of the Catholics.

But along with the passage of time, the situation and condition of Catholic schools join the change but the regrettable is that change in the direction of decline and deterioration of quality. Therefore, the problem that is seen quite phenomenal that became the focus of the discussion in this study.

## **3. What are the Problems of Catholic Education in Indonesia Nowadays?**

The portrait of Catholic educational institutions in Indonesia is in the lower conditions. Things cause reactions and invited a number of fundamental questions that must be answered. Why is there such a problem? What are the factors behind the Catholic institutions why they lost attractiveness and competitiveness?

The Education Commission of the Episcopal Conference of Indonesia suggested that “Catholic school lose its identity” which is marked by a number of findings both internally and externally to the fundamental issues which led to the decline of Catholic school by internal aspects: (1) Most of the Catholic School are poor in quality management (2) Mentality is satisfied with which is so weak impact on the motivation and the power of innovation to continue to compete and do not follow the developments of the age (3) Healed of the spirit of solidarity and subsidiarity among institutions of Catholic education (4) Lack of spirit communication, interaction and tolerance among Catholic institution with a result each Catholic institution operates more on the aspects of ego (Educational Commission, KWI, 2008, p. 20).

While from the outside environment or the external aspect of the Catholic school, among others: (1) Government policies tend to be discriminatory to private schools. (2) The attention of the Government thus larger directed to public schools, which was established by the Government. (3) The wider community easily founded a school but regardless of its quality (Fransis, 2010, pp. 22–23).

The phenomenon of decline of Catholic schools looked real in some of the following indications:

(a) People’s interest in their sons’ Catholic School sent every year on the wane.

- (b) The number of students studying in a Catholic school from year to year is increasingly declining.
- (c) Catholic schools are no longer viewed as the flagship school and favorite schools.
- (d) The impression most people think that Catholic school is one of the institutions which are expensive.
- (e) The closure of several Catholic schools because they are viewed has lost attractiveness and competitiveness.

#### **4. What are the Strategies to Improve the Quality of Catholic Schools?**

Awareness always comes too late, but better late than crushed! Awareness of the weak points of Catholic education today should be fixed by way of rearranging the Catholic educational institutions management. Option to reset the system management is an appropriate choice. However, as a preliminary step needs to determine and define the strategic steps in doing repairs. Therefore, below there are some weak points that become targets of improvements:

(a) The strategy of changing the paradigm of quality that measures the quality of graduates are not only determined by the academic aspects but aspects of attitudes, skills and moral. Therefore, the Catholic educational institutions should be able to offer different output, meaning that quality graduates are no longer measured solely from national exam results, but it must be coupled with other plus value, i.e., the soft skill and life skill. For that character education, which is indeed becoming the hallmark of Catholic education of the past must be highlighted again in all aspects of school activities.

(b) Strategy improves human resources educators and educational personnel through formal studies, courses/trainings so that it is more professional and it always updates to follow the time and demands of globalization.

(c) The strategy of the transformation of the Catholic institution's management towards quality-based management.

(d) Financial management transformation strategy means that the financial aspect is no longer a reason clichés defensively. Financial management in a professional manner can support the manifestation of idealism, such as founding the Catholic institution aspired to.

#### **5. What is the Concept Transformation-based Partnership in Improving the Quality of Catholic Education in Indonesia?**

##### **5.1 The Concept of Management Model of Partnership in the Process of Transforming the Management of Catholic Education**

In Indonesian Language Dictionary (2008, p. 77), the word "*partners*" in the environment of society of Indonesia, is something that is no stranger to apply, because the citizens of this nation are familiar with the term of partnership since centuries though a simple scale, as revealed in the words of friends, work colleagues, friends, work mates.

Manulang (2005, p. 6), the partnership is a formal cooperation between individuals, groups or organizations to accomplish a particular goal or task.

In modern management, both in the development of human resources as well as institutional development, partnership is one of the usual strategies to support the successful implementation of modern management. The partnership is not simply translated as a team working together, but a partnership that has a pattern, has a strategic

value in realizing the success of an institution in implementing modern management.

