




# Change Management in the Implementation of the Independent Campus Learning Curriculum (Kurikulum Merdeka Belajar Kampus Merdeka)

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**Abstract.** The implementation of the Independent Learning Campus Curriculum (Kurikulum Merdeka Belajar Kampus Merdeka) certainly requires appropriate change management in its implementation, the goal is to make the implementation of the Independent Learning Campus Curriculum (Kurikulum Merdeka Belajar Kampus Merdeka) implemented properly. The writing of this article uses a literature study by reviewing several journals that are relevant to the topics discussed qualitatively. The steps that the author took to collect data in this article are (1) collect data relevant to change management and the independent campus learning independent curriculum (Kurikulum Merdeka Belajar Kampus Merdeka) (2) analyze the reading material that has been obtained and then share the results of the analysis related to change management in implementation independent curriculum learning independent campus (Kurikulum Merdeka Belajar Kampus Merdeka). The results of the study in this article show that change management in the implementation of the independent campus learning curriculum (Kurikulum Merdeka Belajar Kampus Merdeka) has carried out the management function as it should. Even though there have been changes to the curriculum implemented nationally, the implementation can be carried out properly, this can be seen from planning, organizing, implementing and also monitoring properly. This is also evidenced by the existence of a planning team, a well-organized team, having a clear implementation timeline and centralized supervision regarding the implementation of the independent learning campus independent curriculum (Kurikulum Merdeka Belajar Kampus Merdeka).

**Keywords:** Change Management, Independent Campus learning independent curriculum, Implementation.

## 1 Introduction

Changes that occur in an object are normal in activities in all lines of life. In this era there have been fundamental changes in various sectors of life which is called the era of disruption [1]. The changes that occur can be an advantage as well as a challenge for the community. From policy makers to policy implementers. The countries of the world are trying to improve the structure of life in their respective countries so as not to be left behind with increasingly sophisticated artificial technology, including the

State of Indonesia, Indonesia has tried to improve quality in several aspects of life, as well as in the aspect of education. This aspect cannot be ruled out, because with a good education, social life becomes more prosperous. Indonesia's education system is frequently subject to change, which is based on developing theory and the authority of policy makers. The education system must continue to be developed for future generations who are responsive to all challenges. At present there are many jobs that are carried out with the help of technology so that it greatly impacts the available jobs. Therefore, the community must obtain proper education in order to have creativity and be able to balance technological developments so that human nature remains the main priority in carrying out a sustainable life[2]. In this very dynamic situation, good change management is needed to improve the quality of Indonesian education, as was the case with the reform carried out by the Ministry of Education and Culture, by establishing a new policy, specifically can be independent learning. Merdeka learning was created to change the original concept of learning based on educators to a learner-centered learning system.[3]

This independent learning policy is aimed at preparing quality human resources so that they can reduce the unemployment rate that exists in Indonesia. In particular, universities are considered to be the backbone of innovation, within the framework of independent learning universities, implemented by independent learning campus programs. MBKM program is starting to be continued and implemented by universities. Key points in MBKM's policy [4] include: (1) opening a new curriculum, (2) a higher education accreditation system, (3) a university with legal status, (4) the right to study three semesters outside of the curriculum. The right to attend a program of study outside of this three-year program of study is one of the policies of MBKM, a mandatory requirement of higher education regulations to prepare graduates to be able to adapt to the world of work and improve the quality of learning. A number of learning activities under Permendikbud No. 3 2020, Article 15, paragraph 1, that can be undertaken in a three-semester law program outside of the academic program, include: student exchange, internships/practices, teaching support in teaching units, research/research, humanitarian projects, entrepreneurial activities, independent research/projects, thematic workshops. Research programs should strive to develop curriculum by adapting the institution's model of independent learning policy development so that learning can be flexibly tailored to student needs and not monotonous. With proper change management for independent learning on campus already prepared and implemented, it is hoped that it will be the answer to the problem of education quality in Indonesia[3].

## 2 Methods

This article is based on a literature review focused on how change management can be implemented in independent school curricula, using research methods in the form of literature or literary studies. Qualitative review of references that focus on the topic of "change management in independent school-based learning" from a variety of reading or reference sources in the form of journals, books, and the internet. Relevant to the

discussion the researcher is studying. Data collection techniques are performed by identifying and analyzing previously researched documents. The primary data sources are 8 international and 10 national journals, a guide to the policy of independent learning on campus, state legislation, and Internet readings. The steps the author takes to collect reading material in this article are (1) collecting data related to the topics covered (2) analyzing the reading material obtained and concluding the topics. is concerned with managing changes to the independent study program on campus.

