



COVID-19 MITIGATION STRATEGY IN HIGHER EDUCATION INSTITUTIONS: A QUALITATIVE STUDY AT INDONESIAN IMMIGRATION AND CORRECTIONAL SCIENCE COLLEGES

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ABSTRACT

Covid-19 Pandemic is a global issue affecting higher education institutions, including colleges for future government officials like the Polytechnics of Correctional Science and the Polytechnics of Immigration. To present a research article regarding this issue, the qualitative method and the interview technique were used for this purpose. The data were collected based on interviews with actors involved in mitigating Covid-19 in those Polytechnics. As the result of interviews, several strategies for Covid-19 mitigation are obtained. They include strengthening the role of leadership in finding solutions in uncertain conditions, campus zoning, providing quarantine and self-isolating facilities, conducting tracing, testing, treatment, and other health protocols. In addition, the Covid-19 mitigation strategies also include implementing virtual learning methods during pandemics and providing access to anti-virus medicines, vitamins, and other kinds of supplements for employees and students. The campus management also conducts mitigation strategies by accompanying students during isolation, educating students and staff about self-protection from the virus, establishing a campus task force to organize mitigation activities, and also conducting coordination with other stakeholders. Overall, the research shows that the Covid-19 mitigation strategy in Poltekim and Poltekip campuses is quite effective. However, improvements in several areas are needed in the future. Regarding the strategy for Covid-19 mitigation in higher education institutions, the authors recommend several proper prevention strategies such as increasing the number of rooms and facilities to accommodate classes with health protocols and agreeing on a common perception among stakeholders about the learning, coaching, and methods of treatment in these colleges.

Keywords: strategy; covid-19; higher education

INTRODUCTION

Background

Covid-19 is a disease caused by a new virus that infects the respiratory tract. The virus started a pandemic crisis in late 2019. Since then, It has infected and caused the

death of many people around the world.¹ Covid-19 virus infection was declared a global public health problem by the World

¹ Mario Coccia, "Pandemic Prevention: Lessons from COVID-19," *Encyclopedia* 1, no. 2 (2021): 433–444, <https://doi.org/10.3390/encyclopedia1020036>.

Health Organization (WHO) in January 2020.² In Indonesia, the government stated the coronavirus outbreak as a national public health crisis in March 2020.³ The Covid-19 pandemic has affected colleges around the world due to campus closures and the cancellation of various learning activities in the classroom.⁴ The absence of offline learning on campuses is needed because gatherings of people will pose a serious public health risk during the pandemic. Consequently, learning activities could not be carried out on campus to protect lecturers, students, and other campus employees.⁵ The restrictions on campus activities during the pandemic do not only affect the teaching process but also affect research and community service.⁶ This is a challenge for colleges to provide services without risking students' health during the Covid-19 pandemic.⁷

The Covid-19 public health crisis causes several adaptations toward higher education implementation, such as virtual learning as a temporary substitute for face-to-face learning

in the classroom.⁸ The Covid-19 outbreak harmed the health of students, teaching staff, teachers, and employees at higher education institutions.⁹ Higher education institutions are unable to hold face-to-face learning during the Covid-19 pandemic which is being replaced by online lectures.¹⁰

One of the valuable lessons from the Covid-19 pandemic crisis is the importance of effective strategies to reduce virus transmission in the campus area.¹¹ Pandemic mitigation conducted by higher education institutions ranges from online distance learning (learning from home), social distancing, and implementation of health protocols, to higher education institutions that do nothing.¹² The college managers are encouraged to implement measures to handle the pandemic, such as students' compliance with health protocols.¹³ Effective mitigation measures are needed to prevent the Covid-19 transmission in the campus area.¹⁴ Higher education institutions are expected to design mitigation strategies to reduce the disruptive impact of the Covid-19 virus.¹⁵

The government encourages colleges to have mitigation strategies to stop Covid-19

2 Erick T Baloran, "Knowledge, Attitudes, Anxiety, and Coping Strategies of Students during COVID-19 Pandemic," *Journal of Loss and Trauma* 25, no. 8 (2020): 635–642, <https://doi.org/10.1080/15325024.2020.1769300>.

3 Kemenkes, "Status Wabah Corona Di Indonesia Ditetapkan Sebagai Bencana Nasional," last modified 2020, <https://sehatnegeriku.kemkes.go.id/baca/umum/20200315/3633379/status-wabah-corona-indonesia-ditetapkan-bencana-nasional/>.

