Research.

THE IMPLEMENTATION OF MATRIX SWOT STRATEGY WITHIN THE ELABORATION OF THE VISION AND MISSION AT THE PRIVATE COLLEGES IN BOGOR AND SUKABUMI

(This Research Has Been Done at Binaniaga Economics College Bogor, Binaniaga Computer Science College Bogor, Academy of Computer and Information Management Bogor, and BBC Polytechnique Sukabumi)

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Abstract. This research aims to make the vision and mission created by the college come true refers to the job program of each authority person and executor applying SWOT (Threats, Opportunities, Weaknesses, Strengths) matrix strategy. The research based on the implementation of the theory determined which has been applied practically obtaining the vision and mission that should have to be elaborated accordingly which is in compliance with the mechanism of the theory completed and integrated. Elaborating the vision and mission to achieve the objectives, goals and strategy as well as a clear job program of the college as the guideline for the people in charge to perform their duties accordingly refers to the budget, scope of the responsibility, coordination with their superior due to the time-line of their duties.

Keyword: SWOT Matrix

INTRODUCTION

Determining a Vision and Mission is the essence of an organization to be performed either it is a profit or non profit oriented one, the vision is the light of an organization to see the path of its future eventhough it is in the darkness, so that it makes the direction and objective clear. However determining the vision should have to be serious and to involve various parties, especially the parties in charge of the organization itself, some people have indicated that the vision is related closely to the top of management, hence, it explains that changing of top management would change the vision as well, it is acceptable as long as the goals of the organization principally has not been changed. Nevertheless, it is better to have the vision based on a long term objective of an organization to avoid any problems could happen. Preparing the statement of a vision is an obligation to be performed by any universities or colleges instructed by BAN PT as the Evaluator Institution upon the private Universities or Colleges which is having a fully authority given by the Government refers to the Ministry of Research, Technology and Higher Educational Institution (Kemenristek Dikti), one of 7 or 9 standards required is that a higher educational institution should have to make a clear vision, mission, objectives or goals which could be implemented and completed with the process of how the statement of a vision has been accomplished.

After having stated a vision, further step to be performed is how to implement such a vision becoming a work program, but much of the institutions have encountered lot of difficulties to elaborate it, of course it is relating to the compentency of its human resources and the difficulty to find out an applicable related literature. Moreover they have to modify, or to imitate other's vision or to ask for a consultant service, etc, it is what we must avoid. Based on the observation being done of four colleges within Yayasan Binaniaga, such the vision has been scientifically and theoretically prepared very good relating to the vision understanding which is 'What are we going to be?". A vision is a future condition to be accomplished. Vision understanding can be developed in detail

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refers to its geography, time limit, clear scope and focus. Of course, each institution is different from the others and not any theories have limited the elaboration of the vision which should cover one subject only. The Computer Science College (STIKOM) Binaniaga is one of the four colleges which has been studied about stating its vision "In 2020 the Computer Science College is going to be the best of the Information Technology education in West Java" that is why the writer has declared it very good, since it has covered the geography located in West Java, time defined in 2020, among the Computer and Information Technology Colleges only and it is focusing to the accomplishment of Superior STIKOM Binaniaga.

In general the theory how to create a vision has been good which has been done by the four colleges under Binaniaga Foundations, hopefully the vision is not only a motto, idea or just a slogan, but the vision should have to be obviously brought into reality. How to make it happen is the main challenge for the four colleges which seem not having yet fully understanding about 4W + 1H (what, where, when, who, + how). What do they have to do to make the vision come true? Where is our position? When do we have to execute to make the vision happened? Who should we do? Who are the persons responsible for? How to make it happened? So that, the vision can be implemented as our daily job program. Linearity of vision elaboration to be a daily job program has not yet been well-organized refers to the strategy determined in order to make it understandable by all the people in charge, such the problems are going to be studied by the researcher to explain how the vision is going to be an understandable daily job program for the people concerned in compliance with the fundamental of the theory of strategic management applying TOWS Matrix (Threats, Opportunities, Weaknesses, Strengths).

