



THE STRATEGY OF THE PRICIPAL IN IMPROVING THE IMAGE OF MADRASAH IN THE ERA OF COVID 19

Abdul Majir¹, Khairul Anwar², Surya Habibi³

DOI:

Info Artikel

Abstract

Keywords:

*Strategi Kepala
Madrasah
Peningkatan Citra
Madrasah
Covid 19*

Kata kunci:

*Strategy of Principal
Image building
Islamic School
Covid -19*

The purpose of this study is to reveal the strategy of Madrasah Principal in improving the image of Madrasah Aliyah Negeri (MAN) 2 Manggarai Ruteng with sub focus: what is the strategy of the Principal of Madrasah in building the image of MAN 2 Manggarai in the Covid 19 crisis situation, how are the efforts of the Principal of Madrasah to improve the image of MAN 2 Manggarai in the midst of public school competition in the Covid 19 crisis situation, and how to build the image characteristics of MAN 2 Manggarai to compete with public schools in the current Covid 19 crisis situation. This research uses a qualitative approach with the type of case study. Collecting data using interview, observation, and documentation techniques. While the data analysis technique, the researcher uses an interactive analysis model which consists of four interrelated components, namely data collection, data simplification, data exposure, drawing and submitting conclusions. The results showed that: (1) the strategy of the Principal of the madrasa in building the image of MAN 2 Manggarai Ruteng was carried out in three stages, (a) studying various strengths and weaknesses of the Madrasah, (b) improving the internal condition of the Madrasah both in terms of physical and non-physical aspects, and (c) to promote and introduce Madrasah to the public. (2) The strategy of the Principal in improving the image of MAN 2 Manggarai Ruteng is through two steps, (a) an inward step to strengthen the Madrasah and (b) outside the Madrasah to show the Madrasah to the community. (3) the impact that arises from the image: (a) Realizing quality Madrasah that can meet the educational needs of the community, (b) Improving the quality of public education, (c) A religious community culture is the main driving force for MAN 2 Manggarai to become a center for religious activities, and (d) Increase public confidence in the existence of Madrasah with evidence that the number of students who send their children to school increases every year.

Abstrak

Tujuan penelitian ini adalah untuk mengungkap tentang strategi Kepala Madrasah dalam meningkatkan citra Madrasah Aliyah Negeri (MAN) 2 Manggarai Ruteng dengan sub fokus: bagaimanakah strategi Kepala Madrasah dalam membangun citra MAN 2 Manggarai pada situasi krisis Covid 19, bagaimanakah upaya Kepala Madrasah meningkatkan citra MAN 2 Manggarai di tengah persaingan sekolah umum pada situasi krisis Covid 19, dan bagaimanakah membangun karakteristik citra MAN 2 Manggarai sehingga

¹ Universitas Katolik Indonesia Santu Paulus Ruteng, Manggarai Nusa Tenggara Timur, Indonesia

Email: abdulmajir@gmail.com

²³⁴ Institut Agama Islam Tebo, Jambi, Indonesia

Email: alkhair2505@gmail.com

Volume;issue;month;year

Received date month year; Received in revised form date month year; Accepted date month year; Available online date month year

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mampu bersaing dengan sekolah umum pada situasi krisis Covid 19 saat ini. Penelitian ini menggunakan pendekatan kualitatif dengan jenis studi kasus. Pengumpulan data menggunakan teknik wawancara, observasi, dan dokumentasi. Sedang teknik analisa data, peneliti menggunakan model analisis interaktif yang terdiri atas empat komponen yang saling berkaitan, yaitu pengumpulan data, penyederhanaan data, pemaparan data, penarikan dan pengajuan kesimpulan. Hasil penelitian menunjukkan bahwa: (1) strategi kepala Madrasah dalam membangun citra MAN 2 Manggarai Ruteng dilakukan dengan tiga tahap, (a) mempelajari berbagai kekuatan dan kelemahan Madrasah, (b) memperbaiki kondisi internal Madrasah baik segi fisik maupun non fisik, dan (c) melakukan promosi dan pengenalan Madrasah kepada masyarakat. (2) Strategi kepala Madrasah dalam meningkatkan citra MAN 2 Manggarai Ruteng yaitu melalui dua langkah, (a) langkah kedalam guna memperkuat Madrasah dan (b) ke luar Madrasah untuk menunjukkan Madrasah kepada masyarakat. (3) dampak yang muncul dari pencitraan: (a) Mewujudkan Madrasah berkualitas yang dapat memenuhi kebutuhan pendidikan masyarakat, (b) Meningkatkan kualitas pendidikan masyarakat, (c) Kultur masyarakat yang agamis merupakan pendorong utama bagi MAN 2 Manggarai untuk menjadi pusat kegiatan keagamaan, dan (d) Meningkatkan kepercayaan masyarakat terhadap keberadaan Madrasah dengan bukti jumlah siswa yang menyekolahkan anaknya bertambah setiap tahun.

