

Berkala Ilmu Perpustakaan dan Informasi, Vol. 20, No.1, Juni 2024 Hal. 32-45
<https://doi.org/10.22146/bip.v19i1.7547>
ISSN 1693-7740 (Print), ISSN 2477-0361 (Online)
Tersedia online di <https://journal.ugm.ac.id/v3/BIP>

The role of higher education policy in planning information governance at UIN Maulana Malik Ibrahim

Nita Siti Mudawamah¹, Annisa Fajriyah², Ganis Chandra Puspitadewi³, Firman Jati Pamungkas⁴, Aulia Mi'rojtin Firdaus⁵

^{1,2,3,4,5}Department of Library and Information Science, Universitas Islam Negeri Maulana Malik Ibrahim
Jalan Gajayana Nomor.50, Lowokwaru, Malang, 55281
e-mail: nitastmudawamah@uin-malang.ac.id

Submitted: March 29, 2023, Revised: September 26, 2023, Accepted: January 31, 2024

ABSTRAK

Pendahuluan. Penelitian ini bertujuan untuk mengkaji mengenai peran kebijakan perguruan tinggi dalam rancangan proses tata kelola informasi di UIN Maulana Malik Ibrahim.

Metode Penelitian. Teknik pengumpulan data pada penelitian ini menggunakan teknik wawancara secara mendalam (*in-depth interview*). Wawancara ini dilakukan kepada staf ahli LPM, kepala bagian umum fakultas, humas, dan perwakilan dari arsiparis. Selain wawancara peneliti juga melakukan pengumpulan sumber referensi.

Data Analisis. Proses teknik analisa terhadap data yang telah dikumpulkan yaitu dengan proses reduksi data, penyajian data, penarikan dan verifikasi terhadap kesimpulan.

Hasil dan Pembahasan. Penelitian ini mengasilkan peran kebijakan perguruan tinggi dalam berjalannya proses tata kelola informasi UIN Maulana Malik Ibrahim. Rumusan ini dengan mengacu pada prinsip tata kelola informasi yang mencakup penjabaran peran dari masing-masing pihak yang terlibat, rumusan kebijakan dan strategi implemmentasi dalam proses tata kelola, proses dan tahapan monitoring dan audit dari proses tata kelola yang telah berjalan, proses organisasi informasi dan klasifikasi informasi, pelibatan stakeholder, dan keberlanjutan proses tata kelola informasi.

Kesimpulan. Proses tata kelola informasi akan berjalan searah dengan kebijakan perguruan tinggi yang menaunginya. Apabila unit pencipta, pengolah, pengelola informasi telah berjalan pada setiap unit kerja, maka seluruh proses penemuan informasi yang digunakan untuk kepentingan kelembagaan niscaya akan mudah ditelusuri dan dimanfaatkan.

Kata kunci: kebijakan perguruan tinggi; tata kelola informasi; layanan informasi

ABSTRACT

Introduction. This study aims to explore the role of higher education policy in planning information governance at the Islamic university, UIN Maulana Malik Ibrahim.

Data Collection Methods. The data collection technique involved was depth interviews with LPM expert staff, the head of the general division of the faculty, public relations, and an archivist. In addition, to conduct the interviews, reference materials were collected to compile previous studies.

Data Analysis. The data analysis technique encompassed data reduction, data presentation, and conclusion drawing and verification.

Results and Discussion. There is an important role of higher education policy in the process of information management at UIN Maulana Malik Ibrahim. This formulation refers to principles of information governance, which include definition of each party's role, the development of policies and implementation strategies in the governance process, monitoring and auditing of processes and stages of the governance process, information organization processes, and classification. Information, stakeholder participation, and the long-term viability of information governance processes are all important considerations.

Conclusion. *Information governance should be conducted by the policies established by the relevant educational institution. If the information creation, processing, and governance divisions work properly, locating and acquiring information for institutional reasons should be a breeze.*

Keywords: *higher education policy; information governance; information services*

A. INTRODUCTION

Each institution's information is an asset that must be governed appropriately. An ideal institution reflects effective information governance. Each institution must possess standards and systems for excellent information governance. As Smallwood (2020) asserted, an institution must be able to examine and improve how information is controlled, accessed, managed, shared, stored, preserved, and audited. Accordingly, institutions require a policy, process, and technology to govern and regulate information, including who has access to it. In short, information governance relates to information security, control, and optimization within an institution.

Higher education institutions generate informational records on the results of implementing educational, research, and community service activities. During accreditation and certification, the generated documents are always utilized as evidence of the quality implementation of higher education institutions and departments. Since the numerous documents published contain extremely significant knowledge that could be passed down through generations, effective information governance is required within the context of higher education.

As an Islamic higher education institution, UIN Maulana Malik Ibrahim has published documents on academic policy, quality standards, and institutional governance. Due to the lack of a specialized work unit for information governance at UIN Maulana Malik Ibrahim, the created documents are now dispersed among several work units. Currently, each work unit has different standards for governing information due to the absence of information governance rules as a reference.