### 3 Results and Discussion

#### 3.1 Results

The result of writing this article is the result of a review of 12 national and 8 international journals and independent study guides as well as a number of relevant references. Describe in more detail and draw conclusions. The results of the analysis related to the change management implementation of the independent learning program on campus can be described as follows.

Regarding the above research results [5] in the process of curriculum development, the concept of curriculum is very dynamic, with the development changing frequently, many extra-curricular organizations come into reality. show some components. The organization of the program plays an important role in determining the content of the discussion about the teaching content and the teaching mechanism. Curriculum organization can also be defined as a model and arrangement of learning elements organized into subjects, programs, lessons, subjects, and units to make it easy for students to understand more taught material. The organization of the program must have clear guidelines both in theory and in practice. Some of the elements included in the program organization include: (1) concept, (2) generalization, (3) skill, (4) value. Factors to consider when organizing the program: a) range, b) sequence, c) continuity, d) integration, e) equilibrium, f) time.

Furthermore, until the end of the study [6], the concept of independent study program was applied at the Darusslam Gontor Modern Islamic Boarding School, that is, the empowerment of freedom. for all students in the value-based learning, thinking, and discovery process. -Social and religious values are consistent with the concept of independent learning program currently being developed by the Ministry of Education and Culture. The concept of independent learning is well suited to face the era of society 5.0, where the concept of independent learning offers dynamic learning models for students. create a creative, innovative, adaptive and professional society.

Research results [7], indicate that the rapid development of technology increasingly affects social life, thereby reducing the working age of people. Today, every job is done using advanced technology. With the imbalance between technological development and social life. Japan pioneered the concept of Society 5.0 to balance technological development with social issues related to the cyber and physical world. Faced with existing problems in the education sector, Indonesia has developed a new policy to improve the quality of education, including innovating the development of an independent learning program planned for 2019, in that graduates can solve many differ-

ent problems. the role of technology in solving social problems in the community. Furthermore, the research results [5] show that in the context of higher education institutions, the policy of independent learning institution is implemented through curriculum policy with many Various activities can be opportunities for students to gain learning experiences. In the real world of work, acquired character development, attitudes and skills can be appropriately honed as they can directly interact with learning resources. Independent school policy can help degree programs prepare graduates with soft skills, hard skills, and experiences outside of the degree program so they can compete in the world of work.

Next, research [8] indicates that independent learning policy in schools needs to be accompanied by innovative program development consistent with independent school policies. In the learning process, the curriculum is a very important part of the learning system. The preparation of an independent study program on campus is tailored to the situation and needs of the university, through program agreements between the university and other partner institutions. The preparation of MBKM is entrusted directly to the higher education institution as the owner of the authority, so that its implementation is consistent with the conditions and preparation of the higher education institution itself. The implementation of the MBKM program is expected to produce graduates who see beyond the lecture notes and have the potential to become agents of change.

Next, research results [6] show that one of the cornerstones of the learning system in UK universities is independent learning. However, independent learning is still not considered a good substitute for face-to-face learning because students do not yet clearly understand how to implement an independent learning program. Independent learning done with the right approach, strengthening and extending skills with the right division of labor and appropriate instruction can enhance independent learning. There are several important factors that really influence independent learning, namely motivation, skilled educators and educational staff, environment, and curriculum model.

Research results [9] show that each newly developed policy will lead to advantages and disadvantages for each individual and organization implementing that policy. It is very unlikely that a new policy will run as it should according to the plans made, when implementing it you will definitely encounter various challenges in each process. The implementation of independent learning on an independent campus is no exception, the following are the challenges faced in implementing independent learning, an independent campus, namely 1) study program collaboration procedures with partners outside the tertiary institution; 2) transformation of PTN-BH patterns to compete at the international level; 3) internship procedures carried out outside the study program. The solution to facing the challenges of implementing the independent learning policy, the minister of education and culture, needs to review the characteristics of higher education institutions, and unresolved educational problems.