TOWS Matrix or SWOT matrix is a theory has been selected and developed in this research as a matching stage with other strategies such as; SPACE matrix, BCG matric, IE matrix and Grand Strategy matrix that have been developed by Fred R David and Forest R. David in the Concept of Strategic Management as the superior competition approach. SWOT matrix is an important measurement to help the managers or CEO developing the four strategic types; Strength-Opportunity - SO; Weaknesses-Opportunities - WO; Strengths-Threats - ST and Weaknesses-Threats - WT, which is the SO strategy has applied the internal strength of the institution to get the profit from the external opportunity; WO strategy is to overcome the internal weakness using the external opportunity; ST strategy is using the institution strengths to avoid or to minimize the effect of external threats, but WT strategy is defensive tactics to minimize the internal weaknesses and to get rid of the external threats.

The scheme represented by SWOT Matrix is identified on the table 1 which is SWOT matrix has nine cells. Fred R. David and Forest R. David who are father and son, furthermore have determined 9 celss and one of the nine cells is put in a blank on the left side, four strategic cells labeled SO, WO, ST and WT that have been developed to complete the four key-cells labeled S, W, O and T.

Table 1: SWOT MATRIX

LET IT ALWAYS BLANK	STRENGHTS – S 1. …….. 2. ……..	WEAKNESSES-W 1. ……… 2. ………
OPPORTUNITIES – O 1. ………. 2. ……….	SO STRATEGY To overcome the weaknesses using the opportunities.	WO STRATEGY Using the strength to make use the opportunity.
THREATS – T 1. ……… 2. ………	ST STRATEGY Using the strength to avoid the threats.	WT STRATEGY Minimize the weakness and get rid of the threats.

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Source: Fred R. David (2006)

Eight steps have been involved in SWOT Matrix constructions: 1. Prepare the list of powerful external opportunites; 2. Prepare the list of powerful external threats; 3. Prepare the list of powerful internal strengths; 4. Prepare the list of powerful internal weaknesses; 5. Match the internal strengths with the external opportunities and note the result of SO strategy in a proper cell; 6. Match the internal weaknesses with the external opportunities and note the result of WO strategy; 7. Match the internal strengths with the external threats and note the result of ST strategy; 8. Match the internal weaknesses and the external threats and note the result of WT strategy. Matching stages should have to consider much aspects related to achieving our future vision and our present position refers to the existing institution and being concerned with the goals of the institution accordingly, it is an anticipation to response the mission stated and fundamental value as an applicable guideline to choose an alternative decision. The fundamental value is the direction to make the vision happened according to the applicable system in the organization and the college, furthermore a fundamental belief is quite crucial to be considered since it is a very strong belief upon the truth of a mission due to the achievenment of the organization's vision stated and agreed which is in regard to the existing institution culture. It is expected that the resultant strategy can be applied easily to be a clear and detailed job program. Since the vision has decided the achievement time-line, the preparation of strategic goals should have to be in compliance with the due-date of the vision achievement absolutely.

Based on the problems and theoretical study described aforementioned, the writer has expected the decision makers of the colleges are able to implement the vision and mission as the detailed job programs and to make them happened as soon as this research has been completed and could be used as a feed back accordingly.

RESEARCH METHODOLOGY

This research is qualitative and has applied one of the strategy methods developed by Fred R. David and Forest R. David which is SWOT Matrix Strategy refers to eight steps involved in preparing the SWOT strategy which have been described aforementioned:

