



The Successful Implementation of the Independent Learning - Independent Campus: The Study on The Program of Right to Learn for Three Semesters Outside the Study Program

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ABSTRACT

A new stage of education in Indonesia began when President Joko Widodo appointed Nadiem Makarim as Minister of Education, Culture, Research, and Technology of the Republic of Indonesia. He issued the policy called Merdeka Belajar Kampus Merdeka (MBKM) meaning “Freedom to learn, Independent Campus or the Independent Learning- Independent Campus”. This research analyzed the successful implementation of an MBKM Program in the Communication Study Program at Universitas Muhammadiyah Sidoarjo. It used the approach of two policy implementation theories from Michael Hill & Peter L Hupe and Hudson, Hunter & Peckham. They have eight aspects of excellence in their analysis. The research method approach in this analysis used descriptive qualitative data collection using several data collection techniques such as interviews, observation, and documentation studies. The results of this research showed that the Communication Studies Program at Universitas Muhammadiyah Sidoarjo has implemented the success from an administrative and practical perspective. From the eight aspects of the analysis of the successful implementation of the policy, several aspects that supported this success consisted of the policy environment, implementation preparation, and implementation support.

Keywords: Policy Implementation, Success, Merdeka Belajar Kampus Merdeka (MBKM)

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INTRODUCTION

Higher education is the level of education after secondary education. It includes diploma programs, undergraduate programs, master programs, doctoral programs, and professional programs, as well as specialist programs, organized by universities based on Indonesian culture (Law Number 12 of 2012). Higher education has a mission that goes further than only producing smart and reliable graduates in managing their knowledge, and being able to apply them in the world of work. Higher education must be able to lead students to understand themselves, determine their role in society, and make them human beings who are much better than before (Amir, 2016).

Law Number 12 of 2012 concerning Higher Education (referred to as PTN) as the new legal basis for regulating higher education in Indonesia. PTN which previously included BHP (Educational Legal Entity) and BHMN (state-owned legal entity) was later changed to State Universities as Legal Entities (hereinafter referred to as PTN-BH). Based on ownership, universitas are divided into two, namely PTN (State University) and Private Universities

(hereinafter referred to as PTS). They are managed by the community following applicable regulations, in this case, is the Foundation. The role of private universities in Indonesia can't be underestimated. In its efforts to educate the nation's life, it involves the participation of the private sector, namely foundations as private parties.

This study attempted to analyze the successful implementation of the Independent Learning – Independent Campus policy (hereinafter referred to as MBKM). It focuses on the right to learn outside the study program for three semesters, especially in the Industrial internship area at the Communication Study Program, Universitas Muhammadiyah Sidoarjo as the author's locus for conducting research. The appointment of the Communication Studies Program at the Universitas Muhammadiyah Sidoarjo as the research focus was chosen because the study program passed the Grant Scheme II. It is a category that has carried out the stages of implementing the MBKM program, especially learning activities outside of Higher Education. This can be seen in the image from the letter from the Directorate General of Higher Education Number 1410/E2/BP/2020 as below. (Table 1)

**Table 1. Beneficiary Study Program
Study Program Becomes Model Center of Excellence (CoE) MBKM**

No	Name of University	Study Program
1.	Universitas Negeri Yogyakarta	Automotive Engineering Education
2.	Universitas Sebelas Maret	Primary Teacher Education
3.	Universitas Pendidikan Nasional	Law Science
4.	Universitas Ciputra Surabaya	Visual Communication Design
5.	Universitas Syiah Kuala	Livestock
6.	Universitas Pendidikan Ganesha	Primary Teacher Education
7.	Universitas Muhammadiyah Sidoarjo	Communication Science
8.	Universitas Negeri Semarang	Public health
9.	Universitas Atma Jaya Yogyakarta	Industrial Engineering

Source: Directorate General of Higher Education, 2020

The selection process of Universitas Muhammadiyah Sidoarjo and Universitas Ciputra Surabaya to become beneficiary was not simple. There was a strict selection and assessment carried out by the Ministry of Education and Culture on proposals submitted by various private universities that are serious about preparing and submitting themselves as Model Centers of Excellence (hereinafter referred to as CoE) in the MBKM program, especially in learning outside the study program. Several studies relevant to this research have been carried out by several researchers, including the research conducted by (Abidah et al., 2020). The research findings showed a spontaneous study based on trending issues regarding covid-19 in the MBKM program. To support ideas and arguments, this research conducted interviews with three teachers, five students, three parents, and two teaching staff. In this research, the researcher explained the philosophy of "Freedom of Learning/Independent learning" and "Independent Campus/ Campus Merdeka" as a form of Independent Learning at the Higher Education level.

