

ABSTRAK

KEPEMIMPINAN VISIONER KEPALA SEKOLAH DI ERA DIGITAL (Studi Kasus di Sekolah Dasra Gugus V Kecamatan Panawangan Kabupaten Ciamis)

IIS SURYANI
NIM. 82362425011

Penelitian ini dilatarbelakangi bahwa transformasi digital di sekolah dasar sering kali terkendala oleh kesenjangan infrastruktur dan ketidaksiapan sumber daya manusia. Rendahnya adopsi teknologi *Artificial Intelligence* (AI) dan hambatan kompetensi digital guru menjadi tantangan utama transformasi pendidikan saat ini. Penelitian ini bertujuan untuk menganalisis dan mendeskripsikan peran kepemimpinan visioner kepala sekolah di era Digital dalam empat dimensi: sebagai perancang (*designer*), pemecah masalah (*problem solver*), model (*role model*) dan strategi dalam mengoptimalkan pelatihan dan integrasi teknologi bagi tenaga pendidik di Gugus V Kecamatan Panawangan, Kabupaten Ciamis. Metode penelitian menggunakan metode deskriptif dengan pendekatan kualitatif melalui studi kasus. Data dikumpulkan melalui wawancara mendalam, observasi, dan studi dokumentasi. Teknik analisis data kualitatif meliputi reduksi data, penyajian data, dan penarikan simpulan. Hasil penelitian menunjukkan bahwa: (1) Sebagai perancang, kepala sekolah membangun ekosistem digital melalui visi bersama (*shared vision*) dan sistem kurikulum koding; (2) Sebagai pemecah masalah, kepala sekolah menerapkan siklus Identifikasi-Refleksi-Benahi (IRB) berbasis data Rapor Pendidikan untuk mengatasi kendala infrastruktur dan anggaran secara proaktif; (3) Sebagai model, kepala sekolah memosisikan diri sebagai pembelajar pertama (*first learner*) yang menginspirasi guru melalui keteladanan teknis; (4) Strategi integrasi AI dan pelatihan *peer coaching* "Selasa Digital" terbukti efektif mengatasi rendahnya adopsi teknologi serta mereduksi beban administratif guru hingga 50%. Hal ini menegaskan bahwa kepemimpinan visioner ditentukan oleh kemampuan kepala sekolah dalam menyelaraskan "perangkat lunak" organisasi (visi, sistem, budaya) dengan potensi teknologi masa depan.

Kata Kunci: *Digital Pendidikan, Kecerdasan Buatan (AI), Kepala Sekolah, Kepemimpinan Visioner, Transformasi Digital.*

ABSTRACT

VISIONARY LEADERSHIP OF PRINCIPALS IN THE DIGITAL ERA (Case Study at Cluster V Elementary School Panawangan District, Ciamis Regency)

**IIS SURYANI
NIM. 82362425011**

This research is motivated by the fact that digital transformation in elementary schools is often hindered by infrastructure gaps and human resource unreadiness. Low adoption of Artificial Intelligence (AI) and barriers in teachers' digital competence are primary challenges in current educational transformation. This study aims to analyze and describe the role of visionary principal leadership in the digitalization era across four dimensions: as a designer, problem solver, and role model, as well as the strategies used to optimize training and technology integration for educators in Cluster V, Panawangan District, Ciamis Regency. The research employs a descriptive method with a qualitative case study approach. Data were collected through in-depth interviews, observations, and documentation studies. Qualitative data analysis techniques included data reduction, data display, and conclusion drawing. The results indicate that: (1) As a designer, the principal builds a digital ecosystem through a shared vision and a coding curriculum system; (2) As a problem solver, the principal implements the Identify-Reflect-Improve (IRB) cycle based on Education Report Card data to proactively address infrastructure and budget constraints; (3) As a role model, the principal positions themselves as a "first learner," inspiring teachers through technical exemplary behavior; (4) Integration strategies involving AI and "Digital Tuesday" peer coaching training proved effective in overcoming low technology adoption and reducing teachers' administrative burdens by up to 50%. The study concludes that the effectiveness of visionary leadership is determined by the principal's ability to align organizational "software" (vision, systems, culture) with the potential of future technology.

Keywords: Visionary Leadership, Digital Transformation, Artificial Intelligence (AI), School Principal, Educational Digitalization.