4 Kelly L. Edmunds et al., "The COVID University Challenge: A Hazard Analysis of Critical Control Points Assessment of the Return of Students to Higher Education Establishments," *Risk Analysis* 41, no. 12 (2021): 2286–2292, <https://onlinelibrary.wiley.com/doi/10.1111/risa.13741>.

5 Augustine Kara, "Covid-19 Pandemic and Possible Trends into The Future of Higher Education; A Review," *Journal of Education and Educational Development* 8, no. 1 (2021): 09–26, doi: <http://dx.doi.org/10.22555/joeeed.v8i1.183>.

6 Ibid.

7 Edmunds et al., "The COVID University Challenge: A Hazard Analysis of Critical Control Points Assessment of the Return of Students to Higher Education Establishments."

8 Lior Rennert et al., "The Impact of Phased University Reopenings on Mitigating the Spread of COVID-19: A Modeling Study," *BMC Public Health* 21, no. 1 (2021): 1520, <https://doi.org/10.1186/s12889-021-11525-x>.

9 Ibid.

10 Ibid.

11 Coccia, "Pandemic Prevention: Lessons from COVID-19."

12 Jessica G Burke et al., "A Compassionate Framework for Reducing Harm in Public Health Higher Education: Implications for the COVID-19 Pandemic," *Pedagogy in Health Promotion* 7, no. 1 (2020): 11–13, <https://doi.org/10.1177/2373379920954843>.

13 Baloran, "Knowledge, Attitudes, Anxiety, and Coping Strategies of Students during COVID-19 Pandemic."

14 Rennert et al., "The Impact of Phased University Reopenings on Mitigating the Spread of COVID-19: A Modeling Study."

15 Kara, "Covid-19 Pandemic and Possible Trends into The Future of Higher Education; A Review."

contagion.¹⁶ This situation does not happen only in Indonesia. Countries around the globe have to issue policies concerning Covid handling.¹⁷ Since the Covid-19 pandemic is declared a national disaster, government organizations in Indonesia apply different kinds of procedures to keep physical distance between the employees and the service recipients. Such procedures are also implemented in different units under the Ministry of Law and Human Rights. As an example, there are a study of Covid mitigation at Kudus Detention House¹⁸ and the implementation of Covid-related policy by the immigration units.¹⁹ The previous study also discussed the performance of employees at the Ministry during the Covid pandemic which requires them to work from home.²⁰

The Covid-19 pandemic is a global health problem that affects activities in higher education institutions.²¹ Polytechnic of Immigration (Poltekim) and Polytechnic of Correctional Science (Poltekip) are an example of colleges affected by the pandemic. The two colleges are higher education

institutions under the Ministry of Law and Human Rights of the Republic of Indonesia. Poltekim and Poltekip were established to support the organization by providing qualified and competent human resources.²² Future officers with leadership skills and integrity are beneficial for immigration and correctional institutions. This also aligns with the bureaucracy transformation where competent civil servants become a critical point to face the challenges in the era of Government 4.0.²³ Improving the quality of human resources is also the goal of the Government of Indonesia²⁴ which should be conducted by the higher education institutions like Poltekim and Poltekip.

The official data of the Human Resources Development Agency of the Ministry of Law and Human Rights in February 2022 regarding Covid-19 mitigation in the Poltekim and Poltekip contains several strategies. These strategies are conducting antigen tests for employees and students who enter the campus area every day, analyzing the positive trend of Covid-19 transmission among employees and students, and facilitating a self-isolation service for those who are confirmed positive in the campus area. The Covid-19 cases in the Poltekim and Poltekip are shown in Figure 1.