The second research is a study conducted by Walser-Kuntz and Cassandra Bryce Iroz. It raised about one of the universities in the United States that did not have a public health major carrying out an off-campus study program. This program was conducted for six months and was attended by 14 students from nine different majors, namely from the humanities, social sciences to mathematics and natural sciences. The results of this research indicated that after conducting an off-campus learning program, students can practice public

health in collaboration with other communities, and set out on their self-awareness (Walsler-Kuntz & Iroz, 2016). In contrast to the research that has been described by several previous researchers, research with MBKM is still minimally discussed by several researchers, especially regarding the right to study outside the study program for three semesters, considering that this policy was only implemented in early 2020 and the Communication Studies Program at Universitas Muhammadiyah Sidoarjo was selected become a CoE that passed a rigorous selection and assessment by the Ministry of Education and Culture. Therefore, this research is interested in analyzing the side of successful policy implementation by using an approach using the theory of Michael Hill & Peter L. Hupe (Hill & Hupe, 2002) as elaborated on the theory developed by Hudson, Hunter & Peckham (Hudson et al., 2019) as a novelty offered in this research. have advantages in the analysis including (1) The effect of the implementor's response, (2) the horizontal relationship between organizations, (3) the response of the target group, (4) the policy environment. (5) Implementation preparation, (6) Prioritization and tracking, (7) Implementation support, and (8) Implementation review as the analytical tool used in this study. The question in this research is "How is the implementation of the Independent Learning – Independent Campus policy in the right to learn from a three-semester program outside the study program at the Communication Study Program in Universitas Muhammadiyah Sidoarjo?"

RESEARCH METHOD

The type of research used was a qualitative research method. It stands on the interpretive paradigm, the research paradigm that stands on the interpretive paradigm emphasizes more on existing social meanings (Neuman, 2017). By using qualitative research methods, researchers can obtain credible data and meaning. This research focused on MBKM policies related to the right to learn outside the study program in the industrial internship area. The locus of this research lies in the Communication Study Program, Universitas Muhammadiyah Sidoarjo. In the research that the author conducted, the authors collected data that were relevant and followed the needs of the research being conducted. First, the authors carried out several data collection techniques such as interviews either directly by visiting informants or interacting with social media Zoom Meeting considering that the research conducted by the author was still in progress. During the Covid-19 pandemic, the number of informants in this research was eight people. It can be seen in the following table. (Table 2).

Table 2. Research Informant

No	Informant Name	Position
1	Wisnu P Setiyono, S.E., M.Si, Ph.D	Dean of the Faculty of Social Sciences of Universitas Muhammadiyah Sidoarjo
2	Popy Febriana, S.Sos., M.Med.Kom	Team Leader of MBM Universitas Muhammadiyah Sidoarjo
3	Nur Maghfirah Aesthetika, S.Sos., M.Med.Kom	Head of Communication Study Program of Universitas Muhammadiyah Sidoarjo
4	Ferry Adhi Dharma, M.I.Kom	Lecturer of Communication Study of Program Universitas Muhammadiyah Sidoarjo
5	Chumairo	Student of Communication Study Program of Universitas Muhammadiyah Sidoarjo
6	Anti Mariani	Student of Communication Study Program of Universitas Muhammadiyah Sidoarjo

Continue table 2

No	Informant Name	Position
7	Dr. Widyo Winarso, M.Pd	Institutional Secretary LLDIKTI in VII area of West Java
8	Fahmi Tibyan	Industry Partner

Source: Researcher, 2022

To support the data, other data collection techniques such as observation and documentation studies are also used to support primary and secondary data. The research conducted by the author used source triangulation. This triangulation was used by researchers by checking information or statement with several predetermined informants repeatedly until they obtain maximum data and information until they reach the saturation point. For data analysis, researchers used interactive analysis guided by Miles, Huberman, and Johny Saldana (2014) in the analysis stage there were four stages, including data collection, data condensation, data presentation, and conclusion drawing (verification).

