

THE IMPLEMENTATION OF STRATEGIC MANAGEMENT DURING THE COVID-19 PANDEMIC

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Abstract: *The research's aim is to describe the Implementation of Strategic Management during the Covid-19 Pandemic in SMAN 1 Wajo. Good Strategic Management will support the success of the school in achieving the schools' vision that has been designed. In the process of compiling, there are several stages including Formulating, Implementing, and Evaluating. This study is a qualitative research with a phenomenological approach that uses interviews, observations, and documentation in data collection techniques. Data processing is done through data analysis of the interactive analysis model from Miles & Hubberman, namely: reducing data, presenting data, and concluding or continuously verifying, in the form of cycles. The results of the study found that the Implementation of Strategic Management during the Covid-19 Pandemic in SMA Negeri 1 Wajo went well and adapted to the changing conditions of the learning process as the result of online learning policies in achieving the goals set in the midst of the Covid 19 pandemic. The strategic formulation process begins with composing vision and mission, SWOT analysis and making short, medium and long term strategic plans. School strategic management is applied to the National Education Standards, then evaluated every two weeks by the principal which is presented at school meeting held at the end of month. The challenges in the implementation process are the lack of student motivation in participating in the Study From Home process during the pandemic as well as teacher discipline in teaching, parents economic level and the Covid-19 clusters in Wajo Regency.*

Keyword: *Implementation of The Strategic Management, Challenge, Covid-19 Pandemic*

Background

The world is being shocked by the presence of a dangerous virus, namely Corona virus disease or Covid-19 (Khairuddin, 2020). The event triggered by airborne infectious diseases (Lesilolo, 2021) which is changing various aspects of human life, including education. Education system is one of the elements feels the pandemic negative effect where previously learning was offline at school, but nowadays have to adapt online learning (BDR) or distance learning (PJJ).

(Prasetya, 2020) The policy to fulfill the teaching and learning process during the Covid-19 pandemic is based on the Form Letter of the Ministry of Education and Culture No. 4 of 2020 concerning the Implementation of Policies in the Emergency Period for the Spread of Covid-19. (Anugrahana, 2020) During pandemic, the role of management is very important in regulating teaching and learning process in school would run in accordance with the National Education Standards.

Based on the current Covid-19 pandemic phenomenon, the development and competition between educational institutions is increasing, schools are required to be able to implement online-based schools with various best strategies in facing the situation and competition during the pandemic. (Prasetia, 2020) During pandemic, the role of management is highly important to manage learning process occurs to comply the National Standards of Education. Strategic Management is in the form of an implementation program design which is systematically arranged in an educational institution to improve the its performance. (Budiman Sri, 2021) Good strategic management is a great breakthrough in dealing todays situation where it is future oriented with the school's internal and external factors consideration. According to Freed R David (David, 2012) Strategic Management is the science of formulating, implementing, and evaluating solutions and decisions between units of work that encourage the organizations to realize their dreams. Good strategic management will support the success of an educational institution to achieve its goals.

Previous studies that is relevant is the research conducted by Moh Rois Abin in the Ta'allum Journal, Islamic Education Journal under the title "Strategic Management in Improving the Quality of Education" shows that strategic management starts from formulating the school's vision and mission by considering both internal and external school environment, followed by formulating the goals and targets of school quality and determine school strategy by outlining and implementing all the strategies that have been formulated in the measurable programs while the strategic evaluation used is formal and informal meetings.

However, the study is in a situation where the education and learning process takes place normally, without the COVID-19 pandemic which effects in various of educational changes and policies. Therefore, researchers studied the implementation of strategic management during the COVID-19 pandemic considering that the strategic management is closely related to the role of stakeholders in formulating a strategy by analyzing internal and external factors, then considering obstacles and challenges that may arise in the process. (Abin, 2017).

Theoretical Framework

According to Husein Umar, strategic management is science and the art of formulating, implementing, and evaluating the provisions of strategy between the functions that become the basis of organization in realizing future goals. (Taufiqurokhman, 2016) Divergent with Hadrawi Nawawi who deliver Strategic management as a large-scale plan (strategic plan) for the future (vision) and as a decision (basic) so that the organization effectively works (mission) which seeks to create (goods/services) with the best quality by leading to optimize achievement of organizational objectives and other goals. (Nawawi, 2005) It can be concluded that strategic management is knowledge related with a formulation (implementing) and cross-functional evaluation (evaluating) that allows an educational institution or organization to achieve the future goals that have been set.