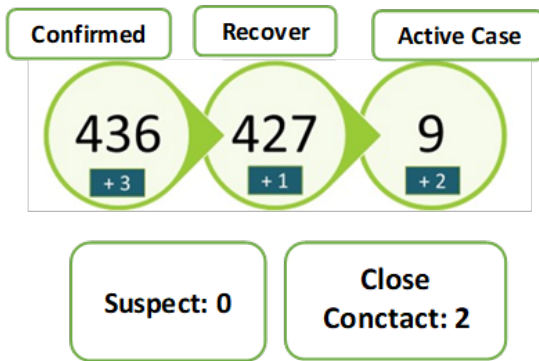
- 16 Hasim Asngari and Padmono Wibowo, "Respon Masyarakat Terhadap Kebijakan Pembebasan Narapidana Dalam Rangka Penanggulangan Penyebaran Corona Virus Covid-19 Di Dusun Punjul Desa Punjul Kecamatan Karangrejo Kabupaten Tulungagung," *Jurnal Ilmiah Kebijakan Hukum* 15, no. 2 (2021): 165–180.
- 17 Rizki Bagus Prasetyo, "Pandemi Covid-19: Perspektif Hukum Tata Negara Darurat Dan Perlindungan HAM," *Jurnal Ilmiah Kebijakan Hukum* 15, no. 2 (2021): 327–346.
- 18 Landra Fikri Dzaky and Arisman Arisman, "Analisis Lingkungan Strategis Pencegahan Penyebaran Covid-19 Di Rutan Kelas IIB Kudus," *Jurnal Ilmiah Kebijakan Hukum* 15, no. 2 (2021): 199–214.
- 19 Desinta Wahyu Kusumawardani, "Menjaga Pintu Gerbang Negara Melalui Pembatasan Kunjungan Warga Negara Asing Dalam Mencegah Penyebaran COVID-19," *Jurnal Ilmiah Kebijakan Hukum* 14, no. 3 (2020): 517–538.
- 20 Rezeky Ana Ashal, "Pengaruh Work From Home Terhadap Kinerja Aparatur Sipil Negara Di Kantor Imigrasi Kelas I Khusus TPI Medan," *Jurnal Ilmiah Kebijakan Hukum* 14, no. 2 (2020): 223–242.
- 21 Baloran, "Knowledge, Attitudes, Anxiety, and Coping Strategies of Students during COVID-19 Pandemic."

- 22 Insan Firdaus, "Analisa Kebijakan Penerapan Sistem Merit Dalam Penempatan Lulusan Politeknik Ilmu Pemasarakan Dan Politeknik Imigrasi," *Jurnal Ilmiah Kebijakan Hukum* 15, no. 2 (2021): 271–286.
- 23 Imam Lukito and Haryono Haryono, "Optimalisasi Pendidikan Dan Pelatihan Metode E-Learning Di Lingkungan Kementerian Hukum Dan HAM," *Jurnal Ilmiah Kebijakan Hukum* 14, no. 2 (2020): 339–360.
- 24 S S Sugeng and Dwi DA Atmoko, "Strategi Pengembangan Kualitas Sumber Daya Manusia Hukum Melalui Skema Sertifikasi Profesi," *Jurnal Ilmiah Kebijakan Hukum* 14, no. 1 (2020): 163–182.

Figure 1. Development of Covid-19 Cases



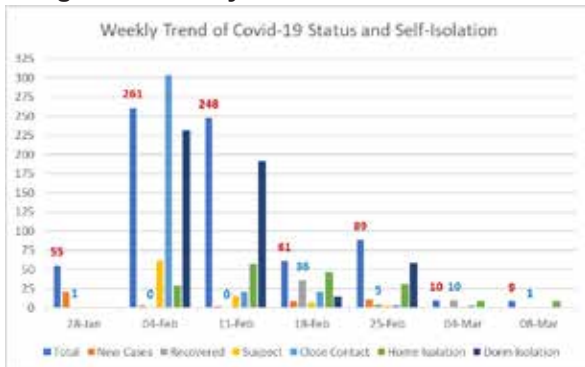
COVID-19 UPDATE PER 7 MARCH 2022



Source: BPSDM Law and Human Rights, Year: 2022

The weekly trends regarding status and self-isolation location for employees and prospective cadets for the period 28 January to 8 March 2022 are summarized in Figure 2.

Figure 2. Weekly Trend of Covid-19 Status



Source: BPSDM Law and Human Rights, Year: 2022

Figure 2 above illustrates that the trend of confirmed Covid-19 status in the Poltekim and Poltekip reached its peak in the first week of February 2022. It subsequently showed a significant decline until the first week of March 2022. On the third week of February 2022, the cure rate of those who were previously confirmed positive appeared. This trend is the

result of the mitigation strategy carried out by the Human Resources Development Agency of the Ministry of Law and Human Rights. The ministry oversees the Poltekim and Poltekip which become the focus of this research.

Research Problem

Mitigating Covid transmission is the ministry’s effort to provide a good quality service since it is one of the tasks of a public service provider.²⁵ The success of mitigating Covid-19 transmission in higher education institutions is the result made by the actors involved. For this reason, it is necessary to know the role of these actors in preventing virus transmission and reducing positive cases. Two main problems will be studied in this research. First, how are the perceptions of actors involved in Covid-19 mitigation in higher education institutions about problems related to preventing and limiting the spread of the virus? Second, what are the efforts of these actors to achieve successful Covid-19 mitigation strategies?