Step 1 : Identify the keys of external opportunities of the College.
Step 2 : Identify the keys of external threats of the College.
Step 3 : Identify the keys of internal strength.
Step 4 : Identify the keys of internal weaknesses.
Step 5 : Match the internal strengths with the external opportunities, and take a note about the result of SO strategy into an indicated cell. Matching the SO strategy, however you should have to understand the statement of the vision and mission decided including geographics scope, time-line of the vision achievement, excellent strategy, the best, the most, or the first thing to be achieved in the future and whether the goals of the organization have been represented are in compliance with the value of the related College.
Step 6 : Match the internal weaknesses with the external opportunities and take a note of the result of WO strategy into the indicated cell. Matching the WO strategy, you should have to understand the statement of the vision and mission as described on the step 5.
Step 7 : Match the internal strengths with the external threats and take a note of the result of ST strategy into an indicated cell. Matching the ST strategy, you should have to understand the statement of the vision, mission, objectives and goals to be achieved as described on the step 5 accordingly.
Step 8 : Match the internal weaknesses with the external threats, and take a note of the result of WT strategy into an indicated cell. Matching the WT strategy, you should have to understand the statements of vision, mission, objectives and goals of the organization including the time-line of its achievement, target to be

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the best achievement, it is exactly what has been described in the step 5 obviously.

Having completed the strategic goals of each quadrant, you have to identify the strategic goals accordingly. Furthermore, another step to be done is to implement them based on the current institution condition refers to the priority scale to obtain an acceptable strategical alternative result instead of the best strategy chosen, afterwards, an implementation steps to be done which is a detail job program determined and who the person is in charge of, what the person is doing, and how long it will take.

Based on the case-studies within the four Private Colleges, STIKOM Binaniaga, STIE Binaniaga, AMIK Bogor and Polytechnique BBC Sukabumi, SWOT analysis had been done, nevertheless in order to provide a clear and complete description of each step and SWOT analysis matching stages, the writer of this scientific research has been doing the study only at STIKOM Binaniaga.

RESULT AND DESCRIPTION

The writer has chosen a case-study at STIKOM Binaniaga to be studied more complete instead of STIE Binaniaga, Academy of Information and Computer Bogor and Polytechnique BBC Sukabumi. The Vision stated of each Institution, as follows:

The Vision of STIKOM Binaniaga is "In 2020 it is going to be the most superior Computer Science College which has been providing an information technology education in West Java".

The Vision of STIE Binaniaga is "In 2020 has been becoming an institution providing a contribution in developing Management and Accountancy Sciences through the Tridharma Perguruan Tinggi campaign" (The three obligation educational services of College / University).

The Vision of AMIK Bogor is "In 2020 has been becoming an excellent college of the information technology in Bogor area, Cianjur and Sukabumi which is specifically in the software engineering".

And the Vision of Polytechnique BBC Sukabumi is "Competence in developing and adapting the accountancy and technology development that can compete globally and produce competitive graduates who are mastering in the accountancy and global competitive of the design of the information system".

Based on the study of the vision having been prepared systematically and measurably, an analysis and evaluation of its strengths, weaknesses, opportunities and threats (external and internal factors analysis) as well as each item of the analysis that have been performed applying SWOT strategy in compliance with the whole stakeholders discussion refers to the Directors of the Colleges, management, head of the study program, head of department, sub department, head of research center and social service, head of computer and information system center (PUSKOMSI), head of computer laboratory, head of the library, head of language laboratory, head of Internal quality assurance system, representative of internal users, representative of alumni and representative of permanent lecturers and also the representative of the private colleges which is board of committees (Binaniaga foundation).

A serious discussion has been conducted to get the right decision to guarantee the quality changes in order to be the best colleges in the future. The components of SWOT analysis will produce more than 5 items, but we need only 5 items decided refers to SWOT matrix, however the CEO of the colleges have to decide which ones to choose and the others can be stored as the comparison items when they are needed. The five items selected should have to be in compliance with the target achievement of the vision refers to the time-line of the achievement, geographical coverage, the best strategy to reach and the biggest scale of the achievement of the highest educational institution

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(University, Institution, College, Academy and Polytechnique). Some cases / challenges at the College of Computer Science Binaniaga are on the table 2 SWOT Matrix which is the details of each strategic item of Threats, Opportunities, Weaknesses and Strengths on it.