Government policy is one of factors that determines the success of a program or policy implementation made by a school principal in facing every challenge arises. Carl Friedrich explaining that policy is an action heading to a goal that

has been proposed by someone, or groups, and the government in an environment related with the existence of a certain obstacle while finding other opportunity in order to realize the targets or dreams that have been determined. (Abdoellah, 2016) So that policy becomes something that have to be done to provide instruction on how resources can be allocated and assigned in an educational institution or organization in order to carry out strategies deal with situation and condition that arises in realizing the goals that have been set previously.

Research Method

The research method used is qualitative research that applies a phenomenological approach, which seeks to find comprehension by observe phenomena that are happening in society, and looking for the meanings implied in (Moleong, 2018). This study aims to determine the implementation of strategic management during the Covid-19 pandemic. This research was conducted at SMA Negeri 1 Wajo, Wajo Regency. Subjects of the study were school principals, vice principals for student affairs, vice principals for curriculum, vice principals for public relations, vice principals for facilities and infrastructure and homeroom teachers for class X. Data collection was conducted using interview, observation, and documentation. (Nugrahani, 2014). Data was analyzed continuously from the beginning to the end of the study using the Milles & Huberman model, where this interactive model has three main components, namely, data reduction, data presentation, and drawing conclusions or verification. In this model, data analysis begins when the process of collecting data is carried out in the form of a cycle. (Sugiyono, 2016) The

data analysis in this study has begun when the researcher was at the research location. Not only looking at the results of observation, the researchers also collected data by conducting interviews with school principals and vice principals regarding the strategic formulation process during the Covid-19 pandemic, the implementation of strategic management during pandemic, and the process of evaluating strategic management during the pandemic to find out obstacles and challenges faced during the Covid-19 pandemic. To deepen the data, the researcher also conducted an analysis of the document format or content analysis, namely assessing contents of documentation using the principal's notes, book I and book II as well as pictures of training and formulation of the school's vision and mission. Where then, the data is reduced to the selection of data that has similarities with the research objectives, which is continued in displaying data or data presentation, which is in the form of a narrative that has clear and easy images, illustrations and columns to understand at the conclusions.

Research Result

The results of the study found the facts related to the implementation of strategic management applied by the principal, namely participatory strategic management where in its implementation has involved all elements contained within the school to make decisions or policies. (Hidayat, 2017) The Strategic Formulation Process is the school's strategic planning in achieving future goals. This is including the entire process of activities related to closing of school's vision, mission and goals; and conducting an internal and external environmental analysis (SWOT analysis) as well as short,

medium and long term strategic plans in order to achieve goals as efficiently and effectively as possible.

Formulation of visions, missions and goals

The formulation of the school's visions, missions and goals, while in the formulation process is prepared through the following stages, as follows the formulation of the vision and mission by predicting the problems, situations and conditions faced by the school. This is in accordance with the journal written by Ahmad Khori which states that in making strategic decisions, educational institutions must well-known the environmental factors, both external and internal. (Khori, 2018) The vision that has been arranged is developed in a suitable mission according to school conditions, as for the next step is the elaboration and implementation of mission in to activities or policies. The formulation of the visions, missions and goals of SMA Negeri 1 Wajo is led by the principal includes all components in the school starting from teachers, vice principals and even the local education agency and school committee. (Calam, 2016) The results of the meeting conducted by the principal obtain a change in vision and mission from the previous vision of Excellence, faith and piety to become the realization of graduates who excel in Faith and Piety, Science and Technology, has an entrepreneurial mind and spirit and have global diversity. Meanwhile, in terms of missions, which previously only amounted to five points, it turned into nine points.