This situation makes it harder to obtain the necessary information. When undertaking accreditation for departments and the

institution, it is common to encounter trouble gaining access to records. Frequently, information on prior occurrences or past decisions is not preserved; if so, it is often difficult to locate again. Universities should have changed their information governance policies to avoid the ongoing challenges with access to information. The influence of a good information organization in universities also has an impact on the organization's sustainability and competitiveness.

The main key in the information management process is the management of records and records, with which business activities and the certainty of the availability of records that can be accessed when making decisions and running business processes in the organizational environment can be recorded (Muhammad et al., 2022). In his research, Muhammad et al., (2022) identified the primary criteria required for the successful implementation of information management in universities in his research, which include finance, facilities, security, expertise, and technology. Furthermore, Lappin et al., (2021) published a report on three different record management strategies that businesses might use as a guide. This strategy entails moving all content that should be treated as records into a separate records repository with a structure/schema that connects records arising from the same business activity; intervening in business applications to ensure that each application has the required recordkeeping functionality and that records are assigned to the business activity from which they arose; or managing records within native business applications without interfering with them.

Information governance policies play an essential role in the sustainability of the information cycle in an institution, as has been implemented by Bank Indonesia as a public institution. The information management that

runs at Bank Indonesia cannot be separated from the Bank Indonesia Board of Governors Regulation Number 10 of 2008 concerning Bank Indonesia Information Management, which generally consists of information architecture, information governance, and information operational framework. This regulation was created to increase the role of each work unit in the information governance process within Bank Indonesia. In this case, the scope of information governance concerns not just the management process but also regulations and implementation (Fajriyah & Novian, 2023). The existence of a written policy regarding Bank Indonesia Information Management through the Bank Indonesia Board of Governors Regulation is an example of the transformation of institutional information governance. With these regulations, Bank Indonesia has succeeded in implementing a sustainable information governance process.

There has never been any research on the application of information governance in Islamic tertiary institutions. In light of the foregoing, the purpose of this study is to analyze the role of higher education policy in planning information governance at UIN Maulana Malik Ibrahim in order to develop an information governance plan that is in accordance with the institution's conditions and requirements. UIN Maulana Malik Ibrahim is also required to have a policy document as a reference for adopting strong information governance to promote sustainability and boost the institution's reputation as a result of this research. It is also intended that the outcomes of this study would be used to develop strategy for other Islamic tertiary institutions.

B. LITERATURE REVIEW

In today's world, every institution, including educational ones, must address the issue of information governance. Many studies have been conducted on information governance and its significance. Nonetheless, the circumstances of the institution will significantly impact how well information governance can be put into practice. In light of this, not all previous research can be fully

adapted to the implementation of information governance in an institution; rather, certain studies can only be employed as references and sources of literature.

Bank Indonesia's information governance has been the subject of a case study aiming to offer a broad overview of information governance inside a government institution with highly effective and well-organized information data management (Fajriyah, 2015). The study's findings unveiled the steps taken to develop an information governance strategy before establishing the Information Management Special Unit (UKMI), which later combined with the IT Division to form the current Information System Management Department (DPSI). Several key elements were gleaned from this research that other institutions could utilize to realize excellent information governance. Of course, these elements should be customized to the situations and conditions of each institution. Bank Indonesia is a government agency. As such, its information governance is founded on three pillars: information architecture (AI), information governance (IG), and an operational framework informed by directives from the highest levels of management.

Meanwhile, research has been conducted on information governance at three universities in Yogyakarta, Indonesia, by Setyawan et al. (2019) entitled *Institutional Position and Records Governance Practices in Higher Education Environment: a case study at Universitas Gadjah Mada, Universitas Negeri Yogyakarta, and Universitas Pembangunan Nasional Veteran Yogyakarta*. The study focused on how records governance was implemented at three higher education institutions with different statuses and activity organizers. This research summarized the efforts of three divisions within each university to adopt a records governance cycle. One university possessed an archive division, but the other two assigned this responsibility to their administrative divisions. This research did not offer guidance on selecting a records governance model; rather, it described several archive managers as a resource for future

information governance system planners at other educational institutions.

Furthermore, Daneshmandnia (2019) has studied information governance concerning the cultural characteristics of organizations. It aims to unveil how company culture affects the effectiveness of information governance in higher education. This research identified the information governance process, covering information security, the roles of the information governance board, the presence of a Record Information Management Department, and the system adoption. This study employed both quantitative and qualitative methods. Interviews were conducted with information governance stakeholders to determine if and how cultural factors affect the success of information governance initiatives.

Vital archive governance at the Archive Office of Universitas Indonesia has been studied in detail concerning archive governance according to its type (Lasambouw & Kurniasih, 2016). The research findings provided a high-level overview of the governance and security of vital archives at the Archive Office of Universitas Indonesia. The study collected information on how significant archives were governed by the institution possessing them. The value of knowledge and the benefits can be derived from several studies on the governance of information and archives in institutions, including universities. The current study, however, was designed and structured to provide a viable information governance system for UIN Maulana Malik Ibrahim Malang.