Having been agreed all the items of the opportunities, threats, weaknesses and strengths on the SWOT matrix, then a discussion regarding the strategy of SO, WO, ST and WT have to be done based on two methods. First method, each item on SWOT matrix has to be identified per item (first item on the opportunites has to be matched with first item of the strengths, an so on) And the second method, it is not based on matching item per item, but the combination of 1, 2 or more items matching with another 1, 2 more items on each item of opportunities, threats, weaknesses or strengths, Each strategic goals can be identified on the Table 2. In order to explain the technique or method applied, it can be identified on a code of each strategic goals indicating an expected strategic goals which is the combination of those items (eq, on the SO strategic item no.2 is consisting of S3, S1 & 02, 03 meaning the result of strategic goals obtained from the combination of Strength 3, Strength 1 and Opportunity 1, Opportunity 3).

Based on the result of the study of SWOT analysis matrix, it has been indicated completely on table 2 SWOT Analysis Matrix. It has obtained 20 results of analuysis each item on the opportunities, threats, weaknesses and strengths.

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Table 2: SWOT MATRIX

	STRENGHTS – S	WEAKNESSES - W
	1. Work ethics of human resources refers to structural persons and educational persons. 2. Competent permanent lectures and having been certified. 3. Good laboratory equipments (donation). 4. The foundation commitment upon the development of the lecturers qualification. 5. Good curriculum and good learning process of the students.	1. Lack of the authorization utilizing the institutional finance. 2. The location of the campus is not strategic (multicomplex). 3. Not any lecturer's research and social services provided. 4. The salary of permanent lecturers is under the standard payment (susceptible turnover). 5. BAN-PT accredited value is still C.
OPPORTUNITIES – O 1. Good Job opportunities for the college graduates. 2. Much people who are interested in studying computer subject. 3. Not yet optimizing to invite the new students who are not from Bogor. 4. Business relationship with other domestic or foreign institutions regarding the three obligation services of the institution. 5. Opportunity to get a support or donation from District Administration / Province Administration / The Ministry of Research and Technology Dikti, etc.	**S-O Strategy** 1. Determining U4Y (under 4 years) the study program time-line for the students which is less than 4 years (S1, S2, S3, S5 & O1, O2, O3) 2. Acceptance of new students at least 200 students (S3, S1 & O2, O3). 3. Library: book updating at least the last 10 years (200 new books / year). 4. Realization the government support refers to 1 year 1 package (S1 & O4, O5). 5. Updating curriculum and syllabus periodically (S1, S2, S5 & O1, O2, O3, O4).	**W-O Strategy** 1. Getting B grade refers to BAN-PT accredited value of SI and TI program (O1, O2, O3,O4 & W5, W2, W3). 2. Having had STIKOM building: small, beautiful and clean either exterior of interior (W2, W1, W5 & O2, O3, O4). 3. Having had working relationship with other private colleges regarding the research and social services of the lecturers. 4. Optimizing the role of permanent lecturers in the educational process W4 & O1, O4). 5. Realization an international working relationship for the next 5 years (W2, W5 & O4, O2, O3, O5).
THREATS – T (Ancaman) 1. Competition with other colleges / universities	**S-T Strategy** 1. Hiring S2 permanent lectures (appointed by	**W-T Strategy** 1. Written commitment for all

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regarding the study program in Bogor and its surroundings. 2. Opening the similar educational program in Bogor. 3. Exodus permanent lecturers to other private institutions. 4. Future changes of the leadership structure at STIKOM Binaniaga. 5. Future security guarantee for all staffs, management and lecturers.	Binaniaga Foundation) 6 lectures per each study program (S4 & T1, T2, T3). 2. Functional position for all permanent lecturers at least Lector (S2 , S4 & T1, T2, T3). 3. Specification of Computer Laboratory "core i 3" for all unit of the computer. 4. Additional income for the staffs and the director which is equal with the payment given by the foundation (take-home paid 100%) (T4, T5 & S1, S2, S4). 5. Implementation of the employee regulation and salary agreed by all stakeholders.	stakeholders to work hard due to the development of STIKOM Binaniaga. 2. Implementation of lecturer's research: 1 research within 2 years for permanent lecturers (W3, W5 & T1, T2, T3). 3. Lecturing class: all lecturing classes are exclusive and clean (W2, W5 & T1, T2) 4. Continuous communication with the foundation to get a solution managing the institutional finance (W1, W3, W4 & T1, T2, T3, T5). 5. Intensive communication with permanent lecturers regarding functional position, lecturer certification and further study S3 as well as the salary received (W1, W4 & T1, T2, T3, T5).