As a conclusion regarding the formulation of the school's visions, missions and goals, the strategic

management of the school is seen in the vision and mission as well as the strategic plan taken by the principal which in its formulation involves every element that has an interest, based on the situation and conditions faced by the school during the pandemic. Formulation is carried out with a SWOT analysis to determine precise strategy to achieve school goals in the future. The formulation of the visions, missions and goals of SMA Negeri Wajo before the pandemic until the new school year is "Excellence, Faith and Piety ". Observing increasingly competitive situations and conditions, schools were required to maintain an innovation in order to be able to produce superior students so that schools collaborate with the education board or local education agency and school committees as well as all teachers or educators and vice principals and principals in formulating new visions and missions of school. The results of the meeting gave rise to a new vision and mission for SMA Negeri 1 Wajo, namely "The realization of graduates who excel in Faith and Piety; science and technology, have an entrepreneurial spirit and have global diversity." which is the basis for decision making and policies as well as a benchmark for achieving school success during the Covid-19 pandemic.

SWOT Analysis

Analyzing school environmental factors (SWOT analysis), where every school strategic management process begins by analyzing internal factors (strengths and weaknesses) and external factors (opportunities and threats). (Budiman Sri, 2021) Pearce and Robinson explain that SWOT analysis is apart in a strategic management process in a company or educational institution which intend to understand strengths and

weaknesses and compare them with external opportunities and threats which is become the basis to create various strategies. (Nazaruddin, 2018) The process of formulating a strategy using a SWOT analysis is first to observe, identify, analyze problems along with internal and external factors in detail, so it can be success in the vision, mission and goals of the school that have been set previously when carrying out strategic formulation with the principal, all vice school principals, school committees and the education agency get a consensus or mutually agreed decision. This is in line with research conducted by Moh Rois Abin in strategic planning carried out through several activities, namely the formation of a formulation team, formulating a vision and mission, analysis of opportunities and threats, long-term plans, annual plans, and improving the quality of learning and teaching staff. (Abin, 2017) Analysis of the internal environment is a strength or positive condition which can create profits for the school. While weakness is a negative internal factor that slows down and hinders schools in achieving predetermined targets. In addition to analyzing the internal environment, it is also necessary to analyze the external environment with the aim of reading the opportunities and threats that may be faced by the school in realizing the school's vision, mission and goals. Furthermore, the results of the process of analyzing the school environment become a reference for SMA Negeri 1 Wajo in designing a policy along with programs that will be implemented in the form of operational plans and medium-term and long-term strategic plans.

Determination of Strategic Plans during the Covid-19 Pandemic

Next is the determination of the Medium and Long-Term Operational Plan and Strategic Plan for SMA Negeri 1 Wajo during the Covid-19 pandemic. Strategic planning is a planning process, activity or policy that has a very important function in an educational institution in the process of achieving the goals that have been agreed upon through short, medium and long term strategic plans. The long-term work program carried out by the school is that in 2020-2024 it will become a high school that has a high existence in the community because of its achievements and in 2024-2028 it will become an internationally competitive school which in realizing this begins with short-term planning or operational plan within one year. The first year in which the school's operational plan is in the field of curriculum by providing excellent curriculum services, in the student field where the school provides quality self-development services, for the field of management where the school holds a participatory, active, creative, effective learning process, innovative, productive, and challenging, in the field of public relations by creating good teamwork with stakeholders, in the field of facilities and infrastructure, namely creating a safe and orderly, healthy, clean, beautiful and shady school environment, in the field of organization and management by organizing school based management (MBS) and IT-based management. Based on this, it can be seen that the strategic plan of SMA Negeri 1 Wajo during the Covid-19 pandemic is to be able to improve student achievement both in extracurricular and intracurricular activities as well as good management by using IT systems in improving the quality of education which is supported by complete facilities and infrastructure along with open management. Next is the