Nana Rukmana D. W. (2006) said that partnership in the implementation of the modern management assumed the existence of an agreement of intent, mission vision and management program, understanding interfaith program development strategies agency that synergy is the first and major factor that should be a concern. Therefore, among the institutions that partner should be major activity, as the agency/person is responsible for the success of the program (*activity*). Disadvantages and advantages of belonging to each institution are used as the cornerstone of the embodiment of the spirit of cooperation for the sake of sharing complementary, mutually beneficial and subtract (*mutualisme*).

Partnership model can be applied in technology transfer, the transfer of knowledge/skills, the transfer of human resources, the transfer of learning (learning exchange), the transfer of capital, or the various things which can assist so integrated in the form of an intact. Concrete form can be agreed upon as a concept of cooperation in which there are no operationalisasinya in relationships that are sub-ordination but equal relationships for all.

Nana Rukmana D. W. (2006) confirms that the partnership has a principle that has to be an agreement between the partners and must be enforced in practice include: principles of participation, mutual principles, the principle of openness (*transparency*), the principle of upholding the law (rights and obligations, leading to the *right-obligation, reward and punishment*) and the principle of sustainability (*sustainability*).

## **5.2 The Purpose of Transformation Management Partnership Models**

The purpose of the network of partnerships in the context of the transformation of the Catholic institution's management was an attempt to help the offender held a partnership in cooperation in mutually beneficial partnerships (*win-win solution*) and responsible. Characteristics of partnership between institutions of Catholic education are cooperating in a spirit of solidarity in order to accelerate and optimize the whole potential of the existing Catholic educational institutions in the framework of the Organization of the program so that the program goals are achieved in accordance with the original plan.

## **5.3 Target**

In the process of the transformation of the Catholic institution's management certainly the target the main improvement is the Catholic institution itself.

## **5.4 Benefits**

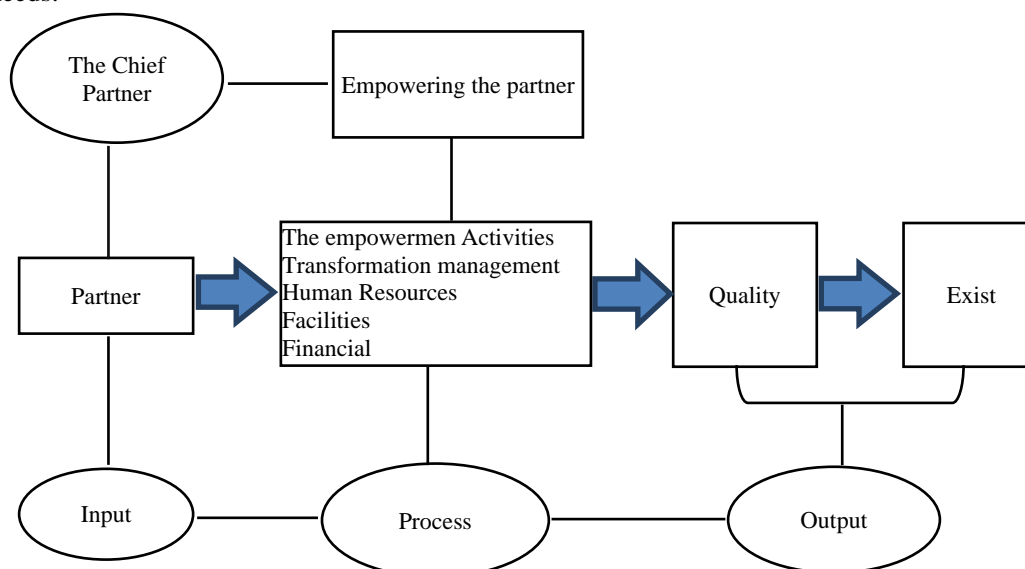
The benefits arising from the process of transformation of the management of the partnership-based Catholic educational institutions are:

- efficiency and effectiveness in organizing Catholic schools.
- quality assurance, quantity and sustainability ranging from provider input, process until the output is generated.
- Reduce the risk of bankruptcy and increase profits.
- social benefit.
- Increase revenue and welfare.
- Support the sustainability of the Catholic educational institutions.