Research Objective

The purpose of this study is to analyze the success of the Covid-19 mitigation strategy in higher education institutions, particularly in Polytechnic of Immigration (Poltekim) and Polytechnic of Correctional Science (Poltekip). The actors involved in handling Covid-19 consist of structural officials and medical personnel. They are divided into several divisions to coordinate the monitoring and prevention area, medical area, health protocol enforcement, and administration. These officials and medical personnel became given the data on Covid-19 mitigation at Poltekim and Poltekip.

25 Junaidi Abdillah, “An Analysis of Electronic Services Quality in Intellectual Property Using Gap Analysis and Importance Performance Analysis (IPA) as Public Service Quality Improvements,” *Jurnal Ilmiah Kebijakan Hukum* 16, no. 1 (2022): 153–174.

Research Method

1. Approach

This research applied a qualitative approach.

2. Data Collection Method

To collect data, interviews were conducted with actors involved in mitigating Covid-19 transmission at the Poltekim and Poltekip. Through these interviews, the authors of this article could obtain opinions from the head of the organization's secretariat, medical personnel (doctors), public service administrators, academic service administrators, student service management officials, and public relations officials who are members of the Covid-19 task force. Interviewed informants were asked questions about the prevention and mitigation of the Covid-19 pandemic in higher education, as well as the efforts they made in mitigating the pandemic. The questions were designed in a semi-structured manner. There are three main questions in this research. First, what are the main problems of preventing and mitigating the Covid-19 pandemic in higher education institutions? Second, what kind of strategies are there to mitigate the Covid-19 pandemic in higher education institutions? Third, what is the level of success or effectiveness of the applied Covid-19 mitigation strategies in higher education institutions?

3. Data Analysis

The qualitative data collected were processed using Excel. Meanwhile, the text analysis was performed using the Orange software.

The interviewees were selected based on their involvement in mitigating the Covid-19 pandemic at Poltekim and Poltekip. The interviews were conducted from February 25 to March 4, 2022. The number of interviewees was twelve people. They consist of one person in charge of a secretarial organization,

three medical personnel (doctors), one official who is in charge of the provision of facilities, two officials managing general administration, two officials managing academic administration, two student administration officers, and a public relation officer. Furthermore, the data collected from the interviews in the form of text were then analyzed using Orange software to identify the keywords used by the interviewees.

DISCUSSION

Covid mitigation is a set of strategies to make a reform in the organization, notably for increasing the quality of public service.²⁶

Before discussing the data collected from the interviewees, there are some works of literature about the Covid-19 mitigation strategy in higher education institutions that will be reviewed first.

Literature Review

The concept of strategy has an important role in the crisis management framework.²⁷ Strategy is a way of cognition and taking action to help organizations take opportunities or overcome existing problems.²⁸ According to Coccia²⁹, pandemic mitigation strategies can be both responsive and preventive. Responsive strategy means the efforts done to overcome the ongoing problems caused by pandemics. Preventive strategies contain plans for effective solutions to stop or reduce the negative impact of pandemics.

Further, Coccia³⁰ mentions several steps of strategy formulation, namely:

26 Ahmad Jazuli, "Komitmen Agen Perubahan Kementerian Hukum Dan Hak Asasi Manusia Dalam Pembangunan Zona Integritas Berkelanjutan," *Jurnal Ilmiah Kebijakan Hukum* 15, no. 3 (2021): 415–430.

27 Coccia, "Pandemic Prevention: Lessons from COVID-19."

28 Ibid.

29 Ibid.

30 Ibid.

1. Analyze the causes of the pandemic and possible solutions.
2. Analyze various variables related to solutions to reduce the impact of the pandemic.
3. Analyze available options for the solution, including the advantages and disadvantages of each option.
4. Choose the best solution based on various considerations of limitations.
5. Implement the solutions that have been selected and evaluate them as input for the preparation of a better pandemic mitigation strategy.

Sia and Abbas Adamu³¹ stated several pandemic mitigation strategies that are mostly carried out by higher education institutions. These strategies include self-checks, checking body temperature when entering campus (temperature screening), using masks, and social distancing. Another strategy used is conducting all learning activities via online platforms, except for practical activities in the field. Higher education institutions also prohibit lecturers, students, and employees from traveling abroad or inviting foreigners to enter the campus area. For employees, a working hours rotation is carried out as a strategy to comply with health protocols regarding the limitation of people who can be in one room.

Rennert et al.³² stated that the strategy for mitigating the spread of the Covid-19 virus in higher education institutions could be carried out through routine tests (frequent testing), contact tracing, and isolation for people who are positive and indicated positive (suspect). Routine tests can mitigate the spread of the virus on campus. To limit the transmission

of the virus, isolation rooms are provided for students or employees who are confirmed positive.