Research results show that currently progressive philosophy is a philosophical school that wishes to have radical changes in the implementation of learning towards better quality and benefits for students. John Dewey's progressive line is consistent with the concept of independent learning, both of which give the freedom to educa-

tional institutions and students to think, debate, and explore diverse information to develop their abilities. their creativity. With this freedom and flexibility, it is hoped that education in Indonesia will be of a higher quality. Research results [10] show that the independent institution is an attempt to free up the Indonesian learning system by helping students and teachers achieve a learning quality that can cope with current era of disruption. Regarding the concept developed from the reflections of Paulo Freire, Freire's independent campus and educational model both offer an educational model of freedom. The context of this freedom is understood as the transition towards a connected and competitive global system.

Research results [5] show that the concept of independent learning is a concept that embodies the freedom to study in an effort to prepare graduates of public and private universities to face with rapid change. There are 8 MBKM programs launched by the Indonesian Ministry of Education and Culture, some of which are run by private universities including student exchange programs between study programs and between universities, both within the university rather than the university outside. There are several barriers to MBKM implementation, including: 1) the process of adapting the curriculum to the MBKM program, 2) cooperation between universities is still limited, 3) cooperation between private universities in Aceh and external organizations university, 4) inadequate funding management. budget for MBKM program, 5) quality and productivity of human resources is lacking.

Research Outcomes [11] Indonesia has implemented a new program i.e. independent learning in an independent campus. In response to such changes, it is necessary to update the higher education curriculum so that students are able to solve problems in a variety of subjects. The relationship between the concept of independent on-campus independent learning and general education can be seen in one of MBKM's policy programs, namely student exchange, which is a forum for students to deepen your knowledge both within your curriculum and outside of it. and beyond higher education. bases. In addition to equipping graduates with various scientific disciplines. The exchange program also builds character and tolerance of differences. The conclusion is that each field of science can be partnered with other fields of science through independent on-campus learning.

Research results [12] show that the outbreak of the Covid 19 pandemic has impacted the Indonesian state's difficulties. The learning model must be changed towards online or distance learning. There have been many complaints regarding the implementation of PJJ, resulting in many obstacles ranging from limitations in quotas, facilities and students' understanding. The government, through the Ministry of Education and Culture, has implemented policies that include creating a program deemed appropriate for implementation during the Covid 19 pandemic, commonly known as an independent learning program. create. In higher education institutions, independent learning aims to give students the freedom to choose a major that suits their needs. It is hoped that he will be able to change the culture of learning so that it is innovative, creative and unrestricted. Findings (Ervin F. Sparapani & David M. Callejo Perez, 2015) School curricula must engage in leadership development to influence change and prepare students to understand learn more about learning. Curriculum develop-

ment is based on an educational structure that is appropriate for government, teachers, society, and students.

Research results [13] show that university graduates start to worry about facing unemployment after graduation due to recession world economy. The mission of higher education is to meet the needs of students by acquiring specialized skills and specialized knowledge appropriate to the needs of the working world. To achieve this, the program design should: 1) positively correlated with learning environment factors and learning satisfaction, 2) positively correlated with educators and instructors, 3) context-related program design issues scenes and learning materials, 4) program design positively correlated with administrative services. Research results show that higher education is one of the most important factors affecting the implementation of the concept of sustainable development. Higher education institutions and businesses by developing curricula that incorporate modern management techniques and theoretical concepts of sustainability to educate students before and after education. In the end, 100% of students can develop a full understanding and gain the confidence to develop the acquired skills to face the realities of their profession upon graduation.

According to research findings [13], the new curriculum steers clear of the previous course structure, in which all students adhered to the same framework and were only exposed to the topics covered in exams. Admissions to new national universities are valued. In contrast, the new curriculum offers flexibility in course selection, a course credit system, and new texts. Students who take part in the new program at the lower secondary level consequently fare better academically than those who do so at the university level. due to the fact that students frequently have a positive outlook on both themselves and the members of an organization. These findings show that curricular reform has a big impact on student success and happiness. According to research [15], universities are compelled to support the creation and sharing of information in order to advance transformation. swiftly in society's transition to sustainability. Change includes both fresh information and untapped potential. As a result, the program is created while considering the suitability of possibilities, outside influences, and internal considerations. However, a holistic strategy that considers the interdependence of campus, curriculum, and community development is required if transformation is to be synonymous with sustainability.