Information Governance

Successful implementation hinges on information governance (Mikalef et al., 2020). The success of information governance can be affected by the implementation of stable information governance, which will have an effect on the data exchange process, which is also successful (Tan et al., 2015). Following the definition provided by Tallon et al. (2014), information governance entails a set of skill sets for managing information, encompassing creating, capturing, assessing, storing, using, controlling, accessing, archiving, deleting

information, and resources during the information life cycle. As Muhammad et al. (2022) defined, information governance is the practices, procedures, and tools to manage and protect sensitive information and records. Moreover, Gartner (2018) described information governance as a set of procedures, rules, responsibilities, and norms designed to assist an organization in realizing its objectives by using available information optimally. A program for managing information in such a way that relevant information is readily available while maintaining its quality and confidentiality is at the heart of this concept.

Proper information governance can bolster an organization's efforts to attain its objectives. To acquire the most out of their information and reduce potential dangers, universities must implement information governance principles (Muhammad et al., 2022; Mullon & Ngoepe, 2019). Universities must possess meaningful information, especially considering worldwide rankings and environmental goals. The information must be managed, made available for use, and deleted securely and responsibly, following operational requirements and responsibilities imposed by laws and regulations (Muhammad et al., 2020).

Principles of Information Governance

A design for information governance is necessary for institutions to begin implementing one. Executive sponsorship, information policy development and communication, information organization and classification, information governance monitoring and auditing, stakeholder consultation, and continuous improvement are all mentioned in the design of this study, relying on the principles of information governance (Smallwood, 2020). The concept of information governance is described by Muhammad et al., (2022) as a set of processes, policies, roles, metrics, and standards that ensure an organization's objectives are met through the effective use of information. This concept encompasses the administration of information to ensure the availability of relevant information while maintaining its integrity and standards. Information governance inside an

organization will thrive upon the adoption of these principles.

Information governance can benefit from executive sponsorship. All efforts to adopt information governance will only persist if they have the backing of leaders with authority and responsibility inside an organization. Success in information governance requires buy-in from many different stakeholders. Thus, it is essential to plan for who will provide executive sponsorship. Each of these groups is interested in seeing that information governance succeeds. It includes assisting teams in overcoming challenges, sharing the objectives with others, and regularly reporting to leaders (Smallwood, 2020).

A crucial aspect of information governance is the establishment of policies by top management and other stakeholders and the consistent and transparent dissemination of those policies across the organization. Institutional email, social media, cloud computing, and internal websites are all covered in this document. Stakeholder input is required throughout the design phase of information technology supporting information governance. In addition, there should be communication about what would happen if proof of a policy breach in information governance emerges (Smallwood, 2020).

When it comes to information governance, having standardized formats and classifications is essential. It also implies that rules defining the duration of storage for various types of information (emails, electronic documents, spreadsheets, and reports) and the procedures for their eventual deletion are necessary (whether it is discarded or archived). A company or government agency's information must be filed away properly. All parts of information governance, including document metadata, must adhere to the same rules. The whole point of information structuring and categorization is to make it easier to find. Information governance monitoring and auditing are crucial to ensure that the guidelines and policies are complied with by all parties. The monitoring and auditing results depict the achievement of implementing information governance,

including compliance of all parties and access and use of information (Smallwood, 2020).

Consultation with relevant parties is a fundamental tenet of good information governance. Many groups are intertwined in this process, from doers to planners. While establishing rules for information governance, implementers should consider all aspects of the organization. The responsibility for making decisions is divided among the parties. For instance, the PTIPD Department should be informed about sensitive information, and the parties should be included in deciding who has access to certain information, and the ANRI institution should be engaged before any archive retention schedule papers are created. The improved information security, regulatory compliance, and decision-making quality arising from this procedure are all worth the effort (Smallwood, 2020). This is consistent with Muhammad et al., (2022) assertion that information security is a crucial factor for the success of information management and is deemed to be of the utmost importance. As a result, information governance must be constantly refined to guarantee its reliability. Changes in the market, technological developments, or the institution's business plan may need frequent reviews and adjustments (Smallwood, 2020).

C. RESEARCH METHODS

This study employed a qualitative method to investigate the role of policy in planning information governance at UIN Maulana Malik Ibrahim. Data for this study came mostly from interviews with individuals with information governance responsibilities. However, this study also relied on observations and other supplementary sources of information.

In-depth interviews were utilized for data gathering in this study. The LPM expert staff, the head of the general division of the faculty, public relations, and an archivist were interviewed for this study. Furthermore, secondary materials were gathered to develop similar studies. Data analysis entailed a series of technical steps, covering data reduction, data presentation, and withdrawal and verification of conclusions

(Huberman & Miles, 2019). This study analyzed and classified the interview results during data reduction (Sugiyono, 2021).

The findings were documented in narrative style following the nine principles of the information governance theory. In drawing conclusions, the researchers remembered to go back to the problem formulation to ensure that the final findings were consistent with what was originally posed. It was where the researchers aimed to become specific and descriptive about the state of information governance and the development of an information governance plan that could be put into practice at UIN Maulana Malik Ibrahim. Through focus group discussions (FGDs), information from all interviewees and sources was verified to ensure data consistency for analysis.

