

Good University Governance (GUG) in accordance with blended learning process

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Abstract - Covid-19 pandemic enforces the school to open online classes without proper preparation. Web conferences software has become the main tool to substitute learning classes into web conferences or online classes. This study examines the challenge of a college struggling to improve its business process and try to formulate a new strategy to sustain its position as a unique education provider. The research aims to formulate the strategy of business process improvements focusing on good governance particularly to enhance and strengthen the value process offered in competing for the education industry. Using case study analysis, strategy is formulated utilizing business practice towards regulation in Indonesia's education sector. The results find the needs of human resource management improvement as they are the key part of business process in the education sector, reactivate its business unit in finance to conducted with the good governance practice, value alignment with collaborators, and learning ecosystem by collaboration and strategic alliances to deal with its internal and external environment limitation.

Keywords - Good governance, good university governance, learning ecosystem

I. INTRODUCTION

Tertiary education has the purpose of educating and producing high-quality graduates who compete in the professional world. Society takes the benefit of large graduates of higher education by contributing their knowledge to solve the problem around them. Facing the fast-paced challenge of uncertainty ahead, education institution needs to develop good corporate governance (GCG). Reference to [1] Good Corporate Governance (GCG) can be the catalyst of value creation which is essential for business. Effective corporate governance enhances transparency, effective decision-making, and generates value for shareholders. The implementation of GCG for universities is called Good University Governance (GUG).

Implementation of good governance is believed will help the entities to a better condition and performance. Compliance with good governance guides the university to achieve its vision and goals as an institution of professionalism and meet the demands of stakeholders including students and government. Good governance in universities differs from corporate governance in certain aspects and is more complicated than usual organization

due to evolving government's regulation to meet certain standards to maintain the education quality.

Between education and management, the university needs to balance its mission to educate students as well as organizing and developing the institution. It can be tricky for the management since education institution in Indonesia is declared as a non-profit organization and need to be independent in the decision-making process. The goals of education institutions are based on "Three Teachings of Higher Education" or known as "Tri Dharma Perguruan Tinggi" of education and learning, research and development, and community service.

The objective of this research is to conduct the gap analysis on the issue and accreditation requirements and develop the key solutions with the key stakeholders through the implementation of good governance Law to accelerate the achievement of the goal's organization. This research is conducted to answer these questions; (1) Does the current implementation of good governance makes a positive impact on the organization? (2) Does the school still need to increase the good governance implementation? (3) What area of improvement is needed to increase its value?

II. LITERATURE REVIEW

Corporate governance concerns the mechanisms to direct and control an enterprise to ensure that it pursues its strategic goals successfully and legally [2]. Reference from [3] describes good governance as the process of decision-making and the process by which decisions are implemented (or not implemented) which measures good governance by the eight factors such as:

1. Participation; could be direct or through legitimate intermediate institutions or representatives
2. Rule of Law; requires full protection on human rights especially for minorities
3. Transparency; decisions are taken in a manner that follows rules and regulations
4. Responsiveness; serve all stakeholders within a reasonable timeframe
5. Consensus oriented; mediation of the different interests of the whole community and how it can be achieved.
6. Equity and inclusiveness; ensure all the members feel that they take part in it and do not feel excluded from the mainstream of society

7. Effectiveness and efficiency; meet the needs of society with the best resource at the disposal and cover the sustainable use of natural resources and environmental protection
8. Accountability; accountable to those who are affected by its decisions or actions.

The concept of governance compliance is a phenomenon in all industries including education services. [5] explain that the institutions today more varied and less predictable funding due to the itemized budget to a lumps-sum basis that depends on the numbers of input or admitted students or output such as degree granted by a certain program. It also highlighted that university must be run like a business where the university needs to respond faster, minimize overhead, improve coordination and change direction as markets, trends and opportunities dictate. [6] highlight the reason why the quality of education is linked with governance issues from the changes of the tertiary education system, learning delivery modes, and diversification of provision. Public demands the accountability where they use the public funds and be responsible for the relevant activity held. Rising doubt is increasing whether the university could produce graduates that fit the industry and society needed based on skill and competency which currently prefer the specialized workforces. The need for quality assurance becomes the pressure to grow in internationalization where the students could easily cross-border for the quality standards and reputation of institutions. These issues become the challenge for universities to implement the good governance principle in the education institutions [6].