Freeman et al.³³ identify several strategies for mitigating the Covid-19 pandemic by higher education institutions. One of them is that higher education institutions implement strategies such as making the wearing of masks as mandatory and doing physical distancing in the campus area. In addition, higher education institutions implement strategies to prevent the transmission of the virus by reducing the number of people in one class and providing information about Covid-19. Another strategy is to carry out regular Covid tests. They include the tests when entering campus locations (entry testing), and tests when students leave the dormitory (exit testing). Entry testing is mandatory for the Covid-19 mitigation strategy since students cannot enter the campus area if confirmed positive. The campus also applies rules of how students must behave during the pandemic and imposes sanctions for those who do not comply with these rules. The next strategy is to carry out contact tracing, both using applications developed by higher education institutions and applications developed by the government.

Burke et al.³⁴ stated that efforts to reduce the virus transmission in higher education institutions are very complex. It is because the virus transmissions are highly influenced by human behavior. For this reason, a framework to reduce the dangers caused by the virus is needed. This framework is the one that can regulate the relationship of the parties involved in the learning process during the

31 Joseph Kee-Ming Sia and Adamu Abbas Adamu, "Facing the Unknown: Pandemic and Higher Education in Malaysia," *Asian Education and Development Studies* 10, no. 2 (2021): 263–275, <https://doi.org/10.1108/AEDS-05-2020-0114>.

32 Rennert et al., "The Impact of Phased University Reopenings on Mitigating the Spread of COVID-19: A Modeling Study."

33 Sarah Freeman et al., "COVID-19 Response Strategies at Large Institutes of Higher Education in the United States: A Landscape Analysis, Fall 2020," *Journal of Adolescent Health* 68, no. 4 (2021): 683–685, <https://www.sciencedirect.com/science/article/pii/S1054139X21000446>.

34 Burke et al., "A Compassionate Framework for Reducing Harm in Public Health Higher Education: Implications for the COVID-19 Pandemic."

pandemic. Based on this framework, higher education providers can do several things to mitigate the Covid-19 pandemic,³⁵ including the following. First, higher education providers should create a campus environment that is safe from the transmission of the virus. Second, they should make everyone on the campus understands the rules during the pandemic and how to avoid contact with the virus. Third, higher education providers should anticipate the potential risks posed during the pandemic and steps to overcome these risks. Fourth, they should set learning standards in the classroom such as the use of masks and hybrid learning methods as options for students who choose not to do face-to-face learning.

Izumi et al.³⁶ identified several steps taken by higher education institutions as part of the Covid-19 mitigation strategy. Most campuses have closed physical learning locations. The next strategy is to prepare personal protective equipment, provide hand sanitizer, and provide information about the current situation of the virus transmission cases on campus.

From the literature review above, it can be summarized into nine Covid-19 mitigation strategies in the campus environment as follows:

1. self-checks,
2. checking body temperature when entering the campus location (temperature screening),
3. implementation of health protocols (use of masks, social restrictions, rotation of working hours, limiting the number of people in one room)
4. online learning, except for practical

activities in the field.

5. prohibition of lecturers, students, and employees from traveling abroad or inviting foreigners to enter the campus environment.
6. frequent testing both tests when entering the campus location (entry testing) and tests when students leave the dormitory (exit testing),
7. close contact tracing
8. preparation of isolation rooms for people who are positive and those who are indicated as positive (suspects).
9. providing socialization about Covid-19.

Data processing using Orange software produces several keywords that can be used as codes to group informants' answers. These keywords are health protocols, health/medical personnel, self-isolation, dormitories, quarantine, number of cadets, classrooms, covid task force, information dissemination, teaching methods, and social distancing. They are relevant to Covid-19 handling strategy in higher education institutions which consists of three-part. First, interview data about the perceptions of the actors involved in mitigating Covid-19 in higher education institutions. Second, interview data about the efforts of actors to achieve successful Covid-19 mitigation in higher education institutions. Third, analysis of the Covid-19 mitigation strategy in higher education institutions.