D. RESULTS AND DISCUSSION

Several issues must be fixed to resolve the complicated problems with UIN Maulana Malik Ibrahim's information governance. The lack of a policy or rector's decree authorizing standards for archive governance as a reference for all parties in the faculty, postgraduate, or division scope became a root cause of information governance issues. The lack of these regulations led to confusion over who should handle archives. Moreover, the lack of these documents caused a domino effect, making it difficult to identify and collect the necessary documents. Accordingly, it could even lead to the loss of crucial documents.

Information Governance Plan at UIN Maulana Malik Ibrahim

The archive division supported information governance at UIN Maulana Malik Ibrahim. With a dedicated archives division, it would be easier to track down official archives created by the institution. With fully functional information creation, processing, and governance divisions, locating and utilizing the information in the institution should be a breeze. UIN Maulana Malik Ibrahim required a higher education policy to serve as its foundation for long-term success in information governance. The informant's statement also reinforces this

“Perlu adanya kebijakan di UIN Maulana Malik Ibrahim. Arsiparis di UIN Maulana Malik Ibrahim tersebar di fakultas, Bagian Umum, Bagian Kemahasiswaan dan unit-unit lainnya. Namun memang seharusnya di UIN Malang perlu memiliki induk arsip berupa unit sebagai pusat pengelolaan dan penyimpanan arsip. Unit arsip ini juga kemudian dapat berfungsi sebagai tempat penyusutan arsip di UIN Malang. Jadi nanti yang induk menjadi sentralnya arsip-arsip yang ada fakultas di unit-unit lain, untuk bisa disusutkan di arsip pusatnya ya itu mungkin berbicara arsip universitas lah ada unit sendiri”.

(Translated: “There needs to be a policy at UIN Maulana Malik Ibrahim. UIN Maulana Malik Ibrahim archivists are spread across faculties, General Division, Student Division, and other units. However, UIN Malang should have a master archive as a unit and center for archival management and storage. This archive unit can also be a storage place for archives at UIN Malang. “So later, the main one will become the center for the archives of the faculties in other units so that they can be depreciated in the central archives. Yes, it's possible to say that the university archives have their own unit.”) (Ula, Interviewed, Juni 2, 2022).

Based on data collected between March and October of 2022, this study identified the role played by higher education policy in planning information governance. Executive sponsorship, information policy, information integrity, information organization and classification, stakeholder consultation, and continuous improvement are some of the principles of information governance identified by Smallwood (2020). The success of an institution's information governance hinges on how well these principles are put into practice.

Executive Sponsorship

Information governance could benefit from executive sponsorship. Any efforts to adopt information governance will not persist if they do not have the backing of executives with

accountability and responsibility in an institution. Success in information governance requires full support from various parties. Thus, it is crucial to plan who will provide executive sponsorship. Each of these groups is interested in seeing that information governance succeeds. They will work to ensure that teams can work around problems, that leaders are kept in the loop, that the information governance's objectives are effectively communicated, and that regular progress reports are made (Smallwood, 2020). The parties involved in successful information governance should include: the Rector who acts as a determinant of information governance policy and a supervisor of the Information and Documentation Management Officer (PPID), the Vice Rector for General Administration of Planning and Finance as PPID who ensures the implementation of information disclosure to the wider community, the Head of the General Administration Bureau as supervisor of archive implementation at UIN Maulana Malik Ibrahim, the Dean who acts as a supervisor for archive implementers within the faculty, the Head of Section in each faculty, postgraduate, bureau/unit/institution that has the role of supervising and ensuring the functioning of archivists and archive managers, Public Relations as the field of information and documentation services, archivists that have a role as executors to carry out archival functions in creating, processing dynamic and static archives, providing information services as well as archives, and being actively involved as archival development goals, and Archive Managers who create and distribute letters or documents and assist archivists in managing dynamic archives.

Information policy development and communication

Leadership and related parties must determine information governance policies before they can be implemented, and those policies must be communicated to employees consistently and understandably. Institutional email, social media, cloud computing, and internal websites are also covered under these

policies. Stakeholder input is required when creating information technology to back up information governance. In addition, there should be socialization about what would happen if proof of a policy breach in information governance emerges (Smallwood, 2020).

To successfully implement information governance in an institution, consistent and ongoing efforts must be put in. The plan for the relevant academic documents was created at the beginning of the implementation phase. Afterward, the documents were given to the higher education senate as part of UIN Maulana Malik Ibrahim Malang's efforts to promote excellent information governance within the institution. This need was also conveyed by LPM expert staff

“Agar kebijakan tata kelola informasi itu ada maka terlebih dahulu perlu menyusun naskah akademik. Dokumen akademik yang disusun ini, nantinya bisa disampaikan kepada senat universitas”.

(Translated: "For an information management policy to exist, it is first necessary to prepare an academic manuscript. The prepared academic documents can later be submitted to the university senate") (Robi, Interviewed, Juni 14, 2022).

The intended academic documents drew on findings from studies and interviews undertaken at many universities to provide a comprehensive picture of information governance in higher education. Guidelines and recommended policy instruments were the focus of the academic documents serving as the foundation for implementing excellent information governance in the future. These academic documents detailed the principles, proposed regulations, and guidelines for information governance at UIN Maulana Malik Ibrahim Malang.