A. Good Governance practice in universities around the world

University governance models in Europe such as Oxford and Cambridge university benefit from a long and powerful tradition in successful governance models. Both of them focused on self-governance and full autonomy including academic structures and activities just like the corporate model which becomes the key in strategic thinking and decision making [7]. Meanwhile in 2003 Netherlands through its accreditation program become the quality assessment in education under by public accreditation agency which makes academics less empowered compared [8].

Rowland (2013) in his research stated that Australia used the framework of governance through the governing body or university council which obligated to all of the university management and the principal or vice-chancellor or president acts as the chief executive officer. The reform in Japan gave the university more autonomy through the incorporation of self-governance, including self-evaluation, external evaluation, and accreditation at the institutional level [7][8].

World Bank and United Nations of Development Program (UNDP) tend to emphasize the governance concept on corruption, transparency, participation, and rule of law by concerning governance-related programs of public sector management, public administration, downsizing of bureaucracy, and the privatization of state-owned companies [4].

Czech Republic demonstrates a functional and comprehensive quality management system to approach education quality using quality assurance assessment tools for overall management systems such as ISO 9001 standard and The European Foundation for Quality Management (EFQM) Excellence Model [9].

B. Good Governance practice in Indonesia

Good university governance in Indonesia is mainly a management of organizational structures, business process, programs, and activities in a plan to achieve university objectives [10]. Education institution in Indonesia is highly regulated under two ministries of Ministry of Higher Education and Science and Ministry of Education and Culture. The role of governance in university is to increase the quality of education through good university governance including controlling the organization and independence in decision-making, human resource management, asset management, and financial management [11]. Private university management is delegated by the foundation for a public university is delegated by PTN-BH (incorporated) or PTB-BLU (public service agency).

Reference from [12] stated the participation of private universities in the provision of legal education have proved their worth equally with top leading public law school in front of the society compared with before the political reformation period in 1998 where private law schools was the education alternatives for those could not enter public law school. This changed the view of private institution and started to believe in their education quality. However, he added that many private institutions still lack quality and facilities.

Brawijaya university implemented good governance principles such as transparency in tuition fee, accountability through the quality assurance and positive and negative compensation toward staff, responsibility by emphasizing CSR using scholarship, cooperation, and superintendent council, fairness which point out proportional tuition and fairness between staff, and also independence which underlines the management decision making without the other's influence. Meanwhile, it faces obstacles due to due to regulation, complex demand by society, unable to remove the previous work unit, incapable human resources, and also the implementation of two different methods of accounting system [13].

The economic faculty of Semarang university approaches the good governance principles by excellent service of campus facility to meet student's needs and convenience. However, students still lack participation or

are unwilling to be active in improving the academic service quality [14].

The support of information technology (IT) helps the college in improving the governance in achieving good university governance. The influence of individual impact on information system which includes the sequence of receiving information, understanding information, application of information to particular problem, understanding of decision making will make a higher value towards Good University Governance practices [15].

Reference from [16] intellectual asset has a positive effect on good university governance and highlighted that the transformative leader will also improve the good university governance through the strategy reflected on the college's objective. [17] reveals that good governance is crucial for universities in achieving accreditation. Thus, universities need to pay attention to the implementation of good university, intellectual capital, the university's mission, faculty goals and strategies, and unit performance.