INTRODUCTION

December 2019 was the beginning of the emergence of Covid-19 cases in the South China Seafood market in Wuhan, Hubei Province, China (Huang et al., 2020). Furthermore, Chinese health experts, investigated this virus and later named it Covid-19. On January 7, 2020 released the spread of Corona virus throughout China and accidentally exported to all over the world by trade and travel traffic; both sea, land and air. This is news that shakes the international world, the spread of the infectious disease Covid-19 has an impact on all sectors of life around the world. Practitioners and crisis management experts have signalled the impact of Covid 19 on all sectors of life, including the education, worship and other social circles. On February 12, 2020, WHO officially declared the Corona virus outbreak in humans as Corona virus Disease (Covid-19). This Corona virus disease continues to spread throughout the world, including Indonesia. Seeing the development of this disease getting faster in circulation and having an impact on human death, On March 11, 2020, WHO finally declared Covid-19 as a pandemic. (Huang et al., 2020) (Murfi et al., 2020) (The COVID-19 Pandemic: Shocks to Education and policy and Responses, 2020)

In Indonesia, the spread of the Corona Virus or COVID-19 pandemic is a challenge for educational institutions. To anticipate the transmission of the virus, the government issued policies such as *social distancing*, *physical distancing* to large-scale social restrictions which restrict people from staying at home, studying at home and worshipping at home. As a result of this policy, the education sector, from basic education to tertiary institutions, stopped learning face-to-face in schools. Instead, the learning process is carried out online from their homes. (Circular Letter of the Minister of Education and Culture Number 4 of 2020)

The Letter of the Ministry of Education and Culture Number 4 of 2020 was strengthened through the Decree of the Minister of Education and Culture of the Republic of Indonesia Number: 791/P/2020 concerning Guidelines for Curriculum Implementation in Education Units in Special Conditions. Regarding the implementation of the Special curriculum, it is necessary to pay attention to: (a) the age and stage of development of the Learners in kindergarten students; and (b) competency achievement in curriculum, meaningfulness, and usefulness of learning for Basic Education and Secondary Education including special education and equality education programs (Anwar et al., 2021). This condition has implications for the development of educational services, leadership of school principals, teachers and students (Prasetyo & Anwar, 2021b).

In addition, there will be competition between schools to be the best in the midst of the Covid-19 pandemic crisis, both between private, state, public and vocational schools. Between private and public schools and Madrasah, there will be competition. Each school maintains an image to capture the market or win the hearts of the community to send their children to school. Madrasah is one of the various educational institutions in Indonesia that have so far placed a lot of hope in the community to

send their children to school. Because it is considered to have many advantages of religious subjects compared to other public schools.

The current threat or crisis has the potential to make education outcomes worse. But with optimism to turn the crisis with opportunity. The most important thing is that there are no schools nor Madrasah that have closed as a result of the Covid-19 pandemic crisis. This is where the role of the Madrasah principal shows his ability as a good leader in the midst of a crisis like this (Prasetyo & Anwar, 2021c). The expertise of the Principal of Madrasah deserves thumbs up, because Madrasah still exist. To realize Madrasah that excel in the midst of the Covid-19 pandemic crisis situation, certain strategies must be developed by the Principal of the Madrasah (Wibowo & Subhan, 2020). Madrasah principals are required to implement, "crisis management" which is the process of preparing and managing emergency or unexpected situations that affect students, teachers, staff and other stakeholders in crisis management, this threat must be faced. The current threat or crisis is not entirely bad for schools/Madrasah. On the contrary, it motivates Madrasah to be better. Many Madrasahs carry out digital transformation using web-based applications that facilitate the learning process, meetings and managerial coordination from home.