medium-term work program of SMA Negeri 1 Wajo in 2020/2021 until 2024/2025, is compiling curriculum documents, planning, implementing, and evaluating learning, improving the quality of education personnel as well as the quality and quantity of facilities and infrastructure, along with improving information systems IT-based, and mobilizing broader stakeholder functions. This medium-term program is a program taken by the school to improve the quality of SMA Negeri 1 Wajo, where the school is divided into three parts, namely the academic field by improving the knowledge skills taught by the teacher, as well as becoming an Inspiring Teacher and all class XII students passing the school exam and the percentage who passed at State University both test and non-test was 60%, lastly students in class X, and XI went up to class XII according to the program and department, in the non-academic field, namely creating students who excel in competitions, orderly and politely in traffic, besides that students are not involved in fights and acts of violence, and students are also not affected by pornography and drug abuse, and finally in the field of Human Resources (HR) where this program is to improve the quality of educators and education staff by building motivation and ethos of teacher's work by providing training from expert resource persons, teachers, employees, and and students have a commendable ESQ through ESQ training and workshops, teachers and employees are able to develop information technology by holding in-house training in the IT field, teachers and employees can use English both oral and written which include participating in training and bring in native speakers, educators and employees who understand their personality and potential by doing applied psychology all

residents of SMA Negeri 1 Wajo carry out PBM activities based on performance and competence that apply the concept and work implementation of SMA Negeri 1 Wajo. All of this is done so that the school is able to achieve its long-term goals in the process of achieving success from the previously formulated vision, mission and goals.

Implementation of Strategic Management during the Covid-19 Pandemic

Implementation of strategic management at SMA Negeri 1 Wajo during the Covid-19 pandemic. Strategic implementation is an action taken by the principal on the situation and conditions that will be passed by the school during the Covid-19 pandemic. According to Hunger and Wheelen, implementation is a series of processes in management to realize strategies and decisions as well as steps in developing budgets, programs, and procedures. (Kholis, 2014) Based on this, the implementation of strategic management is in line with the planning that has been formulated previously, seeing the development of the Covid-19 outbreak which does not yet have a bright spot, therefore the principal takes several actions to make learning in schools continue to run effectively, the policies taken by The principal also considered many things, starting from the Covid-19 distribution zone in Wajo Regency, a Circular Letter from the Governor of South Sulawesi, the Wajo Regent and the Ministry of Education and Culture of the Republic of Indonesia in which the school implemented several policies in accordance with the Eight National Education Standards, and the leadership also restructured vices school principal at school so that performance is better, more productive, in order to support the

successful of learning during the Covid-19 pandemic. The form of implementation of the strategic management of SMA Negeri 1 Wajo, which implements participatory strategic management into the Eight National Education Standards, namely, content standards in which the school applies the revised 2013 curriculum with the division of groups A and B (General) and specialization groups where before the pandemic schools conduct direct or face-to-face learning at school but in order to break the chain of the spread of the Covid virus based on Circular Letter from the Ministry of Education and Culture No. 4 of 2020 where teaching and learning process will continue to be implemented by making innovations from home or Study from home with all applicable provisions. (Prasetia, 2020) Utilization of information technology is a key point in carrying out learning during this pandemic where schools at the beginning of the pandemic hit in March 2019 100% of schools conducted online learning using the WhatsApp application where in its application the subject teachers created groups in which there were students. and the homeroom teacher to be taught who then provides teaching materials in the group and discusses them and sends assignments in the form of pictures, videos and others to the group. Until at the end of the semester after taking the class promotion exam and looking at the test results from the students, a problem emerged where the WhatsApp group was considered less effective in learning so that the principal held a meeting with the teachers, vices of school principal, school committee and employee in SMA Negeri 1 Wajo. (Anugrahana, 2020) In addition, the school also conducts groupings for cross-interest subjects and deepening the material to improve skills and increase understanding for students, for the

Mathematics and Natural Sciences major students can choose specialization in four subjects, namely: economics, geography, Arabic language and literature as well as English language and literature. Meanwhile, Social Studies majors can choose more subjects, namely there are five subjects including: physics, chemistry, biology, Arabic language and literature as well as English language and literature.

Implementation of Strategic Management during the Covid-19 Pandemic in the Field of Process Standards

Next is the process standards in which in practice the subject syllabus at SMA Negeri 1 Wajo is developed based on content standards (SI) and graduate competency standards (SKL) which are guided by the education unit level curriculum (KTSP) and K.13. In preparing the lesson plans at SMA Negeri 1 Wajo, the teachers have tried their best to meet the standard process. Most teachers have used a participatory, active, innovative, creative, effective and fun learning model or (PAIKEM). However, there are still some educators who do not have the motivation to make media/props to be used in learning. So that the principal provides education and includes the teacher in the workshop to know the importance of teaching aids and conduct peer tutoring with teachers who have attended the workshop and understand the importance of teaching aids in the learning process.