C. Accreditation standard by BAN-PT agency

BAN-PT as the agency that manages the higher education accreditation in Indonesia issues two instruments mechanism through regulation No. 1 in the year of 2020. It stated that the study program is assessed by Instrumen Akreditasi Program Studi (IAPS) 4.0 and education institution is based on IAPS 3.0 resulting in "Not Accredited", "Good", "Very Good", and "Excellent" accredited. Accreditation is assessed by the qualitative and quantitative appraisal to study program or university self-evaluation into BAN-PT standard document including Institutional Performance Report and Self Evaluation Report. There are nine accreditation criteria from BAN-PT in achieving the study program standard which is (1) Vision, mission, goals, and strategy; (2) Governance and collaboration; (3) Students; (4) Human resources; (5) Finance and infrastructure; (6) Education; (7) Research; (8) Community service; (9) Tri dharma objective and achievement [18].

D. The future of education

The future of education is led by the online learning revolution where it provides more targeted professionals or students seeking training or preparing for certification exams. It is highlighted the issues of online education such as dire regulation, accreditation, and quality control. The development of technology urges the education need into online learning education. Not only education institutions can provide online education but also education technology firms that focus on the additional learning processes and online training. With the loss of traditional classroom features, online education makes the flexible and low cost and becomes more accessible for all age levels. [19]. Refers to the [20] the project called ECLECTIC approach is made using three active learning

techniques of Group Project, Peer Review, and Peer Teaching to consolidated the education disruption. The results obtained an 80% of the success rate of the curricular unit with the issues related to autonomy were achieved by the students.

The past research stated how good governance principles associate with the organization's development. Good University Governance relates to accreditation standards that prove the school has good learning quality. This research examines the implementation of good governance in ensuring the quality of education in the blended learning process.

III. METHODOLOGY

Case study analysis is conducted using quantitative and qualitative analysis on one of the law higher education in Jakarta. Qualitative research aims to understand the experiences and behavior of the research's object. This approach is trying to explore the phenomenon using a variety of data sources and converge the data to illuminate the case [21]. The quantitative study deals with quantifying and analyzing variables involving analysis of numerical data using specific statistical techniques [22].

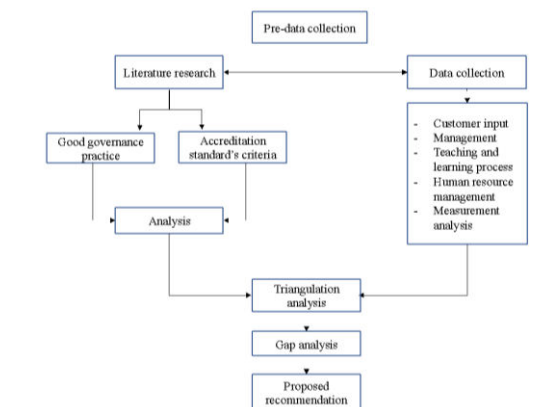


Figure 1 Research methodology

Sources: Author

Pre-data collection is conducted to grasp the issues in the organization through interview with management. Literature research as through reviewing journals, textbooks, and reports published on the internet basis of good governance including regulation and practices. The framework of the school business process modelling from reference [23] is used to gain the perspectives of good governance in research objects. The quantitative study utilizes survey data with open and close questions to gain the key idea of good governance among stakeholders. It collects 29 staff and lecturer including researcher, 9 alumni, and 23 students. Meanwhile, FGD and interviews used to analyze the further qualitative method from management, staffs and lectures, and students. Observation is done through school website and document reviews provided by the research object. Triangulation is

used to check and validate the data to capture the phenomenon in the research object using multiple methods to support the analysis and the research results with one another [24]. The authors try to find the research gap from the data collected and literature review. Gap analysis using fishbone analysis to highlight the pain points facing by users in the organization. And the proposed solution is conducted coming from the literature research given.