Fernandez and Shaw (2020) look at the 3 best applications of leadership to manage unexpected adaptive challenges that can arise during the coronavirus pandemic. Beginning with the type of servant leadership that emphasizes empowerment, involvement and cooperation among others, academic leaders with emotional intelligence and emotional stability must put the interests of others above the interests of the individual. Second, academic leaders must distribute leadership responsibilities to the organizational team network to improve the quality of decisions taken in solving crises or problems, third, leaders must use clear, straightforward and intensive communication language to all stakeholders through various communication channels (Murfi et al., 2020).

With various studies on previous research, it is necessary to do this research with the main focus on the Principal of Madrasah Strategy to Improve Madrasah Image in Crisis Situation Covid 19 In Madrasah Aliyah Negeri 2 Manggarai NTT. In order to obtain substantive theory, the focus of this research is on the concept of strategic management to improve the image of Madrasah, the efforts of the Principal of Madrasah to improve Madrasah Image, and characteristics of Madrasah Aliyah Negeri 2 Manggarai in the Covid-19 crisis situation.

METHOD

To reveal and obtain substantive theory from the focus of the problem, this research uses a descriptive qualitative method with a case study design. Data were obtained through interviews, observation and document studies. Data analysis was carried out inductively with an interactive model, while for the data validation process a triangulation technique was used (Huberman & Miles, 2014). This research is expected to be able to obtain substantive theories related to the problem and can explain comprehensively about the concept of strategic management in building the image of the Madrasah, the efforts of the Madrasah Principal, and the characteristics of Madrasah Aliyah Negeri 2 Manggarai so that they can compete with public schools in the Covid 19 crisis situation.

RESULT AND DISCUSSION

The Principal of Madrasah Strategic Management

In managing Madrasah, strategy determination cannot be separated from the management system so that Madrasah runs well, efficiently, and effectively. (Muis et al., 2016) in Nurlali (2015: 39) Strategy comes from the Greek "*strategos*" taken from the word *stratos* which means military and which means to lead. So, strategy can be interpreted as a general ship which means something done by generals in making plans to conquer the enemy and win the war. (Kotler, 2004) stated that strategy is the placement of the mission of an institution, the setting of institutional goals by considering external and internal forces, the formulation of certain policies and methods to achieve goals and justify their implementation appropriately so that the main goals and objectives of the institution will be achieved. (Sanjaya, 2014) strategy in the world of education is defined as a plan method, or series of activities designed a particular educational goal, meaning that strategy is a plan that contains a series of activities designed to achieve specific educational goals.

According to (Huda, 2020) who is popular with the effective school theory, which focuses on revising the learning process in order to increase the quality of learning, among others: 1) a comfortable and orderly school environment, 2) the school has a vision/mission and quality goals achieved, 3) the school has a strong managerial, 4) there are high expectations from school personnel, 5) there is the development of school / Madrasah staff that continues to suit the demands of science and technology, 6) there is the application of continuous assessment of various academic and administrative aspects and their use for revision the quality of learning, 7) the existence of communication and support from parents and residents. Meanwhile, George R. Terry, Henry Fayol, Syaiful Sagala in (Mukhtar et al., 2019) mention that management practices can be grouped into several patterns of managerial activities in 4 management functions, namely: (1) Planning, (2) Organizing, (3) Direction, and (4) Controlling with basic principles must be efficient and effective.