Implementation of Strategic Management during the Covid-19 Pandemic in the Field of Graduate Competency Standards

Next is the graduate competency standard where the acquisition/score of the SMA Negeri 1 Wajo exam in the 2019/2020 school year shows that there are subjects that do not meet the graduation standards, especially the national exam. The subjects of the Science, English, Physics, and Chemistry study programs are on average above 50.00. While the Social Studies study program is only Indonesian language subjects, the average value is above 50.00. From School average test scores for all subjects can be concluded that students have met the targets specified in the Graduate Competency Standards (SKL), as seen from the student's graduation rate, which is 100% successful and continues to the next level of education.

Implementation of Strategic Management during the Covid-19 Pandemic in the Field of Educator in Education Standards

Standards of educators and educational personnel based on government regulation No. 74 of 2008 which implies that teachers must have academic qualifications, skills, educator certificates, physically and mentally healthy and have the ability to realize the goals of National Education. The data related to the status of educational personnel at SMA Negeri 1 Wajo, their educational qualifications are undergraduate. In fact, most of them are graduate, thus from the side of the teaching staff, have met the qualification standards. Academic Qualifications of 56 teachers have met the standards. As for teacher competency standards, only a small percentage of teachers achieved a completeness score of 70 based on the "Teacher Competency Test" (UKG), then several teachers in the school who graduated became driving teachers

consisting of 1 person from ICT subjects, 1 person from Physical Education subject, 1 person from Biology subject, 1 person from Mathematics subject, and 1 person from English subject. Based on this, the government has made efforts to improve teacher competence through the "Learning Teacher" process that has been running to deal with the upcoming UKG.

Implementation of Strategic Management during the Covid-19 Pandemic in the Field of Facilities and Infrastructure Standards

The standard of facilities and infrastructure where SMA Negeri 1 Wajo has 682 students which are spread into 22 study groups, and has a state-owned land area of 10,643 m², that has met the minimum ratio of land area according to the number of students (12.43 m²/pd). The school also has a total of 13 buildings with a first floor and 1 unit with two floors with a floor area of 4,518 m² for students (5.27m²/pd), as well as an adequate electrical system of 13,000 watts. In the process of implementing online learning, the role of suggestions and infrastructure is very important in order to support the success of learning, same as when face-to-face learning is limited or PTMT is applied where the principal through the vice-chairman of facilities and infrastructure makes several improvements to the facilities in each class where repairing water taps and sinks or hand washing areas, providing hand sanitizers and masks for students and educators at school. Besides, the Deputy Headmaster also made improvements to the school structure to make it more beautiful and use land more efficiently by repairing roads and building new fields for ceremonies, parking lots and for extracurricular activities at school as well

as religious events such as collective remembrance every Friday.

Implementation of Strategic Management during the Covid-19 Pandemic in the Field of Management Standards

Next is the management standards in which the School Work Plan (RKS), Annual Work Plan (RKT) or Medium Term Work Plan (RKJM) are presented to all communities within the school environment. Likewise, the School Activity Plan and Budget (RKAS) are presented to the community within the school environment. In this case, SMA Negeri 1 Wajo has filled out the school self-evaluation instrument (EDS) so that the RKS and RKJM can be prepared based on the EDS recommendations which are grouped into Eight National Education Standards, where the principal conducts periodic monitoring and evaluation related to teacher performance during this pandemic in improving student learning outcomes.

Implementation of Strategic Management during the Covid-19 Pandemic in the Field of Financing Standards

Financing Standards are related to school financial sources, in which SMA Negeri 1 Wajo in its standard of financing still relies on assistance from the central, provincial or regional governments in the form of BOS funds and APBN. Currently SMA Negeri 1 Wajo has not been able to find other sources of finance, such as fostering mutually beneficial cooperation in the industrial and business world in Sengkang City. The use of school funds or the process of preparing the RKAS directly involves the school committee and relevant stakeholders, through meetings

with the teacher council, the principal and the school treasurer, as well as several teachers, and of course takes into account the ideas of the community in the school environment. The use of school funds is required to have a report to the authorized institution based on the type of funds and budget available. Meanwhile, in the learning process carried out by distributing free quotas for students and teachers through BOS funds and schools provide opportunities for parents or teachers to express their aspirations regarding learning during the Covid-19 pandemic, it is clearly seen that schools are carrying out strategic management in schools. where every obstacle that arises becomes a challenge that must be answered by the school, including the aspirations of the parents of students.