RESULT AND DISCUSSION

The MBKM policy is one of the catalysts for the formation of the Penta helix ecosystem. It is a synergy that connects universities with the needs of industry, business, society, and government. Within the Penta helix ecosystem, universities have a role as a spring for industry, business, society, and nation-building. The MBKM policy is expected to be an answer to the demands of preparing students to face changes in social, cultural, a world of work, and rapid technological advances, student competencies must be prepared to be more responsive to the needs of the times. Link and match are not only conducted with the world of industry and the world of work but also with a rapidly changing future.

The MBKM policy, especially the program "right to learn three semesters outside the study program" is expected to provide opportunities for students to gain experience of diversity in social life and strengthen their learning outcomes. The purpose of the program is to provide students with the opportunity to study outside the study program for 3 (three) semesters, with the division of 1 (one) semester or the equivalent of 20 (twenty) credits taking part in learning outside the Study Program at the same university. and a maximum of 2 (two) semesters or the equivalent of 40 (forty) credits of learning in the same/different study programs at different universities. The success of the Communication Studies Program at the University of Muhammadiyah Sidoarjo in implementing the MBKM policy, especially in the aspect of learning outside the study program with an industrial internship area, is caused by various aspects, including the following:

a. The Effect of Implementer Response: Communication Studies Program Responds to MBKM Policy

Since the MBKM program was implemented by Minister Nadiem Makarim, all universities, both public and private, immediately responded to the policy made. Responding to the existing challenges, Universitas Muhammadiyah Sidoarjo through the Communication Studies Program quickly responded to the policy to keep up with the current development trends. This was conducted for the first time by the Communication Studies Program. They began to form a team to respond to the policy made by the Ministry of Education and Culture. The main matter to do was to appoint a team leader for the MBKM program in Universitas Muhammadiyah Sidoarjo. At that time, the elected team leader was Mrs. Poppy Febriana, S.Sos.M.Med.Kom.

Furthermore, there are various stages conducted such as compiling, adjusting the curriculum, and making technical instructions regarding the Independent Learning-Independent Campus-based learning procedure together with the Academic Directorate of Universitas Muhammadiyah of Sidoarjo. This basic has been successfully carried out with

evidence of being able to create guidelines and guidelines for implementing a curriculum of independent learning - independent campus of Universitas Muhammadiyah Sidoarjo as outlined in the Rector's Regulation No. 215/II.3/AU/02.00/B/KEP/XI/2020. It contains how to guide the implementation of the MBKM program. Finally, the team leader and the staff also carried out various curriculum preparations by inviting the private sector to implement an internship program at the company.

Based on the description described above, it explained that the response of the implementor in responding to Policy of the Independent Learning -Independent Campus is to support existing policies. This is the University's answer in dealing with existing changes. These various parties support policies. Thus, the output of student graduates can immediately understand their interests and talents and create the innovations needed to face the challenges of a moving era. Based on this case, the response of implementing agents in a policy implementation affects the results of policy implementation in the Communication Study Program in implementing the MBKM Policy in the industrial internship aspect.

b. Horizontal Relations Between Organizations: Conducting Synergy Between Stakeholders (Study Program with Company Partners)

The Developments in science and technology that are increasing rapidly moving have encouraged the educational model in UMSIDA to be more dynamic as a response to the needs and demands of society. This dynamic has an impact on the adjustment of various aspects of education including the development of competency achievements, learning materials, curriculum management, learning technology, as well as the competence of educators and education staff. The output of the implementation of MBKM in the Communication Study Program in Universitas of Muhammadiyah Sidoarjo can be said to have been running optimally before the MBKM program was implemented. It refers to the previous curriculum which has implemented an internship program in companies as the key to facing the world of work for prospective graduate students who enter the learning curriculum at UMSIDA. One of the successful implementations of MBKM in the Communication Science Study Program is by carrying out harmonization and synergy that is built between existing stakeholders both vertically and horizontally.

The main step taken by the Communication Studies Program in preparing MBKM so to be able to run in its environment was to build synergy with stakeholders including the Chancellor of Universitas Muhammadiyah Sidoarjo and the staff. It also built communication with the Academic Directorate of Universitas Muhammadiyah Sidoarjo and all components of the academic staff and existing teaching staff in the UMSIDA environment. In addition to internal relations, synergy and harmonization were also built with various stakeholders outside the University and corporate partners who support the MBKM program. Until now, there are several companies affiliated with the University and have signed a Memorandum of Understanding (MoU) to support and succeed in learning outside the study program with the internship aspect at the company. Some of these companies include UAD, Three, Reddoors, Sidoarjo news, Wardah, and the Aisyiyah institution. As for the mechanism that was built to support the successful implementation of the MBKM policy with a focus on learning outside the study program with the Company Internship area, can be seen as follows. (Figure 1)