IV. FINDINGS AND DISCUSSION

As a private institution, the school is established in the era of information and technology development. The school is founded by the prominent law people in Indonesia who wants to develop law higher education that connects with practical law. The authors find the selected issues as the concerns which red font mostly mentions by the respondents. The issue diagram below shows the pain points of the organization which are considered by the users and stakeholders.

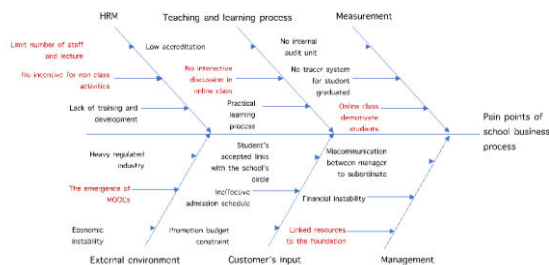


Figure 2 Fishbone analysis diagram

Sources: Author

Education institution is beneficial from their knowledge workers as the basis in work operation. With practical experiences, prominent, and high-profile lectures in the field of law, the school manages to attract students using this advantage. Based on the survey, the pleasantness of the employee to come to work results positive value.

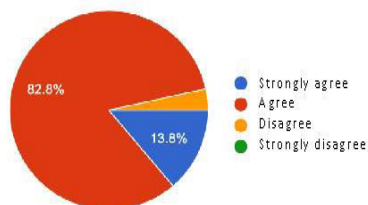


Figure 3 Enjoy coming to work

The school provides the opportunity to express new ideas to improve the organization. This result corresponds with the value of the good governance principle which is inclusiveness across the member of the organization.

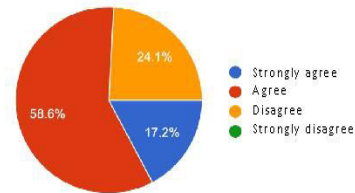


Figure 4 Opportunity to express and implement idea

According to the interview reveals the limited number of staff is the pain point where some degree of work is imposed on one. Students highlighted the need for staff role in providing courses materials after the learning process such as lecture's slides and class recording which hardly accessible for students. It reveals that the staff in charge of learning assistance is handled by one person due to the insufficient number of staff. This is proven by the survey conducted resulting in the workload and salary is not proportional.

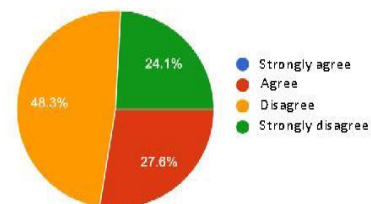


Figure 5 Proportional salary with the workload

In another survey, staff mentioned the clarity of information which affect the work result. It is confirmed the information about the job description must be clarified. Clarity of information is needed and it is one aspect of the governance principles. The needs of manpower planning to tackle this issue is the first step to improve the performance of the organization which consists of analyzing the current manpower, forecast analysis, designing and developing employment program.

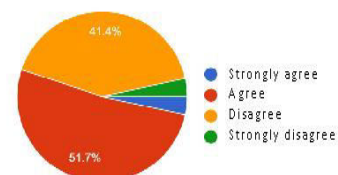


Figure 6 Clarity of information which affect work results

At the graph below, around 41.4% employee unsatisfied with current remuneration system.

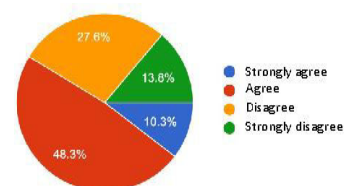


Figure 7 Employee satisfaction on remuneration

Sources: Author

The activities outside the learning process in class usually happened in the school such as training for the corporation. This activity is additional revenue for the school and is done because of the demand from the market. The survey reveals the lectures involved in non-class activities do not get the incentive resulting dissatisfaction from the lecturers and trainers for corporate training.