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20 strategical goals have been identified due to SWOT Matrix analysis, as follows:

1. Determining U4Y (under 4 years) the study time-line for the students which is less than 4 years up to the graduation.
2. New students acceptance at least 200 students (S3, S1 & S2, S3) each year.
3. Library: up-dating the books which is at least the last 10 years. (200 new books / year).
4. Realization the government support refers to 1 year / 1 package. (S1 & O4, O5).
5. Updating the curriculum and syllabus periodically (S1, S2, S5 & O1, O2, O3, O4).
6. Having had S2 permanent lecturers (appointed legally by Yayasan Binaniaga) which is 6 lecturers at each program of the study.
7. Functional title for all permanent lecturers at least "Lector" title (S2, S4 & T1, T3).
8. Specification of the computer laborary which is "core i 3" for all unit of the computers (S3 & T1, T2, T3).
9. Additional income for the staffs and management at least the same amount of the salary given by yayasan (take-home paid 100%) (T4, T5 & S1, S2, S4).
10. Realization of the employee regulation and salary agreed by all the stakeholders.
11. Getting B Grade refers to the accredited value issued by BAN-PT for the program of the study SI and TI (O1, O2, O3, O4 & W5, W2, W3).
12. Having had STIKOM building: small, beautiful and clean either exterior or interior (W2,W1,W5 & O2,O3,O4)
13. Having had a research and social services relationship for the lecturers with other universities. (W3, W5 & O4).
14. Optimizing the contribution of permanent lecturers related to the learning process (W4 & O1, O4).
15. Developing 2 international educational relationships for the next 5 years (W2, W5 & O4, O2, O3, O5).
16. Providing a written commitment for all stakeholders to work hard to develop STIKOM Binaniaga.
17. Research of the lecturers: at least 1 research within 2 years for every permanent lecturer (W3, W5 & T1, T2, T3).
18. Lecturing / learning class: all the learning classes are absolutely exclusive and clean (W2, W5 & T1, T2).
19. Continuous communication with Yayasan to have the solution regarding the management of the institutional finance. (W1, W3, W4 & T1, T2, T3, T5).
20. Intensive communication with permanent lecturers regarding functional title, lecturer certification and further study to S3, and the amount of the salary received.

Since the scope of strategical goals have been quite much, so the 20 strategical goals should have to be broken down into the priority scale of further detailed job program which ones have to be done before another ones complying to the institution condition, regulations of Kemenristekdikti, applicable resources, and on the top of them is serious efforts of all the stakeholders to reach the related strategical goals through hard working and continuous commitment on the duty.

Screening the decided strategic goals should have to be done in order to implement them effectively which is in accordance with the condition of the institution and its financial support, moreover the objective of each strategical matching stage is to obtain a reasonable alternative strategy instead of choosing or deciding the best strategy. Not all strategies developed in the SWOT matrix will be chosen to be implemented. Nevertheless, they are being developed based on the decision of all parties which is the management, lecturers, staffs and other stakeholders, and the CEO of the organization of the college has to accommodate all the intentions and arguments offered by the parties invited to discuss and the decision has to be concluded. The decision should have to be taken which is fair mechanism and refers to the condition of the institution and the future improvement agreed by all the people concerned regarding 11 prior strategic goals (case study at STIKOM Binaniaga).