Implementation of Strategic Management during the Covid-19 Pandemic in the Field of Assessment Standards

Next is the assessment standard where almost all teachers at SMA Negeri 1 Wajo have prepared an assessment plan based on core competencies and basic competencies, minimum competency criteria (KKM) have been set and informed by subject teachers to students at the beginning of the meeting and communicate KKM before carry out daily tests. Teacher makes assessment based on the implementation of daily exams, UTS, UAS, class promotion exams, and school exams which look at the assessment principles, namely neutral, harmonious, cheap, clear, responsible, and improving. Through daily tests carried out the teacher is able to make assessments based on the plans that have been made previously.

Strategic evaluation of SMA Negeri 1 Wajo during the Covid-19 pandemic, is

the final process in strategic management to find out that the strategy implemented is in accordance with what is expected in achieving a predetermined target in an organization. (Budiman Sri, 2021) Priyono explained that evaluation is the stage of a manager or director in the process of maintaining and ensuring that a chosen strategy is implemented properly and achieves the desired target. (Priyono, 2007) Meanwhile, Paulson defines evaluation as a form of activity in measuring an object or activity based on certain benchmarks as a necessity in making a decision. (Isaac, Baego, 2010) The evaluation taken by the school principal during the Covid-19 pandemic was by examining every BDR report from every subject teacher at the school which included student attendance, the material being taught, and the assignments given to students at home. . The principal in this case supervises the BDR report online or offline and will then be presented in a monthly meeting with teachers at SMA Negeri 1 Wajo. If the results of the supervision carried out by the principal are found to be lacking, it will be immediately followed up by making improvements and providing training to teachers related to things that must be improved and maintaining the advantages they have and trying to improve them so that they are near perfect in the future. So that by carrying out a strategic evaluation an educational institution is able to see the benchmarks for strategic achievements taken by school leaders during the Covid-19 pandemic where schools are required to be productive and able to compete with other educational institutions, the success of an organization can be seen from the strategic management that is carried out stakeholders and good formulating

strategies, implementing and evaluating by the school principal.

Obstacles faced by SMA Negeri 1 Wajo during the Covid-19 Pandemic

Obstacles and challenges faced in the Implementation of Strategic Management at SMA Negeri 1 Wajo during the Covid-19 pandemic. Obstacles are efforts that come from within itself which have the nature or purpose of inhibiting, slowing down, and weakening a desire to move forward. The obstacles faced by schools during this pandemic, in online learning conditions, the economic factors of students' parents become things that must be considered, plus the condition of the student council and school committees treasury are empty being an obstacle in learning process, in addition to the process of changing the habit of students to be disciplined and punctual in the learning process requires a lot of energy and time in growing students' motivation in gaining knowledge during the Covid-19 pandemic. (Hawi, 2017) The other obstacle, namely the heterogeneous ability of teachers and education personnel, is an obstacle in management so that schools conduct training by grouping the abilities of teachers and education personnel, especially in the use of information communication technology (ICT) and communicating in English in the form of in-house training IHT, content management of website so that it is always up-to-date and the implementation of online learning during the Covid-19 pandemic where schools form a special team to manage website content so that it is always up-to-date and varied in

providing information and forming an IT team to ensure the teaching and learning process from home can be carried out properly starting from the provision of teaching materials, the learning process, collecting student assignments and up to the daily test and remedial stages. Fulfilling the need to meet school development needs by building relationships with alumni or the community as well as educational care organizations in ensuring school development needs, empowering MGMPs in increasing heterogeneous teacher capabilities where funding is designed in the APBS, developing a curriculum that is appropriate to school conditions where diversity of abilities and the ability of teachers in preparing the curriculum for the education unit level and the 2013 curriculum.