Based on the results of the literature analysis, it can be explained that the rapid development of technology can be an opportunity that sophisticated technology can support all kinds of human work in all aspects of life. including the field of education, within the framework of the SISDIKNAS law [16]. The 2003 issue of Education is a planned effort to ensure that students' learning is active in developing their individual potential. With the existence of technology, it can make the learning process more efficient and productive as it is easily accessible and allows learning resources to be obtained from a variety of reference sources, including the whole internet. But there are also negative effects, with large rates of population growth and technological developments impacting a shortage of people of productive age. Where many people are unemployed because jobs can be replaced by machines.

The education system must always evolve with the times. Changes have been made to optimize the role of education to benefit the community. The curriculum is an es-

sential element at the heart of all educational activities to achieve educational goals. Curriculum has a relationship in determining the focus, content and educational process that will ultimately determine the eligibility of the school's alumni [17]).

### 3.2 Discussion

#### **Advantages and Disadvantages of Independent Learning on Independent Campus.**

A program undoubtedly has benefits and drawbacks during each stage of execution. The author discusses the benefits and drawbacks of independent on-campus learning in this article. The advantages of independent study on a campus run by its own means: (1) Making the learning environment more adaptable by removing the restrictions of higher education to enable travel; (2) Giving students the chance to continue their education in accordance with their needs; (3) Offering a platform for students to explore knowledge while integrating into society; and (4) Helping students get ready for the workforce. The following are the drawbacks of independent learning on an independent campus: (1) Inadequate preparation; (2) A loose organization of the planning of education and teaching; (3) Current human resources are not considered strong enough to carry out the independent learning program on campus[18].

#### **Management of Changes in the Independent Learning Curriculum, Independent Campus.**

The Ministry of Education and Culture's initial effort in 2019 to raise the standard of education in Indonesia is called Learning Freedom. The educational program that is being used is also adaptable and follows the autonomous learning policy. The school's independent learning program details how a higher level of independent study would be implemented. The option to spend three semesters studying outside the curriculum is one of the initiatives in the campus autonomous learning policy. Students from recognized study programs and active students registered with PDDikti are two criterion that must be met throughout implementation by both students and institutions of higher education [4].

According to Permendikbud No. 3 of 2020 Article 15 Paragraph 1, there are eight different types of learning activities that can be carried out both inside and outside of the study program that make up the Three Semester Learning Rights program, including: Exchange of students This activity was conducted to help students develop some of the attitudes outlined in Permendikbud No. 3 of 2020, including tolerance for opposing viewpoints, respect for diverse cultures, religions, and beliefs, the ability to work cooperatively, and social concern for the environment. The process that must be carried out in the student exchange program is: Students registering for student exchange – participant selection – student exchange – evaluation – assessment – value conversion and credit recognition – PDDikti report; (2) Internships, by conducting apprenticeships students will gain direct experience in dealing with all the problems that exist in the real world of work. Through apprenticeships, problems with institutions where apprentices take place can flow to the tertiary institutions so that the ter-

tiary institutions provide updates on teaching materials and learning methods carried out by lecturers as well as topics in higher education research that are more relevant to the real conditions of work. The process that must be carried out in internship activities is: Students register for PMMB - Administrative and academic selection - Work internship - Assessment - Industry and conversion certificates - PDDikti Report; (3) Teaching Assistance in Education Units, taking into account the quality of basic and secondary education in Indonesia which is still relatively low, and the large number of educational institutions with various problems faced by the institutions. With this activity students are given the opportunity to participate as teachers and deepen their knowledge at these educational institutions. And it is hoped that this can increase equity in the quality of education in Indonesia. Processes performed in the program The execution of the program includes: register students to participate in KRS courses – interview – coordinate with teaching units – teach at teaching units – final assessment – credit score conversion – PDDikti report; (4) Research/Research, in this activity, students can carry out research activities at research institutes or research centers. Through these activities, students' critical thinking ability can be enhanced. With this ability, students can deepen, understand and conduct research using better methods[8].