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Screening of the strategical goals based on the priority of each interval (11 strategic goals have been selected)

1. Determining U 4 Y (under 4 years) time-line the study program is less than 4 (four) years up to the graduation. (S1, S2, S3, S5 & O1, O2, O3).
2. Acceptance of new students at least 200 students (S3, S1 & S2, S3).
3. The Library: updating the books at least the last 10 years (200 new books per year).
4. Accomplishment of permanent S2 lecturers (appointed by Yayasan Binaniaga) 6 permanent lectures at each study program (S4 & T1, T2, T3).
5. Functional title for all the permanent lecturers at least "Lector" title (S2, S4 & T1, T3).
6. The specification of computer laboratory which is 'core i 3" for all unit of the computers (S3 & T1, T2, T3).
7. Additional income for the staffs and the management at least the same amount given by yayasan (take-home paid 100%) T4, T5 & S1, S2, S4.
8. Obtaining B Grade (good) accredited value issued by BAN PT for the study program of SI and TI (O1, O2, O3, O4 & W5, W2, W3).
9. Having had STIKOM building which is small, beautiful and clean either exterior and interior.(W2, W1, W5 & O2, O3, O4).
10. Implementation of the lecturers research: at least one research within 2 years for permanent lecturers (W3, W5 & T1,T3).
11. Lecturing class : all lecturing classes are exclusive and clean (W2, W5 & T1, T2).

Finally, 11 strategic goals have to be implemented obviously wintin the job program in detail , then the next steps are job program preparation at each priority of strategic goal. One strategic goal can produce more than one job programs in detail that have to be in compliance with the job program required and job description of each title/position at the college. The related job program has described the description of job activity, time-line of job completed, who is in charge of, upward coordination, downward coordination, financing, responsible person for the whole task and job performance.

The description of job activities should have to be described in detail to avoid any misunderstanding of the person in charge refers to what they have to do. Job description has been described according to the strategic goal completed, each strategic goal can produce some job programs which is in accordance with the title, scope of the job, budget needed and avoiding any job overlapping. One strategic goal has only prepared one job program in detail refers to the table 3: Strategic goal Point 2, explaining that the related strategic goal can be prepared only for one job program that will be applied at every studying interval which is in compliance with the implementation of academics interval accordingly. It is necessary to evaluate the job program periodically which is due to any case per case occurred, however such the case is unpredictable, and the job program has been prepared based on the historical matters and the prediction. Since the activities of the college have been so dynamics that an adjustment should have to be performed due to force majeur happened.

Time-line of job completion should have to be decided at the beginning of job program preparation since it has been relating to the due date of the vision achievement as well as the targets to be accomplished, because the related jobs will be affecting other activities. The due date of job completion has to be determined accurately to give a proper responsibility for the authority at the college to perform the evaluation, as well as early warning related to the critical due date of the task to be completed and other reasons refers to the result of the job required by other department or other related department. The due date required should have to be agreed by the person in charge of the related job. It explains that the person who has provided the job program is fully concerned about the capacity of the person doing the job, moreover it can be used as the strategic evaluation for the person in charge of doing the related task.

The person who is doing the task is the person who has accepted a job instruction given by the director of the college which is in compliance with the category of

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departmental task refers to three categories of the task which is academics, general affairs, finance, students affairs and teamwork.

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Table 3: Strategic Goal Point 2 (Detail of The Job Program of The Acceptance of New Students at Least 200 New Students).

No	Activities in Details	Due Date	Executor	Upward Coordination	Downward Coordination	Financing	Responsible Person	Evaluator
1	A meeting to make small team of acceptance the new students which is publication team and information team / registration.	January 2016	Assistant to the director II	Director	Academic department and General Affairs deparment	STIKOM BINANIAGA	Assistant to the director II	Director
2	Preparing the concept of the leaflet / brochure / posters and advertisement design in the newspaper and coordinating with yayasan. Resetting website stikom binaniaga more friendly, flexible, accessible and understandable for common people.	Jan - Feb 2016	Assistant to the director II	Director	Academic deparment, general affairs department and all related staffs	STIKOM BINANIAGA	Assistant to the director II	Director
3	Distribution of the leaflets / brochures / posters to all High Schools / Vocational High Schools in Bogor and surroundings (consider its effectiveness).	According to the condition	General Affairs	Assistant to the director II	All related staffs	STIKOM BINANIAGA	Assistant to the director II	Director
4	Locating the congratulations street banner due to the National Final Examination for senior high school / vocational high school.	Depending on the condition	General Affairs	Assistant to the director II	All related staffs	STIKOM BINANIAGA	Assistant to the director II	Director