UIN Maulana Malik Ibrahim Malang must prepare nine policies and information management guidelines, the first of which includes determining the primary duties and functions of Archival Resources as a guideline for the procurement and division of archival work. Second, the determination of the primary

tasks and functions of the PPID in the higher education setting includes descriptions of the protagonists and their responsibilities in the implementation of the PPID in the higher education setting. In this instance, PPID serves as a transmitter of information and documents belonging to UIN Maulana Malik Ibrahim Malang as a public organization. Their responsibilities will include coordination with archival Resources. Third, the formation of a higher education information management preparatory team in order to achieve effective information governance. Experts in the field of archiving, as well as other relevant stakeholders such as internal supervisors and quality assurance, can serve as team members. Volunteers from the acceleration team and the archive in a college environment. The acceleration team is comprised of members who are prepared to aid in the process of acquiring and organizing archives in each UIN Maulana Malik Ibrahim Malang work unit.

The subsequent rule pertains to the classification and procurement of archives. In this instance, archive classification refers to the list of archival groupings applicable to UIN Maulana Malik Ibrahim Malang. While the acquisition guidelines will serve as a guide for the acceleration team and volunteer archivists as they conduct out the acquisition process for all existing archives, they will not apply to new archives. These guidelines can still be used in the future as work guidelines for acquiring records in each work unit. Guidelines for managing static and dynamic archives must also be developed as work guidelines; when all documents and archives are in their appropriate locations, regardless of whether existing documents are treated as static archives or dynamic archives, management is governed by this rule. The final policy pertains to official document management and archive destruction guidelines. These guidelines regulate the organization of official documents containing technical guidelines for the proper arrangement of archives, layout, naming, and incorporation of codes and classifications. As the ultimate policy regarding owned documents and archives, guidelines for the destruction of

archives are currently being drafted. This guideline specifies the duration of each document's validity as well as the actions that must be performed upon its expiration.

Each proposal presented to a university followed the standard format and style of academic documents, which were, in turn, based on the findings of the relevant studies. Several archival collections housed at UIN Maulana Malik Ibrahim Malang might be brought into the actual world and displayed in a museum-like setting on campus as a potential method of approach. Archival exhibitions could be one of the initial strategic steps and ongoing activities that archive division managers would later carry out. Proper information governance at UIN Maulana Malik Ibrahim Malang could be aided by the institution's possession of the Library and Information Science Department and an excellent library.

The next strategic move was to plan all of the guidelines and rules required to back up information governance at the university. The Higher Education Information Governance Preparation Team created guiding principles and policies. After all applicable rules have been created and established as information governance standards, policies and guidelines should be disseminated to all existing divisions for implementation. To ensure that each division's information governance functions properly, socialization efforts must be followed to aid in putting it into practice. The Archives Acceleration Team and the Volunteers in the higher education environment should perform strategic efforts in terms of outreach and assistance.

Periodic assistance from the Archives Acceleration Team and Volunteers should reach all divisions and faculties at UIN Maulana Malik Ibrahim Malang. Referring to all documents published by the higher education institution as guidelines for information governance in each work unit has allowed for scheduled support to be carried out according to each unit's demands and work processes. This team's members are accountable for gathering static forms of information to ensure accurate and focused governance of the archive division, in addition

to playing a role in speeding the adoption of proper information governance.

During the last phase of information governance implementation at UIN Maulana Malik Ibrahim Malang, all processes should be implemented independently and constantly in compliance with predefined standards. All information at UIN Maulana Malik Ibrahim Malang has now been appropriately governed and accessible. Information has been neatly organized according to its types and properties. During the process, restrictions on access privileges were introduced as a measure of information security. The Law on Public Information Disclosure has been effectively implemented, resulting in the public's access to previously hidden information. The public has a right to access certain archives held by UIN Maulana Malik Ibrahim Malang.

Information organization and classification

A standardized format and clear information classification have become necessities in information governance, implying that information must be organized and classified. It also indicates that rules define how long certain digital files (emails, documents, spreadsheets, reports) should be kept and when they should be deleted (whether it is discarded or archived). Institutional information must be properly categorized following accepted standards. For information governance to function correctly, all parts, including the metadata associated with documents, must adhere to the same set of rules. The entire purpose of information organization and categorization is to make it easier to discover the required information (Smallwood, 2020).

UIN Maulana Malik Ibrahim's categorization and organizing of information must adhere to the rector's standards. Archive classification documents, official document administration, archive retention schedules, security classification, and information access rights must exist and be obeyed in creating and destroying information. A 3-in-1 document could serve as a classification and security guide for archive, JRA, and dynamic archive access. Incorporating these standards would make it

simpler for the UIN Maulana Malik Ibrahim planning team to produce high-quality archival instruments. Having all relevant components ready is crucial before beginning the information-organizing. Human resources (archivists and archive managers), archival organizations, infrastructure, and funding are all necessary for effective archiving work. The General division archivist also conveyed this human resource need

“kita belum ada pedoman/aturan yang sudah disahkan mengenai klasifikasi dan organisasi informasi, yang baru kita punya hanya tata naskah dinas dan klasifikasi. Proses ini memang terkendala SDM yang masih terbatas, harapannya ada solusi untuk mengatasi kendala yang ada”.