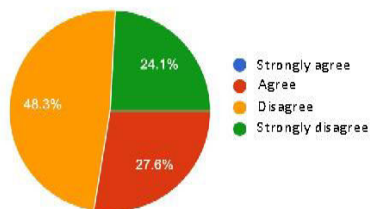


Figure 8 Employee's satisfaction on compensation for non-class activity

Improving compensation through merit-based performance is important to promote work competence and reward work achievement. A merit system and remuneration based on performance and the time needed to get the work done is suggested which uses the job analysis as a basis of measurement.

The teaching and learning process contributes to the main core of the education process. Students show high satisfaction which stated in the FGD that: *“Several basic courses have a good arrangement in curriculum, credits, and lecturer”*. The results of student satisfaction are shown from the survey, that almost 90% agree with the quality of school learning process. Student FGD reveals that the quality of learning is higher than other law schools in the same tier. However, this result is not in line with the school accreditation of C from Indonesia BAN-PT. The gap becomes an issue that needs to be considered especially in acquiring new talents or new students from a non-law family background that still acknowledge the accreditation status as the consideration to attend college. This is approved by the management when almost 90% of the students coming from non-regular or scholarship backgrounds.

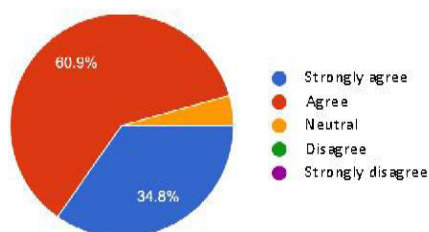


Figure 9 Student satisfaction on learning process

Sources: Author

Blended learning between online and offline classes has been proposed at the beginning of 2021. But the

pandemic enforces the school to move forward with its plan in 2020 without proper preparation in the IT system and SOP. Students mentioned during the learning process interactive discussion usually happen in offline classes before the pandemic. The emergence of MOOCs in technology era has affected the learning process especially when the school is uninformed about the pandemic happened which resulting learning class without proper SOP. It became the pressure for students where the lectures push down unsynchronous learning through the tasks embedded. The students stated online class demotivates their study. It stated that: *“It is hard to evaluate ourselves during an online class. Offline class is better”*. Another respondent speaks up his idea that: *“The school better improve their online class or decrease the tuition instead”*. Maintaining the value and process in the middle of online learning is crucial to preserve the unique process in the learning process. In the FGD, students reveal demotivation during online learning and want to come back to offline classes where interactive discussion is more fully implemented. However, this is against the management’s goals to keep brick mortar schools where it needs physical resources and financial capability to acquire the conventional school. The head of Academic mentioned they find it difficult to keep the non-school lecturer assist the student after the class, especially during online class when they had other activities aside from lecturing sessions. SOP which is related to the learning assistance should be reviewed particularly in facing blended learning in the future because conventional and blended learning of online and offline classes needs different approaches and standards. The authors suggest the value alignment before external parties doing the lecture session in class where it increases the awareness of the importance of post-learning assistance. This suggestion is based on one interview with the Head of Curriculum mentioned the collaborators are sometimes willing to give the lesson without the incentive involved as the contribution of law development in Indonesia. Aligning value between contributors and the school is crucial in a pre-learning process to keep the commitment. Maintaining communication during the learning process using student service could aid post-learning assistance. The role of student service as the one who takes care of the administrative task such as tasks, grades, and others will mitigate the risk of class collaboration.