Actor's Perception of Covid-19 Mitigation: Problems and Ideal Conditions

Research informants mentioned the problems related to mitigating Covid-19 on campus as follows:

1. the general condition of the spread of the virus outside the colleges.
... when as many as 610 cadet candidates arrive on campus there will be transmission and coincidentally, they

35 Ibid.

36 Takako Izumi et al., "Managing and Responding to Pandemics in Higher Educational Institutions: Initial Learning from COVID-19," *International Journal of Disaster Resilience in the Built Environment* 12, no. 1 (2021): 51–66, <https://doi.org/10.1108/IJDRBE-06-2020-0054>.

enter at the same time as the omicron epidemic. So from a total of 610 cadet candidates, there must be some who have been exposed to omicron... we never knew that this omicron virus spreads easily, although it is also easy to recover... the obstacles faced with all the limited information, omicron is almost the same as delta. ... (N, Head of the Organizational Secretariat)

...the increase of cases in general, so there will be increasing cases within the campus environment... the possibility is also increasing... (G, Medical Personnel)

... during this omicron covid pandemic, the rate of transmission was fast, coincided with prospective cadets starting to enter campus for limited face-to-face learning... (H, General Administration Officer)

... the period is sufficient for transmission to occur, even though PCR has been carried out at home... The sensitivity of the antigen swab is lower than PCR, so that during the incubation period the antigen swab test cannot detect the virus... the incubation period is shorter and the virus is easier to spread allowing the transmission to be faster... cadets may have contacts with outside parties, in this case, parties who are related to and interact with their daily activities during the base period in the campus environment.... (D, Facility Provider Officer)

2. the condition of students entering campus at the same time without having time to quarantine.

... a large number of campus residents who come from various regions at the same time without being quarantined first... (G, Medical Personnel)

... decreased stamina of prospective cadets due to adjustment of activities in the campus environment during student orientation... (D, Facility Provider Officer)

3. availability of facilities owned by the campus to implement health protocols,

quarantine, self-isolation, and social distancing.

... the readiness of the campus and the human resources to conduct face-to-face learning. Implementation of face-to-face learning during the pandemic... (C, Medical Staff)

...how this self-isolation place is sufficient. There are many rooms for isolation on the one hand, and they can't interact with healthy people on another hand.... (N, Head of the Organizational Secretariat)

... means of quarantine and self-isolation are limited... (G, Medical Personnel)

...in front of the dormitory, the temperature gauge and disinfectant didn't turn on. dormitory capacity is not ideal to accommodate all cadets... (Y, Medical Staff)

... there is still a lack of rooms for prospective cadets in the dormitory... (H, General Administration Officer)

... rooms such as dormitories and classrooms are practically not sufficient to do health protocols, especially for social distancing, where there must be the construction of new dormitories and classrooms to support learning, training, and treatment activities during the pandemic, due to the disproportionate number of cadets with existing dormitories and classrooms. So that the most important thing is the suitability of the number of dormitories and their capacity with the number of cadets which is certainly by the health protocol. So that despite the pandemic, cadets can still study on campus... (Ad, Student Administration Officer)

... I think the problem is that the capacity of the facilities vs. cadet's ratio is excessive or overloaded... so it is difficult for activities to be carried out optimally with procedures... (O, Student Administration Officer)

... the student dormitory facilities are very limited or not by the health protocol... (Al,

Academic Administration Officer)

...inadequate infrastructure to provide special areas or rooms for patients affected by COVID-19... (T, General Administration Officer)

... availability of budget for handling and prevention... lack of internal health personnel who can handle the increasing positive cases of the prospective cadets... (D, Facility Provider Officer)

4. supervision of students participating in campus activities.

... lack of supervision and the frequency of activities carried out together... (G, Medical Personnel)

5. awareness of students and staff of the college to implement health protocols.

... the awareness of everyone regarding health protocols (especially the use of masks and routine hand washing with soap) is still low... (Y, Medical Personnel)

...there is still a lack of self-awareness in employees and prospective cadets in doing health protocols... (G, Medical Personnel)

...the awareness of each individual that the health protocol and lockdown must be fully implemented... (S, Public Relations Officer)

... there is still a lack of discipline in doing the health protocols... (D, Facility Provider Officer)

... lack of awareness to always apply health protocols / the occurrence of virus transmission clusters so that extra work is needed to overcome them ... (M, Academic Administration Officer)

6. decision-making and coordination processes to determine steps amid uncertainty.

... in an emergency, bureaucracy slows down decision making ... (G, Medical Personnel)

...misunderstanding still happened between medical personnel and cadet coaches in terms of parenting and daily life

of prospective cadets in the dormitory... unequal understanding regarding what is allowed and what activities should not be permitted while having limited quarantine conditions in dormitories... (D, Facility Provider Officer)

Informants have a perception of the ideal conditions to overcome the problems above as follows.