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No	Activities in Details	Due Date	Executor	Upward Coordination	Downward Coordination	Financing	Responsible Person	Evaluator
5	Distribution of the leaflets / brochures during the execution of the National Final Examination.	Depending on the condition	Team	Assistant to the director II	Academic department, General Affairs Department	STIKOM BINANIAGA	Assistant to the director II	Director
6	Advertising on the newspaper during the Result announcement of the National Final Examination and SPMBPTN.	Depending on the condition	Assistant to the director II	Director	All the related Staffs	STIKOM BINANIAGA	Assistant to the director II	Director
7	Advertising on the newspaper on schedule for two months contract.	Mey – Juny and August-Sept 2016	Assistant to the director II	Director	Academic department, General Affairs department and all related staffs	STIKOM BINANIAGA	Assistant to the director II	Director
8	Locating the small advertising street banner in Bogor and its surroundings.	January - August 2016	General Affairs	General Affairs	All the staffs	STIKOM BINANIAGA	Assistant to the director II	Director

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Upward coordination refers to an authorized person providing any input, opinions or critics given to the person who is doing the task due to a technical problems happened which could jeopardize the job. Downward coordination refers the subordinate person who can be involved on a discussion, or who is able to provide any supporting data and to assist the completion of the related job accordingly.

All the activities organized in the job program in detail are depending on the financial and support from either the institution or its executors, otherwise, such the support could be received from either donation or educational business relationship. On the table 3,4 and 5, financing is the financial support related to the research being done in the institution of STIKOM Binaniaga and such the financial support has been given either by the institution itself or yayasan (foundations). Nevertheless, as soon as the detailed job program has been issued, the budget of each item should have to be prepared accordingly and completed with the description of the job. The budget should have to be in compliance with the actual budget instead of prediction one. It is to guarantee that the execution of the job is not going to encounter any problems due to the financing support.

The authorized person who is in charge of all the job execution is an authorized person being instructed by the Director of the college and this authorized person is the one who has to be responsible for any kind of the things happened during the execution of the job and obviously report to the director. Furthermore, the director of the college is the person who has to evaluate the related job in overall and to inspect any details of the job being done by the person in charge at the highest level up to the general affairs level. And at the end, this kind of job program is a tool for the superior to supervise the job being done by the subordinate according to the time-line stated.

It is expected that the strategical goals which have been decided and described into the job program have made the persons concerned or the authorized person and stakeholders easy to identify the way how far the institution has been achieving the vision committed.

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Table 4: Strategic Goal Point 5 (Details of Job Program to Develop The Functional Title from The Assistant Expert to Lector Level).

No	Description of the Activities	Due Date	Executor	Upward Coordination	Downward Coordination	Financing	Responsible Person	Evaluator
1	Announcement to the permanent lecturers who are going to improve the academic title, as follows: 1. Irmayansyah 2. Dahlia 3. Arif H. 4. Lis Utari 5. Alam S. 6. Fitria	1- 7 October 2016	Assistant to the director II / P3M (Research, development and social services	Director	Head of the educational program, Academic Department & General Affairs.	STIKOM BINANIAGA	Assistant to the director II	Director
2	Collecting the academic papers from the lecturers (legal documentations related to the education and teaching, research, certificates, social services, and certification of the latest functional title, etc.	8 – 21 October 2016	Assistant to the director II / P3M	Director	Academic deparment, General Affairs and all related staffs	STIKOM BINANIAGA	Assistant to the director II	Director
3	Collecting the supporting papers from the institution to process the lecturer's academic title (Lecturer engagement letter, lecturing instruction letter, result of the research, changes of the research format and other related papers required).	8 – 21 October 2016	Center of development, research and social services.	Assistant to the director II	All related staffs	STIKOM BINANIAGA	Assistant to the director II	Director
4	The process of documentations transformation to the format of the	21 – 10 Nop 2016	P3M, assistant to	Assistant to the director II	All related staffs	STIKOM BINANIAGA	Assistant to the director II	Director