## **5.5 Catholic Education Transformation Strategy**

Implementation of the concept of management partnership model in the transformation management of Catholic educational institutions in its application follows the patterns and strategies that have been designed. As

for the strategies used in the process of transforming the management of Catholic education are: (1) the strategy's commitment to the long term vision and implementation Strategy, (2) missions against targets and goals together. The second strategy is built through partnerships according to needs. The following is an overview of partnership based on needs.



**Figure 1 Model Partnership Based on Need**

### **5.6 Aspects that Become the Targets of the Catholic Institution's Management Transformation**

(1) Program Activities. Organizing joint activities with partner institutions to design programs together. On corporate governance there are at least three possible forms of cooperation that can be performed are: (a) the Joint carrying out of activities at each stage of the management of the program, (b) an institution doing activities on the part of the management of certain phases or implementing all activities at the stage of program management. (c) an institution carrying out program activity beginning or continuation of the programmer activities that have been designed by other institutions.

(2) Facilities. The facilities needed for the development of programs, such as: the place or space for training and practice, learning materials and props, capital and others. Partnership can be in reciprocity. An institution can take advantage of the facilities owned by the institution.

(3) Financial. Financial is one of the main factors that support the passage of a program, partnerships with other agencies that have the funds need to be maintained in order to attract donor agencies in order to realize a program that will be implemented.

(4) Human Resources. Partnership in the field of human resources could be done reciprocal basis. According to Sondang (2006), adequate human resources (qualified) owned by an institution can be asset to be utilized by other institutions.

### **5.7 Implementation Steps**

(1) *Internal Identification Of The Institution.* At this stage the institution identifies components that haven't owned for the program that will be a first step, the program needs to be done, and namely the Agency assesses what components must exist on the Organization of the program. For example, in organizing training courses to improve the quality of human resources, then that should be put up in between; buildings, equipment, materials,

equipment, energy coaches, participants and funding, of the required needs are already being met all existing in the institution, if anyone has not yet fulfilled the requirements that must be met for the implementation of the program.

(2) Formulate the aspects that need to be partner. Based on the results of the identification data, it will be to find which components will be a priority for the partnership with the other institutions.

(3) After the components are known to be partnership next steps looking for potential partner institutions that comply with the requirements and the criteria have been determined.

(4) Make a deal with the prospective Partnership

(5) After there is a candidate that is determined based on the criteria that it takes the next step to make agreements with regard to the rights and obligations of partners, these decisions are based on the consent of both parties Next make regulations mutually agreed guidelines, which will be both parties in order to implement a network of partnerships.

## **6. Methodology**

This research uses qualitative descriptive method. The sample consisted of 30 Catholic schools scattered in Central Java province. The sample was chosen because the ease. All schools agree to take part in this research. Information gathered from research participants using a semi structured interview.

## **7. Results and Discussion**

The following are some of the responses to the questions that show to the respondent. The answers that have been given are considered representative of all participants.

### **Q1: According to your knowledge why the Catholic Church established a Catholic school?**

I think the motivation of the Catholic Church founded the Catholic educational institution because first, the Church looked at that school became one of the media potential preaching the good news; second, as a manifestation of concern and participation of the Church in nurture and educating human beings are intelligent and the third as a manifestation of the concern of the Church to the poor in order to get a decent education. (S3)

### **Q2: What do you know about the existence of a Catholic school in the past?**

I was a former teacher who taught in Catholic schools and worked for 30 years certainly I know and understand about the existence of Catholic schools in the past. I participated giving birth and developed the Catholic Education Foundation the place where I worked up to school — the school was widely known by the public even persists to this day. I also often follow a routine meeting of the Assembly of the Catholic teachers and the Catholic Education Foundation Manager either locally, regionally even nationwide. It's done by the Church in order to ensure that the process of organizing the Catholic education still in accordance with the initial mission of its founding. (S11)

### **Q3: How do you response about the existence of Catholic schools nowadays?**

The existence of Catholic schools has been known since a long time and until recently been one of the main areas of work of the Church. The development of the Catholic school has provided color and donations which means in the history of the development of the Church. Until now Catholic schools, particularly in Indonesia have been experiencing the dynamics of their growth. Along with the development of the situation of education in Indonesia, it is not uncommon in the end Catholic school experience a degradation of traditional values that are

sublime. One of the most obvious examples is the absence of cooperation between the Catholic institutions in which each institution is struggling and thinks about you. (S 20)