1. *Guidelines and operational standards for the implementation of face-to-face learning.*

...must be guided by the Joint Decree of the 4 Ministers Number 05/KB/2021, Number 1347 of 2021, Number HK.01.08/Menkes/6678/2021, Number 443-5847 of 2021 concerning Guidelines for the Implementation of Learning during the Covid 19 Pandemic. ... if you follow these guidelines, and apply health protocols strictly, you can prevent the occurrence of Covid19 clusters on campus... in addition to that, campus SOPs/ guidelines regarding the implementation of face-to-face learning must be carried out seriously ... (C, Medical personnel)

2. *the capacity and size of the room to implement social distancing in face-to-face learning.*

...prospective cadets should be placed in 1 room with only 2 people and always on standby in the dormitory for independent isolation with medical personnel who are also always ready... (H, General Administration Officer)

... the availability of classrooms, rooms, and other rooms that allow health protocol implementation, especially social distancing. Where the room is spacious, clean, and of course with good ventilation...there is suitability between the number of cadets with the number and capacity of dormitories and classrooms that can be used to carry out campus activities even during the

Covid-19 pandemic. It could be that the number of dormitories and classes is increased, or the number of cadets is reduced to suit the number of available dormitories and classrooms... (Ad, Student Administration Officer)

... it is necessary to reassess the availability of infrastructure and facilities as well as the facilities provided for patients affected by COVID-19 and for their health workers... (T, General Administration Officer)

3. discipline to implement health protocols.

... every cadet also needs to wear a mask and wash their hands in a disciplined manner... (Ad, Student Administration Officer)

...healthy behavior of each person... (Y, Medical Personnel)

...implementing health protocols and following directions from health workers... (M, Academic Administration Officer)

... avoid gathering activities or crowds, and reduce direct interaction activities in an area between individuals... (T, General Administration Officer)

... strict health protocols for students, educators, and other supporting personnel in the campus environment. Which mainly about wearing masks properly, washing hands, and maintaining distance (not mingling with the crowds or eating together) ... (C, Medical Personnel)

4. means and facilities for protection to avoid virus transmission.

... the campus environment also needs to provide plenty of water taps and hand sanitizers so cadets can use them at any time to avoid the virus... (Ad, Student Administration Officer)

... before deciding to carry out face-to-face learning, campus facilities and infrastructure must be prepared to support health protocol implementation and the health human resources involved... Availability of adequate hand

washing facilities, classrooms that have many windows and doors that are easy to open, campuses with dormitories are better to have an en suite bathroom. If this is not possible then the bathroom must be spacious enough, there is good air and light circulation and the bathroom is always cleaned when they are used by students who are confirmed positive for Covid19 (Red area) and there is a place for sick students who are suspected of Covid19/suspected (Yellow area). (C, Medical Personnel)

5. carry out entry and exit tests, self-isolation, and adopt a healthy lifestyle.

...conduct entry and exit tests correctly. when self-isolation or quarantine is implemented, consuming balanced nutrition and vitamins is also needed to increase immunity... (Y, Medical Personnel)

... when face-to-face learning begins, Covid19 screening is carried out with an antigen swab entry test, if the results are Non-Reactive then the person concerned will quarantine for 5 days, after that an exit test with a PCR test is carried out, and if the result is negative then he/she can continue with his/her usual activities in the campus... if there is a positive reactive or PCR result, then the person concerned must do self-isolation and must be given appropriate therapy... strict quarantine, students are active only in their respective rooms, until they get a negative exit test result, then they can freely move as usual ... if there is an unhealthy student, then the person concerned is directed to seek treatment immediately and must be separated in another room in the Yellow area for monitoring the symptoms and PCR testing... If the PCR result is negative, the person concerned is treated and given medications until he recovers... If a positive result appears from the PCR test, the person concerned is immediately separated to the isolation

place (Red area) to undergo self-isolation for a length of time according to the criteria and given appropriate treatment by health guidelines from the Ministry of Health of the Republic of Indonesia... the administration of symptomatic medicines, antivirals and vitamins needs to give attention to the nutritional intake of the person concerned... (C, Medical Personnel)

6. multi-stakeholder cooperation.