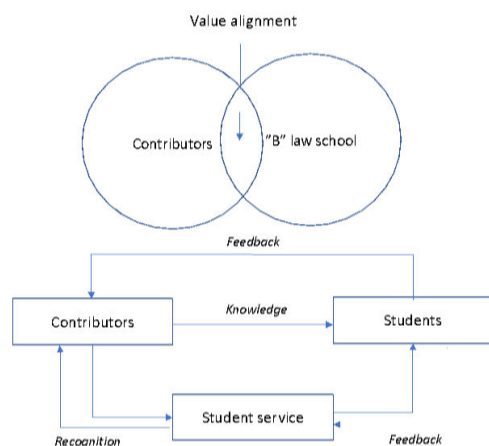


Figure 10 Value alignment model

Sources: Author

The establishment of this school was from the school founders' initiation that wants to provide practical and appropriate law education to the current Indonesian law development. Before the school establishment, the foundation has three self-organization which is "A" law research think-tank organization, "C" law library, and "D" law information portal website. With this close relationship, the school management corresponds with the foundation. The respondent stated: *"Management between school and foundation should be clear. Separation between the school and foundation management to prevent double job so that the employees do not have the conflict of interest"*. The authors observe the link between organizations not only in organization members but also in a financial report. During the FGD, management reveals financial report integration to the foundation and budget are done because of the insufficient number of income if the school manages the finance itself. The foundation as the pool money from and to for the school activities. The staff stated that *"In the finance division, we have not yet done an internal audit, but the financial process is always conducted by SOP to make it easy for external parties"*. As an organization that has independence in decision making, management should arrange its financial report and budgeting report. is Separating the financial report and budgeting system on its own crucial to improve the decision-making process in perceiving the root cause of the problem within the organization. It is important to improve cost management including identify and measure the cost drivers and link the annual budget with the strategic plan. As stated from the interview, current budget planning is based on a program and has not yet arranged an annual budget. The authors suggest using activity-based budgeting where this approach is based on direct cost and revenues analysis. The majority of the school's revenue is coming from the donation from individual and institution to provide the scholarship fund. External auditor assessment will show

the management concern of accountability and transparency issue to the donors as the external stakeholders.

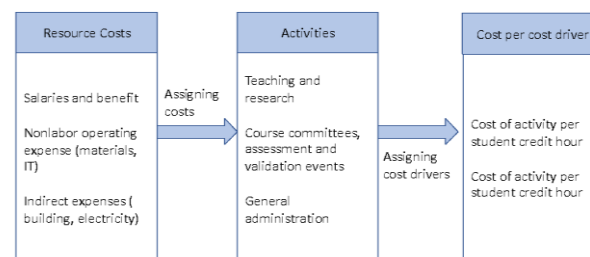


Figure 11 Activity based costing framework

Sources: [25]

The school has a close bond to the foundation which affect the personnel, asset, and financially linked with each other. It is confirmed by the head of the curriculum that the lecturer from the foundation plays a big part in the school system. The school has the advantages in providing practical law that suits the current law development where "A" as the think tank organization supplies the professional lecturer with practical experiences and knowledge, "C" as the law library provides courses material resources with the help to gain many perspectives that beneficial for the student learning process, and "D" as law portal will assist the school exposures to the law community. The dependency of the school to its foundation provides resources and joint research and material courses from "A" and practitioner would develop the learning quality system as well as improving the research quality at the school. Alumni as part of the organization ecosystem support the learning ecosystem providing their best talent toward the community and keep the school's reputation. People's perception of the school's reputation is important, particularly for brand reputation. Even though it is still small in number, the growth is promising in the future when the number of graduate students grew. Society as the recipient of the school learning process must be supported sources of high-quality graduates.

Governments as the regulator of the education sector are the factor influence the educational institution which has the purpose to maintain the education quality across the country. Therefore, compliance with the rules and regulation is crucial for an education institution. Catching up development of regulation and program in the education sector will give the exposure in the broader society such as *Kampus Merdeka* initiation from Ministry of Education is one example of government's program which focus on learning-based practice, competency-based learning through student exchange, research, community service, and humanitarian project. Utilizing government programs is beneficial to enhance student's learning process.

Adaptive learning is a teaching method based on technology that replaces the traditional one-size-fits-all

teaching style with more personalized to individual students [26]. It is compatible with blended learning activities where students have their learning styles and circumstances. Self-directed learning is where information and courses material is provided not only from lectures but also across students exchanging ideas and solutions. It helps them to identify the learning needs of each specific personal case. Active learning which engages students, practitioners, staff, lecture, and the community will bring a proactive ecosystem to the learning process.

