AN INVESTIGATION ON THE BALANCED SCORECARD IMPLEMENTATION IN EVALUATING AND DEVELOPING CHARACTER BUILDING PROGRAM IN INTERNATIONAL PROGRAM, UNIVERSITAS ISLAM INDONESIA

THESIS

Presented as a Partial Fulfillment of the Requirements to Obtain Master Degree in Master of Accounting Study Program Faculty of Economics Universitas Sebelas Maret Surakarta

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Herein I declare that thesis entitled as “An Investigation on the Balanced Scorecard Implementation in Evaluating and Developing Character Building Program in International Program, Universitas Islam Indonesia” is originally written by the writer. In my concern, there is neither one else’s opinion nor published written work, except acknowledged quotation relevant to the topic of this thesis which have been stated or listed on the thesis bibliography.

If in the future this statement is not proven as it supposed to be, I am willing to accept any sanction complying with the determined regulation for its consequences.

Surakarta, 23 Mei 2015

Budi Tiara Novitasari
I dedicate this thesis to:

My beloved Mother and Father,

Thank you so much for giving me everything you have in this world.

Thank you for trusting me in everything I do.

There is nothing that can repay the sincere love you’ve given to me.

I may not be the figure of a good daughter that you always dream of,

Sorry for all the tears you have ever shed for me but,

I promise that I will do my best to make you proud of me

I hope this can make you proud of me

I love you Mother and Father, always......
MOTTO

For Indeed, with hard ship will be ease
(Qs. Asy-Syarrh : 5)

The roots of education is bitter, but the fruit is sweet
(Aristotle)

I'll do as I please. My mind is not to be imprisoned
(Pramoedya Ananta Toer)
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ABSTRAK
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INVESTIGASI ATAS IMPLEMENTASI BALANCED SCORECARD DALAM MENGEVALUASI DAN MENGEMBANGKAN CHARACTER BUILDING PROGRAM DI INTERNATIONAL PROGRAM, UNIVERSITAS ISLAM INDONESIA


Berdasarkan pada temuan penelitian, 4 perspektif balanced scorecard telah diimplementasikan untuk mengevaluasi dan mengembangkan urutan character building program di International Program, UII. Meskipun demikian, temuan lanjutan menunjukkan bahwa belum seluruh staff terkait memahami proses evaluasi ini dengan baik dan indicator kesuksesan kinerja belum masih perlu ditingkatkan. Selain itu, masih terdapat perbedaan pendapat atas peta strategi yang diterapkan antara manager character building program dan direktur IP UII. Temuan lebih lanjut mengindikasikan bahwa peta strategi masih dalam proses penentuan sehingga beberapa pihak masih memiliki pendapat yang berbeda. Hasil dari evaluasi selanjutnya akan dipergunakan untuk dasar dalam mengembangkan program dengan cara mengidentifikasi apa yang telah dipelajari oleh mahasiswa dan apa yang perlu dikembangkan untuk memberikan pembelajaran level selanjutnya. Hasil temuan ini sesuai dengan konsep implementasi teori developmental stage.

Kata kunci: pendidikan karakter, balanced scorecard, evaluasi, pengembangan, teori developmental stage
ABSTRACT

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This study is aimed to know the implementation of balanced scorecard in evaluating and developing character building program in International Program in Universitas Islam Indonesia. Character education requires the related education institution to keep on revising the curriculum based on the development of the students. Related to this situation, evaluation based on comprehensive aspects is strongly needed to assist the development process. Developmental stage theory is used to analyze the development process in CBP IP UII. This research is a case study conducted in International Program, Universitas Islam Indonesia by using direct observation, participant observation and interview to gather the data.

Based on the research findings, four perspectives have been implemented to evaluate and develop character building program series in International Program, UII. However, further findings indicated that several staffs have not completely understood about the evaluation process and key performance indicators need to be improved. In addition, there is different opinion between Manager of Character Building Program and Director of IP UII on the strategic map. Later, the management confirmed that they are still working on finding the best strategic map design. The result of the evaluation is used as a basis to develop the program by identifying what has been learned by the students and what should be learned in the next level. This process is in accordance to the practice of developmental stage theory.

Keywords: character education, balanced scorecard, evaluation, development, developmental stage theory