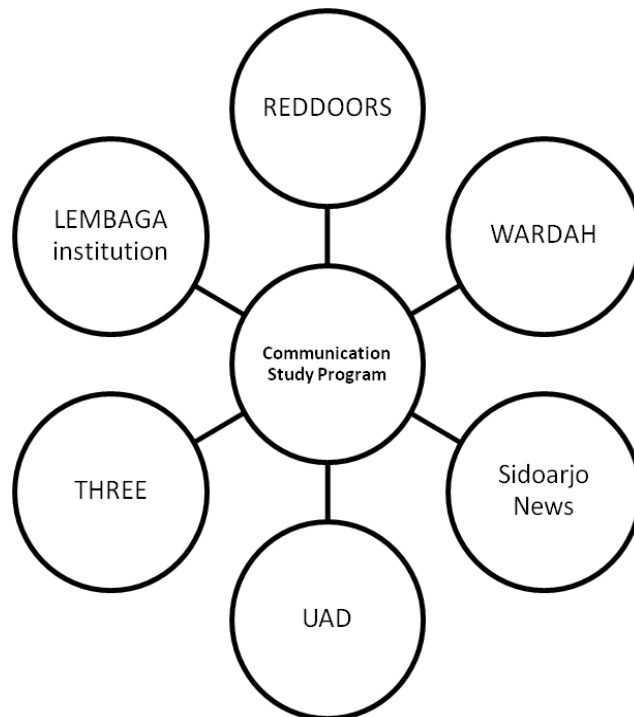


Figure 1. MBKM Program Synergy between Universities and Several Actors
Source: Author's Processed Data

Based on the description that has been described, one of the keys to the success of the Communication Study Program in implementing the Merdeka Learning Merdeka Campus program in the internship aspect was to build harmonization and synergy both internally and externally, especially with the company where the student will do the internship. Outputs that supported the success of a policy were very influential in the aspect of the horizontal relationship built between policymakers and implementing agents in achieving predetermined policy goals.

c. Target Group Response

As one of the private universities in East Java, Universitas Muhammadiyah Sidoarjo through the Communication Studies Program responds to policies issued by the related Ministry of Education and Culture to be ready to dynamically accept changes that exist in the face of learning models issued through designed programs. First, the lecturers in the Faculty of Social Sciences, especially in the Communication Studies Program, have prepared various alternatives offered in the successful implementation of the MBKM program implementation in their work environment with various existing mechanisms. Besides, explanations from various officials in Universitas Muhammadiyah Sidoarjo are easy to understand. Thus, they receive the information carefully. Meanwhile, from the student's side, the implementation of MBKM is well received. Students assume that with the MBKM policy, they are expected to participate in providing access to their interests and talents, especially in the industrial internship program as a form of facing challenges after graduating from college. Thus, they are better prepared to face challenges in the world of work. Based on these matters, the response from the target group is to accept the policies made. It is evidenced by the various mechanisms that have been made clear in receiving information in carrying out the implementation of the MBKM policy in the Communication Studies Program, Universitas Muhammadiyah Sidoarjo. Based on this description, acceptance of the target group (Target Group) in policy implementation is the key to success or failure in the implementation of public policy. It is evidenced by the enthusiasm of students in the MBKM program, especially in industrial internships.

d. Policy Environment

One of the determining factors for the success of a policy is a conducive policy environment (e.g. economic, social, and political factors). One aspect of the success of the Independent Learning - Campus Independent Program in the Industrial Internship aspect in the Communication Studies Program is the support from various stakeholders both physically and materially in supporting the success of the program running. One of the environmental roles, in this case, can be seen from the readiness of Human Resources who facilitate the industrial internship program. The HR consists of officials in the Muhammadiyah Sidoarjo University Campus, Lecturers, Students, and Apprentice Partners providing the necessary access during the industrial internship process. carried out by students in the MBKM program. On the other hand, the human resources inside and outside understand the MBKM internship activities. Thus, the subsystem environment is built and synergized. In addition, the second factor is the support of financial resources to carry out the MBKM program. Therefore, students do not need to spend money to run an industrial internship program.