(Translated: We still need guidelines/rules that have been approved regarding the classification and organization of information; what we do have are official documents and classification procedures. Limited human resources indeed hamper this process, it is hoped that there will be a solution to overcome the existing obstacles”) (Lia, Interviewed, Juni 22, 2022).

Information governance monitoring and auditing

Auditing and monitoring processes for information governance are crucial for ensuring that all parties follow the established guidelines and policies. Information governance, comprising all parties' compliance, access, and use of information, could have been successfully implemented through monitoring and auditing (Smallwood, 2020). Excellent information governance requires a party responsible for monitoring and auditing information. Implementing monitoring and auditing information in each research program can be a component of the Quality Assurance Agency's (LPM) annual routine of Internal Quality Audit (AMI) operations. Auditors require credible proof at the AMI phase to demonstrate that the quality assurance system has been implemented at each stage. The

purpose of audit and monitoring is to check if the quality criteria established by the institution's administration are being met. Specifically when it comes to controlling who has access to documents governed. Thus, it is necessary for the LPM at UIN Maulana Malik Ibrahim to function as a unit to guarantee the excellence of academic information governance.

At UIN Maulana Malik Ibrahim Malang, the Internal Monitoring Unit (SPI) has become the only division authorized to monitor information audits outside the LPM. The SPI was established for the express purpose of aiding in the internal audits of UIN Maulana Malik Ibrahim's operations and activities. It encompasses auditing, reviewing, evaluating, monitoring, and other forms of supervision that pertain to UIN Maulana Malik Ibrahim has mandated tasks and functions. Following the Regulation of the Minister of Religion No. 2 of 2018 Concerning Organization and Work Procedures at UIN Maulana Malik Ibrahim (Kementerian Agama, 2018), the SPI is responsible for (1) preparing non-academic supervisory programs and activities; (2) implementing non-academic compliance, supervising performance and quality of human resources, planning, finance, organization, information technology, as well as facilities and infrastructure; (3) planning and implementing a specific purpose; (4) preparing and submitting reports on the results of internal control; and (5) monitoring and coordinating the follow-up of the results of internal and external supervision. Through several functions carried out by SPI, it is appropriate that this unit can supervise the functioning of the archives and PPID at UIN Maulana Malik Ibrahim.

Stakeholder Consultation

Information governance principles cannot be fully understood without considering the importance of stakeholder consultation. Many parties are involved, from those who perform the work to those who write the policies. When drafting rules for information governance, implementers should look to all areas of the institution for input. According to their stakes, respective parties hold authority. For instance,

the PTIPD should be informed about sensitive information, the parties should be included in deciding who has access to what, and the ANRI should be engaged before any archive retention schedule documents are created. In addition to ensuring the safety of sensitive information, this method improves the quality of information used for making policy and staying in line with the law (Smallwood, 2020).

To guarantee the smooth operation of all information governance business activities, the team tasked with information governance must work closely with a wide range of stakeholders. The following groups are included in the stakeholder consultation. One of the parties involved as stakeholder consultation at UIN Maulana Malik Ibrahim Malang is the Kepala Biro Administrasi Umum Perencanaan dan Keuangan who acts as a consultant in preparing future policy proposals. Meanwhile, the Head of the General Section at the tertiary level can also be a party involved in the archive management process, the duties and functions of archival resources, short-term and long-term archival activity plans, budget plans for archival development, as well as the facilities and infrastructure needed. Another party that needs to be involved is the *Pejabat Pengelola Informasi dan Dokumentasi* (PPID), where this party needs to be involved, especially in terms of the process of information services, documentation and archives.

Satuan Pengawas Internal (SPI) and the Quality Assurance Agency (LPM) of the tertiary institution must also serve on the information governance advisory board. The Center for Information Technology and Databases (PTIPD) must be consulted regarding the process of organizing electronic records, the security of electronic information, and the systems used to manage records and electronic information in higher education institutions. Realizing information management requires not only the participation of internal parties within UIN Maulana Ma'ruf Ibrahim Malang, but also the participation of external parties, in this instance the National Archives of the Republic of Indonesia (ANRI) and the National Disaster Mitigation Agency (BNPB). ANRI participated

in the formulation of guidelines for archives administration, depreciation, and archival development. Coordinate with the National Disaster Mitigation Agency (BNPB) to formulate the most appropriate efforts and actions to safeguard physically tangible information media in the future.

Continuous Improvement

Information governance must undergo continuous improvement to guarantee its sustainability. It has to be revisited regularly so that any flaws or shifts in the institution's business plan, technological capabilities, or external environment can be addressed (Smallwood, 2020). Excellent information governance must be constantly and continually implemented at UIN Maulana Malik Ibrahim Malang in compliance with all relevant governance policies and guidelines. After the appropriate policies have been ratified, the executors, in this case, all administrative and archivist employees in each division, must carry out their principal responsibilities and information governance functions. Similarly, managers at all levels, from department heads to those in charge of entire bureaus or divisions, must monitor information governance to ensure it is completed successfully.

