

# STRATEGIC MANAGEMENT OF HIGHER EDUCATION IN THE COVID-19 PANDEMIC

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## ABSTRACT

The Covid-19 pandemic had a major impact on higher education governance and had an impact on the decline in UNY's performance achievements. This study aims to (1) explain the achievements of the implementation of higher education strategic management during the Covid-19 pandemic at UNY; (2) To produce policy recommendations to optimize UNY's performance during the Covid-19 pandemic. This research was conducted using the literature study method. Data collection is done through documentation from journals, books, UNY performance reports, Kemendikbud performance reports, policy documents, documentation of mass media reports. The data needed is in the form of secondary data that can support (1) identifying the needs of universities (UNY) in conducting higher education governance during the COVID-19 pandemic, (2) identifying the dynamics of university problems (UNY) in conducting higher education governance during the COVID-19 pandemic, (3) analyzing strengths, weaknesses, opportunities and challenges (SWOT), (4) generating strategies to be implemented in higher education management during the COVID-19 pandemic, (5) formulating policy recommendations. The analysis was carried out by collecting data, reducing data, submitting data, as well as verifying and drawing conclusions. The achievements of the implementation of the strategic management of universities during the COVID-19 pandemic with the UNY case study showed stagnation in the fields of education services, student affairs, human resource development, research and service. Implementation analysis is aimed at 10 aspects, namely (1) the learning and student quality strategies mostly achieve the target; (2) implementation of character education for Indonesian identity in accordance with the target; (3) most of the institutional quality has not reached the target; (4) the relevance and productivity of research and development has not yet reached the target; (5) most of the relevance and productivity of community service have not reached the target; (6) most of the innovative capacity has not reached the target; (7) supporting power facilities are in accordance with the target; (8) the relevance, quality, and quantity of human resources have not yet reached the target; (9) financial performance and accountability are in line with the target; and (10) good governance, as well as high quality of service and support in all units, have largely not reached the target. Factors that become strengths in the UNY environment are organizational leadership, university policies, and support from financial resources. Meanwhile, the weaknesses are infrastructure factors, responsiveness, human resources, and organizational adaptability. The factor that becomes an opportunity in the external environment of UNY is Central Government Policy. Meanwhile, the challenge is the performance of the public sector in handling the Covid-19 pandemic at the local, national and global levels. Implementation of adaptive governance in higher education governance can be done with the following principles: (1) governance must always be adapted to the context of the organization (good enough governance), (2) policies taken by the government are based on economic conditions (business driven), (3) In policy making, the government must respect and provide space for participation in governance (human focused), (4) productive policies in promotive and preventive efforts (based quick wins), (5) policies that are fast and adaptive to the situation (systemic and adaptive). approach) and (6) policies that are easy to implement by the community accompanied by evaluation and rehabilitation (simple design and continuous refinement). The research outputs are: (1) Publication of reputable international journals (Jurnal Pertanika UPM Malaysia) or national journal SINTA 3, (2) Publications in international seminar proceedings indexed in the International Annual Conference on Research, Implementation Education, Social Studies and History (ARIESSH), and (3) Research reports that have been validated and disseminated the results.

Kata Kunci: *Strategic management, higher education governance, strategy, adaptive policy.*