According to (Hariadi, 2005) there are several processes in strategy formation, these stages include; a) Formulation of vision and mission includes analysis of internal and external environment, determination of vision and mission, planning and goals. The steps that a leader needs to take are: (1) Determine the mission to achieve the vision that is aspired to in the environment, (2) Analyse the internal and external environment to measure the strengths and weaknesses as well as the opportunities and threats that will be faced, (3) Set goals and targets. A leader begins by determining his vision of what an organization wants to be in the future and what mission must be fulfilled or carried out now to achieve these goals, b) Implementation: is a crucial stage as an institution's strategy in achieving goals. Strategy implementation is the process by which strategies and policies are carried out through the development of structures, program development, budgets and implementation procedures, c) Evaluation: This assessment is designed to provide evaluations to the person being assessed as well as the person who considers or the head of the institution regarding the data on the work. An assessment of the organization's implementation will help leaders to determine whether changes in the organization's area are still worth maintaining or not. The credibility of a leader is proven in making a sharp evaluation of the changes in the area of the institution experienced so that the mission and vision that is made will match the reality on the ground.

In terms of implementing this strategic management, the Principal of Madrasah Aliyah Negeri 2 Manggarai has implemented a series of implementation steps that are quite good so that the image of the Madrasah persists both in the development and the pandemic situation.

Building the Image and Characteristics of Madrasah

Currently the term imaging often appears in various areas of life, the world of education is also affected by the term imaging. Along with the widespread and growing use of the term imaging. So that the meaning of the image is growing, appearance, image that many people have about a person, company, organization, or product; mental impression or visual image caused by a word, phrase or sentence, and is a distinctive basic element in prose or poetry (Language, 2017). (Rochmawati, 2012) Jalaluddin Rakhmat, (2002:114) says that the image is a depiction of reality and does not have to match exactly with reality, the image is a world for assumptions. Image as a reflection of mental, inspiration generated by imagination or character shown to the public by a person, organization, and so on.

While the image of an institution is the public's perception of the identity of the institution or organization. So that the image needs to be built or formed honestly, consistent with the reality that is perceived properly and correctly by the public. Therefore, the development and improvement of the image must be based on the reality and the implementation of the institution's program that describes the actual reality. The process of image formation will produce attitudes, opinions, responses, which are aimed at a certain condition. In the end, it creates a certain attitude that is obtained from public opinion. Meanwhile, public opinion is formed through effective and persuasive communication so that it becomes a favorable public opinion. (Siswanto Sutojo, 2004:34)

Frazier Moore, (2004:7) divides the image into five types, namely: (1) The mirror image (shadow image): This image is attached to people or members of the organization, which is usually focused on the leader, regarding the opinion of outsiders about the organization, (2) The current image (image that applies): An image or view held by outside parties regarding an organization. This image is completely determined by the amount of information possessed by those who believe it, (3) The wish image: This image is applied to something relatively new before the audience gets adequate information about it, (4) The corporate image, namely the image of an organization as a whole, so it is not just an image of its products and services, (5) The multiple

image (compound image), which is a collection of various images that represent the overall image of the institution. the existence of various images from the public towards a particular organization caused by those who represent our organization with behaviour that is different or not in tune with the goals or principles of our organization.

Meanwhile (Ardianto, 1998) specifically describes the image of the institution, there are three types, namely: (1) Exclusive image, namely the image that can be highlighted in large institutions. What is meant by exclusivity is the ability to present various kinds of the best benefits to consumers and the public, (2) Innovative image, namely an image that stands out because the institution is good at presenting new products whose models and designs are not the same as similar products on the market, (3) Image cheap, namely the image that is highlighted by an institution that is able to present products of good quality, but at a low price.

In the 21st century today, quality education must include two orientations of the academic orientation that focuses on learners, and the orientation of life skills (Majir & Kurniawan, 2020). The education strategy includes: a) fostering a commitment to empowerment through the duties and functions of each educational stakeholder, b) increasing the involvement of non-governmental organizations, especially in informal and non-formal education, c) developing creativity, innovation according to local culture, d) encouraging the community to participate active in education, e) equal access to education, both formal, informal and non-formal

(Rhenald, 2004) in Nurlaili (2015: 35-36) suggests understanding that comes from an incomplete information produces an imperfect image. Furthermore, the image of the institution includes four elements, namely: (1) *Personality* : Overall characteristics of institutions that are understood by the target public such as trustworthy institutions, institutions that have social responsibility, (2) *Reputation* : Things that have been done by the institution and believed by the target public based on experience themselves or other parties, such as the transaction security performance of all banks, (3) *Value* : Values owned by an institution in other words, the culture of the institution such as the attitude of management who cares about the community, employees who are quick to respond to requests and complaints from the public, (4) *Corporate Identity* : Components that facilitate the introduction of the target public to the institution such as logos, colours, and slogans.

