

## ABSTRAK

Konsep perubahan organisasi, menurut Kurt Lewin, didefinisikan sebagai proses sistematis menuju penyempurnaan yang berkelanjutan. Manajemen perubahan ini juga dianggap krusial di sektor pendidikan, terutama di perguruan tinggi, guna mencapai *Good University Governance* adalah langkah-langkah untuk meningkatkan kualitas dan efisiensi perguruan tinggi, serta mencapai akuntabilitas. Prinsip-prinsip *Good University Governance* antara lain transparansi, akuntabilitas, responsibilitas, independensi, keadilan, dan penjaminan mutu. Undang-Undang Nomor 12 Tahun 2012 mengatur pengelolaan perguruan tinggi dan mendukung prinsip *Good University Governance*. ITTelkom Surabaya telah menerapkan *Good University Governance* sesuai dengan pedoman yang diatur dalam Surat Keputusan Rektor. Implementasi GUG diharapkan dapat memudahkan pencapaian akreditasi unggul. Untuk mendukung *Good University Governance*, penggunaan model ADKAR dalam manajemen perubahan di perguruan tinggi dianggap penting. Model ini, yang mencakup *Awareness, Desire, Knowledge, Ability, dan Reinforcement*, memberikan pendekatan sistematis terhadap perubahan organisasi. Pada tahun 2021, upaya peningkatan *Good University Governance* di ITTelkom Surabaya diintegrasikan ke dalam *Enterprise Architecture*, fokus pada fase bisnis arsitektur. *Enterprise Architecture* digunakan sebagai panduan holistik dalam merancang dan mengimplementasikan sistem informasi dan proses bisnis. Meskipun ITTelkom Surabaya telah memiliki *Enterprise Architecture*, implementasinya belum optimal. Oleh karena itu, penelitian ini bertujuan untuk mengembangkan *roadmap* manajemen perubahan untuk penerapan *Enterprise Architecture* dengan model ADKAR. Keberhasilan penerapan *Enterprise Architecture* diharapkan dapat meningkatkan tata kelola dan mendukung pencapaian akreditasi unggul. Penelitian ini menghasilkan dokumen manajemen perubahan.

**Kata Kunci:** Manajemen perubahan, *Enterprise Architecture*, *Good University Governance*.

## **ABSTRACT**

*The concept of organizational change, as defined by Kurt Lewin, is described as a systematic process toward continuous improvement. Change management is also deemed crucial in the education sector, particularly in higher education, to achieve Good University Governance. Good University Governance entails steps to enhance the quality and efficiency of higher education institutions, as well as to achieve accountability. Principles of Good University Governance include transparency, accountability, responsibility, independence, fairness, and quality assurance. The Law Number 12 of 2012 regulates the management of higher education and supports the principles of Good University Governance. ITTelkom Surabaya has implemented Good University Governance in accordance with guidelines set in the Rector's Decree. The implementation of Good University Governance is expected to facilitate the attainment of excellent accreditation. To support Good University Governance, the use of the ADKAR model in change management in higher education is considered crucial. This model, encompassing Awareness, Desire, Knowledge, Ability, and Reinforcement, provides a systematic approach to organizational change. In 2021, efforts to enhance Good University Governance at ITTelkom Surabaya were integrated into Enterprise Architecture, focusing on the business architecture phase. Enterprise Architecture serves as a holistic guide in designing and implementing information systems and business processes. Despite ITTelkom Surabaya having Enterprise Architecture, its implementation is not yet optimal. Therefore, this research aims to develop a change management roadmap for the implementation of Enterprise Architecture using the ADKAR model. The successful implementation of Enterprise Architecture is anticipated to improve governance and support the achievement of excellent accreditation. This research produces a document on change management.*

**Keywords: Change management, Enterprise Architecture, Good University Governance.**