This monitoring aims to ensure that all aspects of information governance adhere to the highest possible standards. As part of monitoring, UIN Maulana Malik Ibrahim Malang has compiled a set of Information Governance Standards that can be utilized in internal audits of each division. Each division's business operations can be ensured and improved by incorporating information governance into internal auditing. One of these monitoring functions is ensuring that each component creates and appropriately stores information. In this situation, LPM and SPI have the authority to supervise information governance.

Besides their role as executors of information governance at UIN Maulana Malik Ibrahim Malang, LPM and SPI serve as advisory councils on matters related to information governance. Information governance

implementation often raises several concerns. It presents several challenges, and these units are meant to serve as a platform for discussing and resolving such issues. Moreover, these divisions also serve as both evaluators and extensions of academic institutions in addressing the challenges inherent in governing information.

The continuity of information governance in each institution can be contributed to and enhanced by conducting regular evaluations of information governance in each division. To ensure that all divisions consistently acquire guidance and input about information governance, an evaluation of information governance based on monitoring from LPM and SPI should be conducted. Higher education institutions might benefit from a periodic evaluation of their information governance. This evaluation is necessary. Hence, timely interventions can be implemented to avert issues and overcome current hurdles. The evaluation's results can guide the development of a more efficient information governance method.

E. CONCLUSION

Information governance should be carried out under the policies established by the relevant educational institution. The established principles are meant to ensure the application of governance in each division. If the information creation, processing, and governance divisions function properly, locating and acquiring information for institutional reasons should be a breeze. To successfully implement information governance in an institution, constant and continuous work must be put in. However, the need for information in the tertiary environment is fundamental, particularly in terms of administrative requirements in the internal environment. The supervision of numerous work units, including faculties and study programs, necessitates that institutions of higher education make significant efforts to achieve sound information governance. The policy of the relevant institution, in this instance the tertiary institution, can encourage the implementation of good information governance within this institution. In order for all subordinate work units to adhere to the

guidelines and rules established by tertiary institutions, they must be formulated and approved by the environment's highest authority. The relevant college policy is embodied in the form of work guidelines that must be followed by all subordinate work divisions. The prepared guidelines include preparatory work for future guidelines for implementing information management in each work unit. Support from the institution's leadership through policies and explicit work procedures outlined in information management guidelines will undoubtedly result in good information governance in the future.

REFERENCES

- Daneshmandnia, A. (2019). The influence of organizational culture on information governance effectiveness. *Records Management Journal*, 29(1/2), 18–41. <https://doi.org/10.1108/RMJ-09-2018-0033>
- Fajriyah, A. (2015). *Manajemen informasi Bank Indonesia: Implementasi dan perkembangan manajemen informasi pada badan publik*. [Thesis, Universitas Gajah Mada].
- Fajriyah, A., & Novian, R. M. (2023). Management Information of Public Institutions. *Record and Library Journal*, 9(1), 127–140. <https://doi.org/10.20473/rlj.V9-I1.2023.127-140>
- Gartner. (2018). *Gartner says master data management is critical to achieving effective information governance*. <http://www.gartner.com/newsroom/id/1898914>
- Huberman, A. M., & Miles, J. S. M. B. (2019). *Qualitative data analysis: A methods sourcebook*. Sage Publications Inc.
- Kementerian Agama. (2018). *Peraturan Menteri Agama Republik Indonesia Nomor 2 Tahun 2018 tentang perubahan atas Peraturan Menteri Agama Nomor 8 Tahun 2013 tentang organisasi dan tata kerja Universitas Islam Negeri Maulana Malik Ibrahim Malang*. <https://infoperaturan.id/peraturan-menteri-agama-nomor-2-tahun-2018/>
- Lappin, J., Jackson, T., Matthews, G., & Ravenwood, C. (2021). Rival records management models in an era of partial automation. *Archival Science*, 21(3), 243–266. <https://doi.org/10.1007/s10502-020-09354-9>
- Lasambouw, I. F., & Kurniasih, N. (2016). Pengelolaan arsip vital pada kantor arsip Universitas Indonesia. *Jurnal Utilitas*, 2(1), 54–63. <https://doi.org/10.22236/utilitas.v2i1.4559>
- Mikalef, P., Boura, M., Lekakos, G., & Krogstie, J. (2020). The role of information governance in big data analytics driven innovation. *Information & Management*, 57(7), 1033–61 [1–15]. <https://doi.org/10.1016/J.IM.2020.103361>
- Muhammad, J. S., Isa, A. M., Samsudin, A. Z. H., & Miah, S. J. (2020). Critical factors for implementing effective information governance in Nigerian universities: A case study investigation. *Education and Information Technologies*, 25(6), 5565–5580. <https://doi.org/10.1007/s10639-020-10206-3>
- Muhammad, J. S., Miah, S. J., Isa, A. M., & Samsudin, A. Z. H. (2022). Investigating importance and key factors for information governance implementation in Nigerian Universities. *Education and Information Technologies*, 27(4), 5551–5571. <https://doi.org/10.1007/s10639-021-10817-4>
- Mullon, P. A., & Ngoepe, M. (2019). An integrated framework to elevate information governance to a national level in South Africa. *Records Management Journal*, 29(1/2), 103–116. <https://doi.org/10.1108/RMJ-09-2018-0030>
- Setyawan, H., Priyanto, I. F., & Ratminto, R. (2019). Kedudukan kelembagaan dan praktik pengelolaan arsip di lingkungan perguruan tinggi: Studi pada Universitas Gajah Mada, Universitas Negeri Yogyakarta, dan Universitas Pembangunan Nasional Veteran Yogyakarta. *Khazanah: Jurnal Pengembangan Kearsipan*, 12(1),