Challenges faced by SMA Negeri 1 Wajo during the Covid-19 Pandemic

While the challenge is every activity that aims to increase one's potential in this case is the desire of a person or organization in dealing with or resolving the obstacles faced. The challenges currently facing SMA Negeri 1 Wajo during the Covid-19 pandemic are (1) student learning motivation and (2) teacher discipline in teaching. In addition, there are several types of students who are one of the challenges in implementing strategic management during the pandemic. The types of students who appear during the pandemic are: (1) firstly, students who have cellphones but do not have internet credit in participating the teaching and learning process (2) secondly, students who have cellphones and have internet credit in participating the learning process but have no interest to join (3) thirdly, there are students who do not have cellphones and do not have

credit in participating in the teaching and learning process (4) the fourth is that there are students who have cellphones and have quotas in participating in the teaching and learning process but have to take turns in using them because they are also used by siblings who are still studying in elementary school and Intermediate. (Anugrahana, 2020) This has similarities to the research conducted by Khairuddin which explains that distance learning certainly has an impact on the limited face-to-face process in schools, resulting in a lack of student understanding of the teaching materials explained through the online learning system coupled with the many tasks given by the teacher so that it is burden some student. In addition, another problem that arises in the learning process is that not all students have communication tools so they cannot follow the learning process, coupled with the high cost of internet credit in some remote areas and the difficulty of accessing the network. (Khairuddin, 2020) Looking at the challenges that arise during this pandemic, it demands that the principal and all vice principals must make an innovation in order to be able to answer any challenges that arise. In the rapidly changing times during the pandemic, the role of stakeholders is very central in taking appropriate steps and work programs to answer every challenge faced.

The solution that is carried out by schools in responding to the challenges that arise is increasing the learning motivation of school students by using a Blended Learning system to overcome student boredom through teachers as Inspiring Teachers in the learning process during pandemic which is carried out offline or online. (Prasetia, 2020) As for the teacher discipline problem in terms of

accuracy in teaching in room meetings, the principal educate the teacher on the importance of a teacher's role in being successful during the Covid-19 pandemic, especially schools carry out learning with the Blended Learning system and limited face-to-face processes or PTMT, so the role of the teacher is gigantic in this case. Finally, for the types of students who emerged during the Covid-19 pandemic, the school coordinated with the counseling and guidance or BK teacher and the vice principal in the field of public relations to form a special team that went directly to help students who had problems in the learning process with a team that had been trained. Formed by the principal in which there are not only BK teachers and vice principals in the field of Public Relations but also homeroom teachers, so that they can overcome and provide solutions to the student's problems.

Regarding the obstacles and challenges in the learning process during the Covid-19 pandemic, the principal formed a special team in which the Deputy Head of Public Relations, BK teachers, and homeroom teachers were involved in solving problems that arose for students during this pandemic. So it can be concluded that the implementation of strategic management at SMA Negeri 1 Wajo has been carried out well even though there are obstacles and challenges that become things that can provide motivation so that in every program taken by the principal, it will be even better in the future.

Conclusions

Based on the results of this study, the researcher can conclude that the implementation of strategic management at SMA Negeri 1 Wajo during the Covid-19 pandemic has been going well and is

participatory. In the process, all stakeholders have been involved in making each policy. In the process of strategic formulation, the principal carried out the renewal of the vision and mission and restructured the vice principal as a response to the situation and conditions faced by the school during the COVID-19 period, which was based on data from the results of the SWOT analysis, both internal and external environmental analysis at the time of formulation. Strategic planning for schools in the short, medium and long term. In its implementation, it is based on the Eight National Education Standards which are evaluated every two weeks by the school principal, the principal conveys the results of the supervision in a meeting that is held once a month during pandemic to match the expected target.

Obstacles and challenges become an unavoidable thing in the implementation of strategic management at SMA Negeri 1 Wajo so that the obstacles that arise become factors that can make strategic implementation less effective. The challenges that arise in the process become a positive thing as a spur for schools to be more enthusiastic in facing challenges that arise in accordance with the increasingly rapid development of the times so that schools can produce superior products that are competitive in accordance with the school's vision and mission.

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