Based on the description of the image of an institution above, to facilitate the process of building an image it is necessary to have unique values or characteristics that are maintained and preserved. Things that are deemed inappropriate, should be addressed as soon as possible, in order to comprehensively fulfil the need for public information about the institution so that a positive image is formed. The image of the Madrasah has an important role in influencing people's decisions to make choices to send their children to school. Madrasah that has a positive image in the community have their own influence in the community. to gain the trust of the public. This is in line with Gronroos in (Sutisna, 2003) identifying four roles of image for an institution: (a) Image tells expectations, (b) Filters that affect perceptions of institutional activities, (c) experience and community expectations, (d) Significant influence for Madrasah.

Thus, the image plays an important role in bridging people's expectations. Public relations is one method of communicating with Madrasah as educational institutions, especially those related to education promotion, publicity and socialization of Madrasah activity programs. Madrasah can provide information to evaluate policies, correct misunderstandings, determine message appeal, public relations, and improve the Madrasah's image with society in general.

Concept of Strategic Management to Improve Madrasah Image at MAN 2 Manggarai

The concept of strategic management to improve the image of MAN 2 Manggarai lies in the expertise of the Principal of MAN 2 Manggarai including: (1) Studying internal and external conditions, followed by the formulation, implementation and control of the vision/mission and educational goals involving all Madrasah stakeholders according to their respective duties and functions (2) Promotion to the Community and Cooperation with Other Agencies, (3) building good internal relations (good relations with teachers, staff and students with open communication and good morals and externally (establishing good relations with SMP, MTS, conducting social service activities and Madrasah introduction activities through banners, calendar distribution, and showing Madrasah profiles through local media) (Interview with the Principal of MAN 2 Manggarai, on January 9, 2021, 09.30 to 10.30 WITA)

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According to (Linggar, 2000) in Nurlaila (2015: 67) the process of image formation in the cognitive structure as an experience regarding the stimulus, as shown in Figure 1 below:

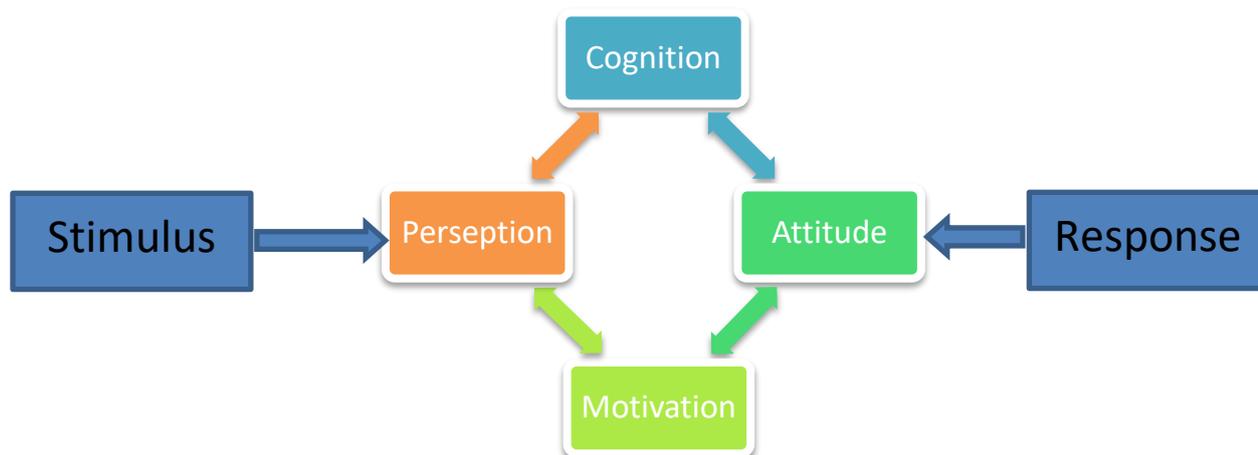


Figure 1: Image Formation Model (Linggar, 2000)

Based on Figure 1 above, the Stimulus is the impression of the Madrasah institution that is received from outside to form the perception of the community around the Madrasah which forms a direct perception associated with an understanding, the formation of an image of MAN 2 Manggarai. The birth of knowledge (cognition) related to belief, can motivate to make choices because of information satisfaction. Finally, a positive attitude arises as a result or response of individuals or groups of organizations to stimuli that come from within themselves and the environment.