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No	Description of the Activities	Due Date	Executor	Upward Coordination	Downward Coordination	Financing	Responsible Person	Evaluator
	academic title evaluation.		the director II, Head of the educational program, consultant					
5	Signing all the related documentation done by the authorized person (after having been evaluated by the related authority)	12 November 2016	Assistant to the director II, Center of development, research and social services	Director	Academic department, General Affairs	STIKOM BINANIAGA	Assistant to the director II	Director
6	Distribution the lecturer academic title application to the Kopertis IV district (coordinator of private higher educational institutions)	15 –16 Nov 2016	Center of development, research and social services	Assistant to the director II	All related staffs	STIKOM & YAYASAN	Assistant to the director II	Director
7	Evaluation and monitoring and getting in touch continuously with Kopertis IV district, till completed.	17 – Finish	Center of the development, research, social services.	Director	Academic department, General Affairs and all related staffs	STIKOM BINANIAGA	Director	Director
8	Distribution of the Letter of functional title to the permanent lecturer.	Notification	Assistant to the director II / Center of the development, research, social	General Affairs, Academic department	All the staffs/ lecturers concerned	STIKOM BINANIAGA	Director	Director

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No	Description of the Activities	Due Date	Executor	Upward Coordination	Downward Coordination	Financing	Responsible Person	Evaluator
			services					

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CONCLUSION AND RECOMMENDATIONS

The Vision provided will be an understandable paradigm for all the people within the college as the light in the darkness reaching the goals, the vision is very easy to understand technically when it has been implemented to be a job program in details, clear and good direction refers to who the person is responsible for and what the person should have to do achieving the vision. An analysis tool applied to describe the vision is quite varied which is in compliance with the people ability to understand it and it is easy to be implemented which is SWOT Matrix. Understanding this analysis tool is depending on the condition of the institution being studied. STIKOM Binaniaga, STIE Binaniaga, AMIK Bogor and Polytecnique BBC Sukabumi are Private Colleges and the organizations of social education under the supervision of KEMENRISTEKDIKTI and they are profit oriented organizations , however, they are more educational and social services oriented instead of. Therefore, selecting and discussing the related items should have to consider their priority refers to the opportunities, threats, weaknesses and strengths which is an analysis to be studied more carefully and ready to discover them based on the real condition of the institution. It is quite interesting since the vision has been defined for 5 to 20 years, but the recent condition of this institution comparing to the vision achievement is just like' earth and sky' and this kind of phenomenom is a challenge to deal with for all the stakeholders either they are being involved in the preparation of the vision, mission, goals up to the job program or the implementation of it. That is why the preparation of vision and job program should have to be conducted comprehensively and involved all the people concerned.

Some subjects to be be paid more attention since the researcher has observed that they are still not in the position to disclose the real opinion when defining the items on the strengths, weaknesses, opportunities and threats. The researcher is fully understanding about it due to the discussion ethics respected as all the people concerned are attending the discussion, however, it can jeopardize the result expected as well as the job program implementation. This research is expected to be able to be applied as the fundamental base for the future researcher, especially for the researchers who are going to apply the following tools, such as SPACE MATRIX, BCG MATRIX, GRAND STRATEGY, IE MATRIX, QSPM MATRIX or might be BALANCED SCORECARD developed by David P. Norton.   A recommendation addressed to the institutions within Yayasan Binaniaga which is the research objects of the researcher, they must have a strong commitment and have to be consistent preparing the job program in order to guarantee that all the authorized people involved are able to run the instutions reaching the achievement of the vision, mission, objectives and goals of the institutions properly.

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