Other supports are obtained from a grant that was given as a pilot program (Center of Excellence) MBKB in 2020. This grant was obtained by two universities in East Java; Universitas Ciputra Surabaya with the Visual Communication Design Study Program and Universitas Muhammadiyah Sidoarjo with Communication Studies Program. The two Study Programs have passed Scheme II as a category of study programs that have carried out the stages of implementing the MBKM program, especially learning activities outside of Higher Education. This is stated in a letter from the Directorate General of Higher Education Number 1410/E2/BP/2020. Based on the existing description, it is explained that the aspects of Human Resources that facilitate and finance are supporting factors in the success of the MBKM within the Communication Studies Program, Muhammadiyah University, Sidoarjo. The policy environment in which the policy is implemented is one of the key determinants of success when the Government makes and implements a public policy. This is also evidenced by the existence of grant funds contained in a letter from the Directorate General of Higher Education Number 1410/E2/BP/2020.

e. The Implementation Preparation: Preparation Before the MBKM Program Related to Industrial Internships

The Communication Study Program of Universitas Muhammadiyah Sidoarjo in implementing the Merdeka Learning Campus Merdeka program can be successful because it has implemented industrial internships that have been included in the learning curriculum. Thus, before the policy made by the Ministry of Education and Culture, UMSIDA Communication Study Program had run the program. Second, the conversion adjustments made by universities and college programs also do not encounter too many obstacles in their implementation. Third, as a private university in seeing the global competitive map in entering the world of work, Universitas Muhammadiyah Sidoarjo must consider the steps and strategies not to lose competitiveness with state universities. Therefore, industrial internships have been prepared as a basis so that graduates are able and ready when they enter the work world.

In terms of funding, Universitas Muhammadiyah Sidoarjo is also jointly committed to financing programs that support smooth running to increase the competitiveness of prospective graduates from the University of Muhammadiyah Sidoarjo. It happened when the MBKM Policy was launched by the Ministry of Education and Culture in early 2020 following applicable regulations in the Minister of Education and Culture. No. 3 of 2020 concerning National Higher Education Standards (SNPT). The university's adaptation process to this condition is carried out by designing and implementing innovative learning processes. Thus, learning outcomes that include aspects of attitudes, knowledge, and skills can be achieved optimally and relevantly. The existence of a policy from the Ministry of Education and Culture of the Republic of Indonesia regarding the MBKM concept is the main thing that drives the need to adjust the design and implementation of learning in Higher

Education. Based on the description above, one of the successful implementations of MBKM in the industrial internship area at UMSIDA is careful and planned preparation, even the Communication Studies Program has implemented industrial internships long before the MBKM policy was implemented. One aspect that supports success in implementing a policy is planning the policy objectives to be achieved by agents or actors from the makers and implementers of a policy. This is what UMSIDA does, especially in the Communication Study Program.

f. Prioritization and Tracking

As MBKM in the Communication Studies Program environment was implemented in 2020, all elements, both Structural Officers and Lecturers, were committed to continuing to develop the MBKM program. The only obstacle faced was the lack of information related to how the MBKM was implemented in the work environment. In addition, another obstacle was that the Covid-19 pandemic must create a new scheme that can be applied. Thus, students who carry out the industrial internship program can run and obtain results following the Course Learning Outcomes (CPMK). Meanwhile, as a commitment to building and continuing the Merdeka Learning Center of Excellence in the Merdeka Campus in East Java, the Chancellor of the Muhammadiyah University of Sidoarjo has also implemented various policies which in this case provide legitimacy. Thus, Communication Study Program can continue to develop innovations in implementing MBKM policies. Regarding the commitment from the leadership of Universitas Muhammadiyah Sidoarjo in supporting the MBKM program on campus. The authors succeeded in obtaining the supporting data. The data were a form of policy legitimacy given by the leadership to continue to maintain and develop the MBKM model that has been running. Thus, it became a pilot model for the MBKM campus with the title Center of Excellence until it obtained a grant from the Ministry of Education. The documentation regarding the image relating to the commitment from the leadership of Universitas Muhammadiyah Sidoarjo can be seen as follows. (Figure 2)



Figure 2. Rector's Statement Letter as Commitment to Participate in the 2020 MBKM Center of Excellence Assistance Program

Source: MBKM CoE Final Report Communication Study Program of Umsida S, 2020

Based on the description above, a conclusion can be drawn that the successful implementation of the MBKM program policy at the Universitas Muhammadiyah Sidoarjo is due to the transfer of central policies to see progress in the progress of policy implementation. It is evidenced by performance monitoring and commitment from the Chancellor to be ready to follow the entire series of processes to obtain grant funding for MBKM in 2020.