Efforts by the Principal of Madrasah in improving the image of Madrasah

Imaging efforts carried out by the Principal of MAN 2 Manggarai include: (1) Creating quality Madrasah that can meet the educational needs of the surrounding community, especially in the Covid-19 Pandemic situation, where initially people saw Madrasah as being the same as public schools, so there were imaging and improvement efforts, the community accepts the presence of a better Madrasah, (2) Improving the quality of community education: educational guidance and development gets a good response from parents of students to improve the quality of community education through increasing achievement and motivating them to continue their education to higher education, (3) Religious community culture is the main driving force for Madrasah Aliyah Negeri 2 Manggarai Ruteng to become a center for students' religious activities (learning the Koran, praying and general recitation activities for the community around the Madrasah) (Interview with the vice of principal MAN 2 Manggarai, study of meeting note-taking documentation, on 20 J January 2021, 11.30-13.30 WITA)

The strategy of the Principal of the Madrasah in improving the image of the Madrasah is in accordance with the views of Frazier Moore, (2004:7) states that public relations is a social philosophy of management that puts the interests of the community first in everything related to organizational behavior. So that the image can be called: (1) The mirror image (shadow image), this kind of image is attached to insiders or members of the organization, which is usually focused on the leader, regarding the opinion of outsiders about the organization, (2) *The current image* (the prevailing image) the image or view held by outsiders about an organization is completely determined by the amount of information possessed by those who believe in it, (3) *The wish image* (the desired image), this image is applied to something that relatively new before the audience obtains adequate information about it, (4) *The corporate image* (company image), namely the image of an organization as a whole, so it is not just an image of its products and services. Corporate image depends on people's assessment of the company as a result of the behavior of people who are within a company itself, and (5) *The multiple image*, which is a collection of various images that represent the overall image of the institution created by those who represent the organization with behavior that is different or not in tune with the goals or principles of the organization.

The Madrasah Principal's strategy in improving the image of the Madrasah can be seen in Figure 2 below:

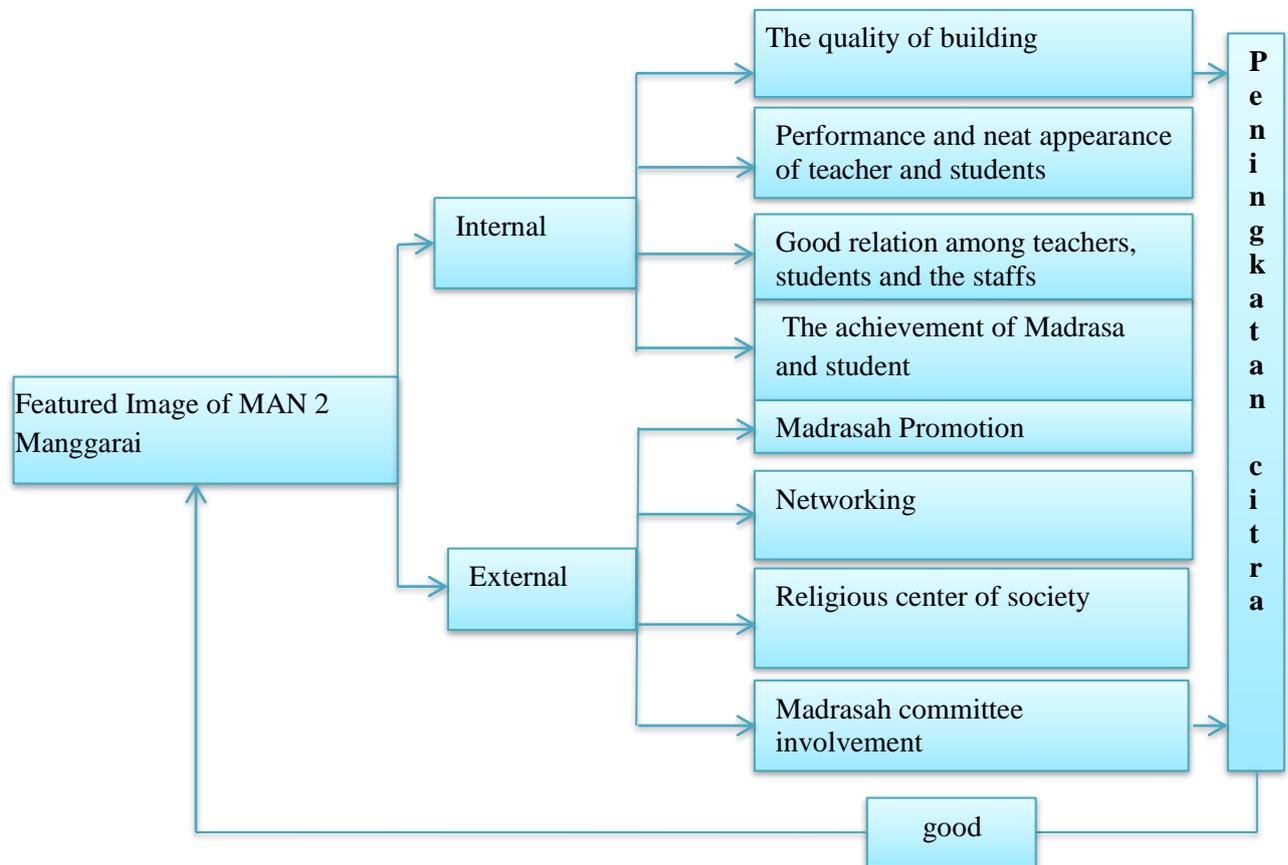


Figure 2: Strategy of the Principal of Madrasah in improving the image of the Madrasah

Based on Figure 2; The principal's strategy to improve the image of MAN 2 Manggarai is to implement several steps, including the stages of internal and external analysis. In the internal stage, the Madrasah Principal conducts internal strengthening of Madrasah in dealing with problems that may arise, such as: managing the needs, competencies, and harmonization of teachers and staff, strengthening the Madrasah administration system, regular meetings every 2 months, improving the standards of Madrasah facilities, and improving quality. input, process, and output of students both academically and non-academically (Interviews to vice of Principal curriculum MAN 2 Manggarai). document study of meeting notes, on January 25, 2021, 11.30-13.30 WITA), While external strategies for Madrasah, such as promoting Madrasah to the community, collaborating with other agencies and institutions, and connecting friendships with the surrounding community, and making MAN 2 Manggarai a center for religious activities for the community around the Madrasah. (Interview with the deputy Principal of Public Relations of MAN 2 Manggarai, study of meeting notes documentation, on January 29, 2021, 11.30-13.30 WITA).

Meanwhile, the approach used by the Principal of MAN 2 Manggarai uses three approaches in implementing crisis management, namely (a) The Escaping Approach. This approach, it is necessary to follow the internal and external environment continuously and improve the prediction methods about the future before the crisis. To prevent the impact of negative crisis, the management of the peak must determine the needs and values of key organizations to set a goal that is projected, (b) The Solving Approach The approach is dependent on the prediction of conditions before the crisis and the steps that the right time for the settlement of problems during the crisis.

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During the crisis, the conditions when it should be understood and identified in a clear and behave realistically and patient. In addition, several efforts such as systematic collection of information for effective decision making, extra opportunities for staff at various levels, reduction of time pressure, and detailed identification of sources of crisis should be carried out, (c) The Proactive Approach According to this protective approach, The management summit must produce alternative solutions to potential crises. Because the measures of prevention, firm construction that can harmonize the activities of production and marketing of those with the condition of the crisis can be financially successful while their competitors are in a state of panic, The Reactive Approach recovery approach may be selected by the top leaders in the face of a crisis that was not unexpected. In the condition of some sort is usually the leader making aggressive decisions through meetings During the meeting, during the crisis (M. Ibn Ahmad, 2020).

