

ANALISIS KEBERLANJUTAN PENDANAAN LEMBAGA PENELITIAN
(STUDI KASUS DI PUSAT KAJIAN DI LINGKUNGAN FAKULTAS
KEDOKTERAN, KESEHATAN MASYARAKAT DAN KEPERAWATAN
UNIVERSITAS GADJAH MADA)

INTISARI

Fakultas Kedokteran, Kesehatan Masyarakat dan Keperawatan (FK-KMK) Universitas Gadjah Mada mempunyai 9 pusat kajian yang mempunyai karakteristik berbeda-beda. Pusat Kajian diharapkan mandiri dalam keterbatasan dana penelitian yang ada. Untuk itu, pusat kajian harus mencari sumber-sumber pendanaan potensial agar organisasi dapat bertahan hidup. Keberlangsungan organisasi dapat dilihat dari empat perspektif yaitu keuangan, pelanggan, proses internal dan sumber daya manusia.

Tujuan. Penelitian ini bertujuan untuk memberikan gambaran sumber-sumber pendanaan dalam 5 tahun terakhir (2013-2017), memberikan gambaran proses perencanaan strategis dan keuangan, memberikan gambaran diversifikasi pendapatan, memberikan gambaran proses administrasi dan keuangan yang sehat, memberikan gambaran proses *generate income*, dan memberikan gambaran hambatan-hambatan dalam memperoleh pendanaan yang potensial.

Metode. Penelitian ini menggunakan pendekatan kualitatif deskriptif dan metode triangulasi. SDM yang berada di posisi manajemen puncak dan manajemen tengah menjadi subyek penelitian. Informan yang dipilih mempunyai karakteristik yang sama dan dianggap dapat mewakili.

Hasil. Penelitian ini memberikan kontribusi pada pemahaman terhadap empat pilar keberlanjutan pendanaan, yaitu: (1) perencanaan strategis dan keuangan, (2) diversifikasi pendapatan, (3) administrasi dan keuangan yang sehat, dan (4) upaya menghasilkan pendapatan sendiri. Penelitian ini menunjukkan bahwa Pusat Kajian ini masih mengandalkan orang-orang berpengaruh yang terbatas dari pendirinya. Beberapa pusat kajian mengalami kesulitan dalam menemukan sumber pendanaan alternatif karena tidak ada orang khusus untuk mencari peluang pendanaan, terutama orang yang mencari tender internasional yang sesuai dengan topik mereka. Konsep dana abadi belum secara khusus ditargetkan sebagai salah satu pendapatan potensial. Pendanaan melalui Filantropi dan CSR menjadi sumber pendapatan potensial ke depan. Kebijakan khusus terkait fleksibilitas pengelolaan pusat kajian menjadi sangat penting dalam upaya keberlanjutan organisasi.

Kata Kunci: *Management of Research Center, Funding Resources, Sustainability*

ANALYSIS OF FINANCIAL SUSTAINABILITY OF RESEARCH CENTERS
(CASE STUDY AMONG RESEARCH CENTERS IN THE FACULTY OF
MEDICINE, PUBLIC HEALTH AND NURSING
UNIVERSITAS GADJAH MADA)

ABSTRACT

Faculty of Medicine, Public Health, and Nursing, Gadjah Mada University has 9 research centers, each with its own characteristics. It is hoped that these research centers become independent albeit limited research funding. For such reason, these research centers have to find other potential source of funding for the sustainability of the organization. The organization sustainability can be seen from four dimension they are; finances, consumers, internal process, and human resources.

Purpose. The purpose of the research are to provide a picture of the sources of funding in the last five years (2013-2017), provide a picture of the strategic planning and financial processes, provide a picture of income diversification, provide a picture of the sound financial and administration process, provide a picture on the process of generating income, and finally to provide a picture of the obstacles in securing potential funding.

Method. This research employs qualitative descriptive approach and triangulation method. Human resources in top level and mid-level of the management becomes the subject of the research. The informant selected has the same characteristics and considered as the representative.

Result This research is to provide a contribution on the understanding of the four pillars of financial sustainability, they are: (1) strategic planning and finances, (2) income diversification, (3) sound administration and finances, and (4) the effort in securing independent funding. The research shows that these research centers are still dependent on influential people who are limited in numbers and from the founder. Several research centers experienced difficulties in finding alternative source of funding because they do not have special person in securing funding opportunities, especially people who sought out international tender in accordance with their topic. The concept of endowment fund has not been specially targeted as one of potential source of funding. Source of funding through philanthropy and CSR become a potential source of funding in the future. Special policy concerning the flexibility in managing these research centers becomes essential in the effort for organization sustainability.

Keyword: *Management of Research Center, Funding Resources, Sustainability*