g. Implementation Support: Internal and External Support for the Success of the MBKM Program

The success of the Communication Study Program of Universitas Muhammadiyah Sidoarjo in implementing the MBKM policy certainly can't be separated from the various supports that exist in each of its learning programs. First, the successful implementation of the MBKM policy in the Communication Studies Study Program is to build synergy from the bottom up (at the Study Program Level) which then collaborates with university leaders to the Academic Directory of Universitas Muhammadiyah Sidoarjo, to develop and design the MBKM program. Thus, it can run in all areas of UMSIDA academic environment. In addition, the funding aspect is also of course provided by the campus as a follow-up. So, this program can run. Meanwhile, when the existing process is well established, the Communication Studies Program is also looking for partners who are willing to cooperate in the MBKM program, until in the end, the Study Program receives support from various partners for the industrial internship program, while the partners include RedDorsz (Bisnis Hospitality), Three (Mobile Applications) and Ecoton (Community Organizations Focused on the Environment). In addition, in implementing the program, the UMSIDA Communication Science Study Program involves stakeholders, other related programs at Umsida, and also study programs outside Umsida. The stakeholders referred to here are mainly alumni and also the industry as graduate users. So that the objectives of implementing this program include realizing freedom in studying/independent learning for students of the Communication study program; Providing opportunities for students to do experimental learning either by encouraging students to become entrepreneurs, engaging in community mentoring programs, as well as direct practice in the world of work; and improving competence by providing skills, both hard skills and soft skills, which are following the needs of the times. Finally, support from industrial partners is also a supporting factor that encourages the Communication Studies Program to be successful in implementing the MBKM policy.

Based on this description, several aspects make the MBKM program, primarily regarding industrial internships successful, in the Communication Studies Study Program, including support from internal (including stakeholders and lecturers), financial aspects and external parties (industrial partners) who support the MBKM program. The support from various stakeholders in policy implementation will affect the results or outputs of a policy that has been made by policymakers

h. Implementatation Review

The success of the Communication Study Program UMSIDA in carrying out the MBKM program, especially in the industrial internship aspect, can be considered to be not simple. Various criteria were previously prepared correctly and adjusted to the curriculum in the MBKM policy. As an illustration, before the MBKM, the Communication Study Program at Universitas Muhammadiyah Sidoarjo had implemented industrial internship courses in its learning curriculum. Thus, it did not make all elements at the Study Program level down, but rather made adjustments to the standards in the curriculum. On the other hand, the stakeholders involved in the policy were able to develop the support of existing stakeholders and succeeded in moving together to develop a clear line of goals that had been mutually agreed upon. It also dispels the notion that the Communication Studies Program at the University of Muhammadiyah Sidoarjo has succeeded in running MBKM and has received it from a grant because the administrative requirements are complete and follow the prerequisites in the grant aid program from the Ministry of Education and Culture.

Based on this case, the Communication Studies Program has succeeded in implementing the MBKM policy in its academic environment by preparing administrative requirements and the study program is ready to run the program. Thus, it can obtain grant funds from the Ministry of Education in 2020 at the Scheme II stage in the early days of implementing the MBKM policy implemented by the Ministry of Education and culture.

CONCLUSION

This research discusses the successful implementation of policies in Merdeka BelajarKampus Merdeka (MBKM) meaning“Independent Learning – Independent Campus” program conducted by the Communication Studies Program at Muhammadiyah University of Sidoarjo with the limitation of research in the industrial internship area as the focus of research. In general, the implementation of MBKM policies in the Communication Studies Program at the Universitas Muhammadiyah Sidoarjo.The most prominent aspects in supporting the successful implementation of MBKM are the policy environment, implementation preparation, and implementation support. This research has weaknesses. It is a review of the effective aspects of the MBKM program within the Communication Studies Program at the Muhammadiyah University of Sidoarjo. Thus, in the future, there will be research that analyzes the effectiveness of the MBKM policy as a review that it analyzes. Finally, this study also provides several important recommendations related to MBKM policies for the Communication Studies Program at Universitas Muhammadiyah Sidoarjo, as follow; (1) Maintaining a positive trend in the acceptance of policies related to MBKM, (2) Expanding the network in the aspect of industrial internships in collaboration with alumni who have worked for large companies, (3) having ore budget to maintain programs that have been running.

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