The Characteristics of MAN 2 Manggarai which is able to compete with public schools

The principal's strategy in improving the image of the Madrasah includes: teachers, staff and students. Characteristics of teachers and staff: a) must master the use of computers and have expertise that can be developed according to their fields, b) maintain good relations between Madrasah with parents (committees), government agencies and the business world d) be responsible for procuring study tours and comparative studies, maintain relationships, communicate humanely to fellow teachers and fellow students. Meanwhile, the characteristics of students include: a) Good morals (practicing smiles, greetings, politeness, and courtesy), b) Excellence in Achievement: academic and non-academic, devout religion (dressing cover the aurat, carry out all mandatory and sunnah religious orders both while in the Madrasah and outside the Madrasah.

Madrasah principals build Madrasah internal strengths including: managing the needs, competencies, and harmonization of teachers and staff, strengthening the Madrasah administration system, regular meetings every 2 months, improving Madrasah facility standards, and improving the quality of student input, process, and output both academically and academic. Meanwhile, the external strength of the Principal of Madrasah conducts promotion of Madrasah in the community, collaborates with other agencies and institutions, and maintains friendship with the founding foundations and the surrounding community. Regarding the process of forming a strategic plan, starting from (1) the formulation of the plan including: Identification of the environment to be entered by the leader to determine the mission to achieve the aspired vision in the environment, conduct internal and external environmental analysis to measure strengths and weaknesses as well as opportunities and threats that will be faced and determine goals and targets, (2) Strategy implementation, always honest, integrity that can encourage the trust of Madrasah residents, be communicative and be professional in their duties, (3) evaluation: solve every problem looking for a solution based on knowledge and experience that is in accordance with the problem.

The strategy management process for the Principal of Madrasah in education, strategy is defined as a plan method, or a series of activities designed a particular educational goal, which means that strategy is a plan that contains a series of activities designed to achieve certain educational goals. With a strategy, an institution will be able to obtain a strong position or position in its territory. This is because the institution has better knowledge and experience in approaching to meet the needs and desires of the community in the area it reaches (Sanjaya, 2006:126).

The implementation of strategic management to improve the image of MAN 2 Mangarai is carried out through structural development, program development, must be supported by an institution with a solid leader, adequate resource allocation, appropriate policies, culture, situation and conditions for the successful implementation of the strategy. This is in accordance with the opinion of Hariadi (2005:5) (Prasetyo & Anwar, 2021a) that method means a method that can be used to implement a strategy while a technique is carried out by someone in order to implement a method. such as the imaging method carried out by the Principal of Madrasah, the program runs effectively and efficiently by taking into account the conditions and situations.

While the evaluation of the implementation of the strategy will help the leader to reassess whether the assumptions regarding changes in the institutional environment that have been made so far are still feasible or not. The credibility of a leader is tested in making a sharp assessment of the changes in the environment the institution is facing so that the mission and vision made will be in accordance with the realities that already exist in the field.

Regarding the field phenomena and the research results that have been discussed, this study strengthens the theory that the concept of cooperation is the spearhead of organizational

success. Cooperation does not have to be involved in doing the work, but suggestions, opinions and being present in planning something for success are forms of cooperation. Cooperation has the principle of mutual trust, mutual respect for people's abilities, complementing each other and fulfilling an activity that has positive implications in order to strengthen understanding of crisis management in improving the image of Madrasah, so that the existence of Madrasah is able to compete with other schools in the covid-19 situation.

CONCLUSION

The concept of strategic management to improve the image of MAN 2 Manggarai carried out by the Principal of the Madrasah involves all stakeholders with a humanist and religious approach. The Principal of MAN 2 Manggarai collaborates, coordinates, is responsible, cooperates and is transparent in achieving the demands of education and Madrasah have always been the community's favourite choice to send their children to school. The strategy model for improving the image of education at MAN 2 Manggarai uses the Escaping Approach. This approach, follows the internal and external environment continuously and improves prediction methods about the future before the crisis. The Madrasah Principal's Strategic Management to improve the image has been proven to increase public confidence in sending their children to MAN 2 Manggarai Ruteng.

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