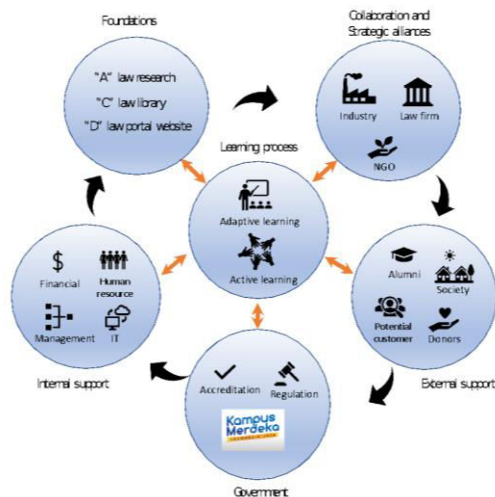


Figure 12 Learning ecosystem model

Sources: Author

The learning ecosystem model needs timeframe, resources, and financial support as the contributing factor of success rate. The readiness of the IT support system and personnel is imperative particularly for the education sector where it is based on excellent service toward the students. The organization's mission and resources must be aligned to help the business grow and sustain itself in the future. Financial support and management commitment are crucial to making this model successfully implemented. The concept of ecosystem-based learning is suitable for the organization's development in providing learning content and competency-based practice that focus on mastering and ensure students acquired the right competencies. It utilized internal resources and the external environment to make the business sustain in the long term. Several process improvements and integrated systems make the learning ecosystem more viable and feasible in the long term.

V. CONCLUSION

Based on the results discussed in the previous section, the issue related to the implementation of good governance at "B" law school has a positive impact in making a pleasant and friendly work environment including good relations among peers and superiors. It is proven by the series of interviews and surveys conducted

where the staff enjoys coming to work and also have the chance to show their best idea into their work. Some issues such as system such as remuneration, clarity on task and job description, not proportional workload, and the lack of reporting transparency need to be improved to stay connected with business practices.

As the formal institution aiming for future business sustainability as well as preserving the relevance of law education with practice in the actual circumstances, the school with its unique and distinct learning process has room for improvement to strive their business in the lucrative market of education. Indonesia's population contributes to the number four biggest in the world with many young populations which need essential higher education. The improvement of learning assistance involves human resources development as a frontline that has routines in dealing with students and strives to maintain the quality of the learning process. Before jumping into the organization objectives, improving the performance of stakeholders will manifest the excellent service toward the students as the customers and community, and industry as the benefit recipient. Improving organizational function in human resource management and finance is crucial in the school business process.

The existence of the school as the product of high profile people must exist in the long term where university graduates as the products of the school learning could bring back the value of law foundation in society. Sustainability is the next concern where it implies the continuing operation of the company for long-term business. Good governance principles offer long-term benefits in demonstrating the good management process within the organization which is accepted by public principles and ethics. Good university governance principles help the school improve its strategies while at the same time balancing business and social missions.

The blended learning process which contains online and offline classes need several support system including IT, lecture capability, and staff support. According to the discussion, the issue occurred in the school is because the new condition that not compatible for online class especially teaching class by contributors or guest lecturer. However, the separation of human resources and finances may not happen right away. It needs time and commitment by the management and organization members as stakeholders. The gaps between the current implementation with the practice and regulation.

The case analysis shows the newly developed school facing issues of limited resources with the help of blended learning implementation. Good University Governance principles discuss the implementation of how the business should conduct especially assuring education quality. Practically, the research contributes to the effective blended learning practice where good governance implementation could ensure education quality. The research is expected to contribute to the business sustainability of the school following the good

governance principles. In this context, it could help the organization to solve the business problem and complying with regulations. Due to the limitation, the discussion mention the issue which is considered as the pain points by the stakeholders including customers, management, and also the staff of the organization.

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