**Q4: Why do people make the assumption of the low quality of the Catholic school?**

I think a drop in the quality of Catholic education as it is not handled in a professional manner by those who are experts in the field of education. Reality shows that nowadays many Catholic institutions belonging to the diocese are handled by priests who are not competent in the field of education. So less ability to understand the problems of reply experienced in Catholic schools. So no breakthrough means that no one could break the deadlock and Catholic schools continue to decline. Except that, the Catholic educational institutions do not have a team of researchers and developers for the progress of Catholic schools. (S10)

- The principal is less qualified thus leads to a crisis of leadership. Often the parties have trouble in finding Foundation principal figures that had the vision to the front and has a strong leadership.
- Poor quality of social security and welfare for teachers because of the wage or salary received very minimal so they don't focus in the work and have a weak motivation. In addition, many qualified teachers left the Catholic schools and moved to other places. (S9)

**Q5: Why do most of the non-Catholic communities no longer send their children in Catholic schools?**

I think the reluctance of non-Catholic people to send their children in Catholic schools like in the past because almost every religious institution co-founded schools has religious characteristic. In addition, the Government also has established many schools with the best facilities and cheap cost. Whereas in a Catholic school known as the school is expensive. Moreover, less professional (S12)

**Q6: Why are some Catholics not interested in sending their children in Catholic schools?**

In my opinion, most Catholics reluctantly send their children in Catholic schools because it is assumed that Catholic schools no longer care those who are poor and suffer and who can enter at the Catholic school are those who have money and come from the rich. (S22)

**Q7: What impact would arise if the community no longer entrust the education of their children in Catholic schools?**

I think the impact will occur, i.e., society became the antipathy in the presence of a Catholic institution because the institution is seen as an education of top with Catholicism being the label result the smudging. More than that the sustainability of any Catholic institution is threatened. (S13)

**Q8: What is your suggestion to fix Catholic school?**

I think the strategic realignment of the existence of the Catholic school is a Catholic school interne aspect nuclear, i.e., courage each Catholic Education Foundation to open up, humble and deny the ego. (S9) Unless it is expected every Catholic institution to build relationships and establish good cooperation with all the parties good intention in the spirit of solidarity and subsidiarity. (S10)

**Q9: What is your suggestion for fixing the existence of Catholic schools?**

One way is to make Catholic schools into quality schools so that they can remain in the era of globalization then choose a total transformation as the right and wise strategic choices. (S6).

Based on the data, it can be said that all the respondents' support system improvements required a governance institution is Catholic. It further asserted that this moment is the right moment to renew ourselves in the direction of better changes so that the presence of Catholic institutions can improve quality and remained in the era of globalization. Therefore quality management transformation efforts of Catholic education through management partnership become a right step.

## **8. Conclusion**

Talking about the transformation of management within an institution/organization means a real effort that is done purposely to correct an institutional order and thoroughly or total. Management transformation in Catholic institutions is in the context of meaningful change in total or comprehensive about the governance of Catholic educational institutions.

Observe the response given by the respondents in this study, then the steps that can be taken include:

(a) Restore Catholic spirituality to be a spirit that always lived by all the elements of the Catholic school (schools).

(b) A Catholic institution should dare do towards total revitalization vision, strategy, management, and practice of learning by emphasizing the sense of change on all the people involved in it.

(c) A Catholic institution should always establish good communication and network with fellow Catholic educational institutions and other private institutions.

(d) Catholic educational institutions have to leave the exclusive attitude and start building relationships with other private institutions.

(e) The Catholic institutions create courageously and create education programs either in academic or nonacademic that adds value to the students. This program can be given in integrative medicine in all the subjects that exist or stand alone as a subject. The presence of the curriculum unit level of education provides opportunities for the development of the program at each educational unit.

(f) Catholic educational institutions must consciously build quality relationships with officials of the local Church (parish priest). Similarly the parish priest should actively coordinate with the school to take part alongside the people of Catholic educational institutions face fix in the region territory.

(g) Catholic institutions, however his condition, must always make changes as an effort to continue to strengthen the schools. Aspects or elements of changes necessarily have to be adapted to the conditions of each school.

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