- 1–22. <https://doi.org/10.22146/khazanah.46151>
- Smallwood, R. F. (2020). *Information governance: Concepts, strategies and best practices* (Second Edi). John Wiley & Sons, Inc.
- Sugiyono. (2021). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Tallon, P. P., Ramirez, R. V., & Short, J. E. (2014). The Information artifact in IT governance: Toward a theory of information governance. *Journal of Management Information Systems*, 30(3), 141–178. <https://doi.org/10.2753/MIS0742-1222300306>
- Tan, K. H., Zhan, Y., Ji, G., Ye, F., & Chang, C. (2015). Harvesting big data to enhance supply chain innovation capabilities: An analytic infrastructure based on deduction graph. *International Journal of Production Economics*, 165(Special issue), 223–233. <https://doi.org/10.1016/j.ijpe.2014.12.034>

LIST OF FIGURE

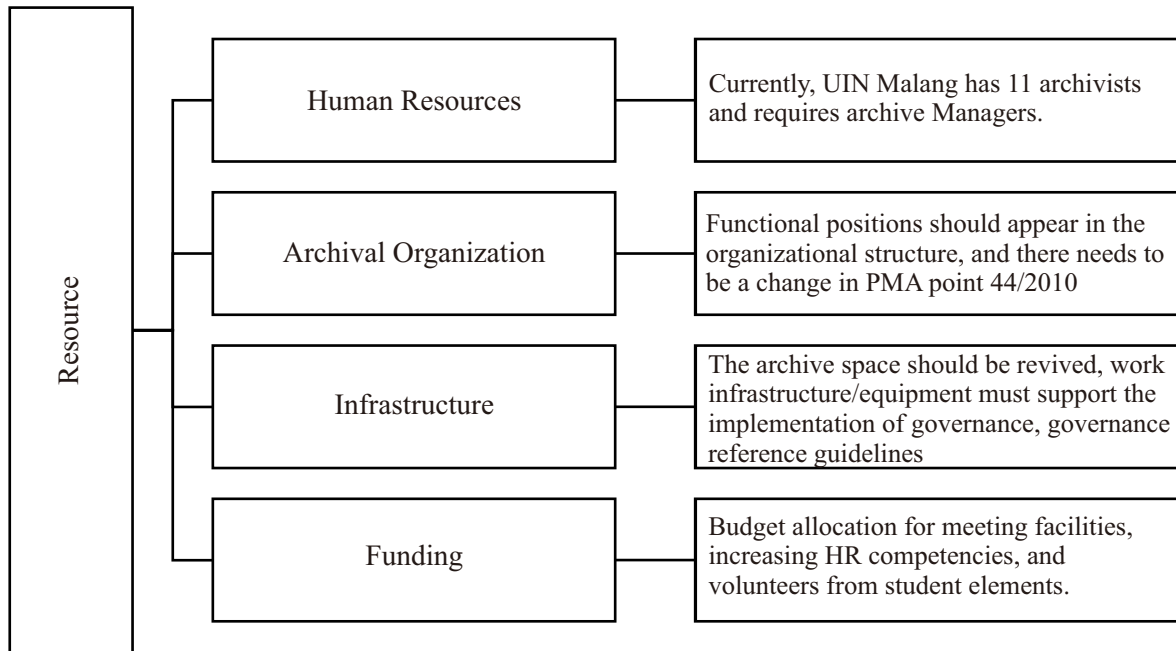


Figure 1. Information Governance Resource Map

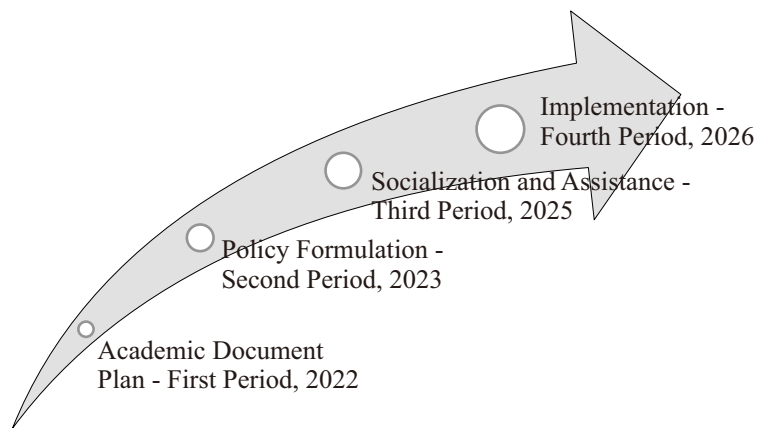


Figure 2. Information Governance Implementation Strategy at UIN Maulana Malik Ibrahim Malang