

**MANAJEMEN PEMBELAJARAN JARAK JAUH DI PERGURUAN TINGGI
SWASTA**
**(Strategi Pembelajaran Jarak Jauh dengan Menerapkan Sistem *Online* pada Masa
Pandemi Covid-19 di Universitas Swasta)**

DISERTASI

Diajukan untuk Memenuhi Sebagian dari Syarat untuk Memperoleh Gelar Doktor
Administrasi Pendidikan Sekolah Pascasarjana
Universitas Pendidikan Indonesia



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ABSTRAK

Penelitian ini dilatar belakangi oleh adanya tantangan era revolusi industri 4.0 yang ditandai dengan penggunaan teknologi dalam sektor pendidikan dan munculnya pandemi Covid-19, sehingga menimbulkan masalah sekaligus menjadi tantangan pada sistem pembelajaran dimana sistem pembelajaran tatap muka di kelas digantikan dengan sistem pembelajaran jarak jauh secara serempak pada seluruh perguruan tinggi di Indonesia. Tujuan penelitian ini adalah untuk menemukan model manajemen pembelajaran jarak jauh berbasis *online* sebagai solusi dari permasalahan yang terjadi. Metode penelitian ini menggunakan metode *mixed method* dengan pendekatan *sequential exploratory strategy*. Pengumpulan data dilakukan dengan bantuan instrument penelitian meliputi pedoman wawancara, pedoman observasi, pedoman kaji dokumen dan angket. Penelitian ini dilaksanakan di Universitas Djuanda dan Universitas Ibn Khaldun, dengan responden pimpinan universitas, dekan, ketua program studi, serta perwakilan dosen dan mahasiswa. Hasil penelitian menemukan bahwa Universitas Djuanda dan Universitas Ibn Khaldun dapat beradaptasi dengan baik dengan perubahan sistem pembelajaran di masa pandemi Covid-19 dari sistem pembelajaran tatap muka di kelas menjadi sistem pembelajaran jarak jauh melalui penyesuaian sistem tata kelola pembelajaran jarak jauh berbasis *online* menggunakan media LMS, serta melakukan workshop dan pelatihan bagi dosen, staf dan mahasiswa dalam rangka persiapan implementasi pembelajaran jarak jauh. Meskipun dalam hal ini, belum sepenuhnya layanan pembelajaran dan perangkat pendukung dalam pembelajaran jarak jauh dapat dipenuhi sesuai kebutuhan seperti kapasitas internet yang pernah *down* saat dosen dan mahasiswa secara serempak mengakses LMS, kompetensi digital dosen yang belum merata dan kemandirian serta minat belajar mahasiswa masih rendah. Rekomendasi penelitian ini adalah universitas perlu mengoptimalkan sistem tata kelola pembelajaran jarak jauh, dengan melengkapi standar mutu pembelajaran, panduan dan atau SOP tentang pembelajaran jarak jauh, dan membangun infrastruktur teknologi dan aplikasi yang dapat mendukung pelaksanaan pembelajaran jarak jauh, dan meningkatkan kemampuan SDM (Dosen, Staf, dan mahasiswa) yang mengarah kepada kompetensi digital.

Kata Kunci: Covid-19, Sistem Manajemen Pembelajaran, Pembelajaran Jarak Jauh.

**MANAGEMENT OF DISTANCE LEARNING IN PRIVATE HIGHER EDUCATION
INSTITUTIONS**
**(Distance Learning Strategies Through Online System in Time of the Covid-19 Pandemic in
Private Universities)**

ABSTRACT

The background of this research is the challenges of the industrial revolution era 4.0 which is marked by the use of technology in the education sector and the the Covid-19 pandemic, causing problems as well as challenges to the learning system. The face-to-face system in the classroom is replaced by a *online* distance learning system simultaneously in all universities in Indonesia. The purpose of this research is to find an management of *online* distance learning model as a solution to the problems that occur. The research method uses a mixed method with a sequential exploratory strategy approach. Data collection was carried out with the help of research instruments including guide of interview, observation, document review and questionnaires. This research was conducted at the University of Djuanda and Ibn Khaldun University, with the respondents being university leaders, deans, heads of study programs, as well as representatives of lecturers and students. The results of the study found that Djuanda University and Ibn Khaldun University were able to adapt well to changes in the learning system during the Covid-19 pandemic from a face-to-face learning system in the classroom to a *online* distance learning system. Management of *online* distance learning using LMS media, and conducting workshops and training for lecturers, staff and students in preparation for the implementation of distance learning. Although in this case, not yet fully learning services and supporting devices in distance learning can be met as needed, such as internet capacity that was down when lecturers and students simultaneously access the LMS, lecturers' digital competence was not evenly distributed and students' independence and interest in learning were still low. The recommendation of this research is that universities need to optimize the distance learning management system, by completing learning quality standards, guidelines and or SOPs on distance learning, and building technology infrastructure and applications that can support the implementation of distance learning, and improve human resource capabilities (lecturers, staff, and students) leading to digital competence.

Key Words: Covid-19, Learning Management System, Distance Learning.

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