The process of carrying out this study or research program is as follows: Students meet the general research requirements - research basis - research duration - guidance and assessment - listening to research results (award certificate) - research results - credit score conversion - report PDDikti; (5) Humanitarian project, this activity is carried out to help Indonesian people affected by natural disasters. Through the humanitarian program, students are trained to be socially considerate of others by upholding human values in the performance of their duties, based on religion, morality, and ethics. And participate in providing solutions to the problems encountered according to their capacity. The implementation of this Humanitarian Project Program begins with: students identify program humanitarian project with official agency - prepare program proposal - participate directly in humanitarian project emergency intervention - humanitarian project - assessment - accreditation - transformation credit score - PDDikti report; (6) Entrepreneurship program, this policy is intended to encourage the development of students' entrepreneurial interests through appropriate learning activities and appropriate management. This activity also aims to help students solve the problem of unemployment among university students. The process that must be carried out in the entrepreneurship program starts from: student registering as an entrepreneur - preparing an entrepreneurial proposal - evaluating the proposal and course recognition - the study program appoints supervisors and mentors - students run a business - prepare an entrepreneurial report - assessment - conversion of credit scores - PDDikti report; (7) Projects/Independent studies, this program is carried out to complement the curriculum that has been taken by students to realize the work of student innovation. Independent project activities can be carried out in groups across study programs. The aim is for students to be able to improve their achievements at both national and international levels. The process that must be carried out in an independent project program starts from: students register for courses at KRS – selection of proposals – independent study – final assessment – conversion of



credit scores – PDDikti report; (8) Thematic Real Work Lectures, this activity is a form of learning by providing direct experience to students to live in the community outside the campus, to learn to understand community problems and know the potential of the village to assist in the development of village development which is a place for KKN thematic. The process that must be followed for the implementation of the KKNT program is: students register for courses at KRS - register for project activities in the village - determine the candidate for the assisted village - field survey - selection of proposals - project implementation - conversion of credit scores and obtain a certificate - reports PDDikti.

From explaining activities in the school's independent learning policy, curriculum implementation is tailored to a 3-semester study rights program beyond the curriculum to help students develop their full potential. their abilities and capacities. It aims to enhance the skills and competencies of future graduates so that they can respond to the rapidly evolving issues of the times. As well as preparing graduates with the ability to match the needs of the innovation era and with a positive personality and character to become future candidates for the country.

### **The Challenges of Implementing Change Management in the Independent Learning Curriculum of the Merdeka Campus.**

Independent learning on campus is a new development by the Indonesian Ministry of Education and Culture, implemented at the university level. In the process of implementing this policy, many challenges have been encountered. Because with the existence of a new policy, policy implementers must also adjust and adapt to the new. Adapting to new policies is not easy because the existing and ingrained work culture will be difficult to change[19]. From the results of the author's research, a number of challenges have been identified in implementing change management in independent learning programs at independent institutions, including: 1) procedures for cooperation between research programs with partners outside the university, 2) transformation of laboratories into legal entities to compete in the international arena. , 3) Internship process conducted with organizations outside the university, 4) Lack of understanding of personnel about the policy of implementing independent learning programs at independent institutions, 5) Institutions inadequate physical or technological resources in some universities, 6) lack of human preparation to undertake independent learning at independent institutions. Among the many obstacles encountered in implementing independent learning on campus, one solution was found to address these challenges, namely the need to socialize the program to provide understanding for stakeholders involved in the implementation of the program at the school. independent study program as well as considering the needs and characteristics of higher education institutions, since each university has its advantages and disadvantages, it must be reviewed for us to progress together. in improving the quality of education.

## 4 Conclusion

Based on the above explanation, it can be concluded that, first of all, the implementation of the independent learning program at the school is described in one of the independent learning programs at the school, that is, the right to study three semesters outside the curriculum. With 8 activities, specifically: student exchanges, internships, teaching support in educational institutions, research, humanitarian projects, entrepreneurship, independent research/projects, thematic courses on practical work [12]. Second, there are challenges and barriers to implementing independent learning on campus, including: 1) procedures for cooperation between research programs and partners outside the university, 2) changes to the laboratory as a legal entity to compete internationally, 3) internship procedures with external organizations to higher education institutions, 4) lack of human resources knowledgeable about the policies for implementing independent learning on campus, 5) facilities or technology in many higher education institutions is lacking, 6) lack of preparation of human resources to carry out independent learning on campus. Third, with the existence of an independent learning policy on campus, where all learning activities are student-centered and focused on developing their skills.

In order to implement change management in independent learning, independent learning on campus is preparing to be more optimistic and it is necessary to review the readiness of human resources as well as facilities and needs of each school as well as an understanding of the issues involved. Human Resources. to carry out an independent research program. study in an independent school [14].

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