... health workers, the covid task force team, agencies, and leaders who make policies play a role in determining the success of overcoming covid (Y, Medical Personnel)

... there must be synergy from all stakeholders to overcome the transmission of the covid 19 virus... Because if joint efforts are made it will be able to suppress the spread of the covid 19 virus so synergy and decisions taken must be based on medical considerations... (M, Official Academic Administration)

... in collaboration with the community health center, students who are confirmed positive can be referred to a centralized isolation place recommended by the public health center... coordinating with the Covid19 Task Force and the local Health Centre, so that collaboration is established to make supervision and guidance related to preventing and controlling Covid19 transmission on campus. Positive Cases are reported to the local health center for monitoring, getting access to medicines and a referral system when needed... (C, Medical Personnel)

7. student activity schedule arrangements

...conduct limited quarantine and temporary suspension of orientation activities to localize the activities of prospective cadets, it is done by taking the following steps: limiting the activities of all prospective cadets in their respective dormitories, while still observing health

protocols and supervising them... centralized activities in each dormitory (8 dormitories used), with online learning methods, including giving general material about the organization, cadet life rules, and introducing life customs in dormitories... eliminating briefings, eating together, worship together, and conducting personal activities in the form of mental and physical strengthening of prospective cadets... (D, Facility Provider Officer)

8. the use of technology and hybrid learning methods.

...optimizing the use of Technology and Teaching Methods for the implementation of distance learning and face-to-face education... because optimizing technology can reduce the intensity of Covid transmission risk between students and teachers, and by optimizing teaching methods, the teaching quality is maintained. (S, Public Relations Officer)

... At this time, what can be done in the short term is to make limited face-to-face learning rotations for students, in the long term, a review is needed to reduce the number of students (O, Student Administration Officer)

The Actor's Efforts to Mitigate Covid-19: Strategy and Effectiveness

Interviewees provide information about the various steps taken to handle the virus transmission on the campus as follows:

1. promote the role of leadership in overcoming problems during uncertain situations.

...leaders must have the creativity to solve problems... It is their instincts and direction of high-level leaders that can deal with uncertain conditions. In theory, we haven't found a way to mitigate Covid-19 on campuses. In the real conditions we face, we have instincts, we have leadership qualities, how to cope, how to be effective, and how to make

the cadets recover quickly. Because wherever they are from, they are cadets entrusted to us by their parents. We must make them healthy again... (N, Head of Organizational Secretariat)

2. quarantine zone in the campus area.

...we do quarantine with the zone system. There are three zones. The red zone is for those who have been exposed, the yellow zone is the processing period after a few days of the healing process, and the green zone is for those who are healthy... (N, Head of the Organizational Secretariat)

3. provide a place for quarantine and self-isolation, as well as the necessary facilities.

...with a large enough space, we can sort this out well. The facilities are located in two locations, Tangerang and Cinere... the cadets still do sports because with their great energy it is impossible for them to just stay in the room. Their activities are still carried out, of course, by applying a group system with different schedules. In Tangerang, there are no problems because the facility here is a special place for those who are exposed. Later there will be another location for recovery. One of the buildings can accommodate approximately 300 people, for those who have come from Tangerang with a negative result, we carry out the healing process up to 100 percent in the immigration education dormitory... (N, Head of the Organizational Secretariat)

... implement a short quarantine period after traveling or attending activities that involve many people ... complete the facilities and infrastructure needed in self-isolation areas... (G, Medical Personnel)

... there are dormitories for self-isolation labeled in red, yellow, and green zones, even when using a dormitory in Tangerang for self-isolation... (H, General Administration Officer)

... separates the dormitories of students who are confirmed positive from those that are negative... (AI, Academic Administration Officer)

... carry out self-isolation centrally, to separate prospective cadets who are confirmed reactive, so that they are separated from other prospective cadets who are healthy, it is done by taking the following steps: preparing 3 special dormitories as centralized self-isolation locations, with a capacity of 90 rooms... separating prospective cadets who are confirmed positive in a centralized self-isolation location, 1 prospective cadet for one room... facilitating public hygiene (hand washing facilities, hand soap/hand sanitizer) ... we carry out centralized self-isolation to handle the treatment for prospective cadets who are confirmed positive for Covid 19, with assistance from internal health personnel because these prospective cadets come from all over Indonesia and it was impossible for us to send them home during the pandemic... (D, Facility Provider Officer)

4. recruiting additional health personnel and coordinating with other health facilities.

... we coordinate with health workers. The number is quite large. Therefore, according to the direction of the Head of the Agency, we are hiring health workers who have experience in COVID-19 situations, especially in quarantine centers. This is one of the most efficient ways. It is because they have the ability and background as well as experience in handling delta variants ... (N, Head of the Organizational Secretariat)

... asking for help from health workers when the number of active cases is high, and asking for suggestions and directions from higher and experienced health facilities in making decisions and providing medical services... (G, Medical Personnel)

...requesting assistance from external medical personnel... (H, General Administration Officer)

... with monitoring and handling done by internal health workers ... in collaboration with the Cinere Health Centre and Pengayoman Hospital in terms of handling employees and cadets who are confirmed positive for Covid-19 ... in collaboration with external health workers who have specific ability to handle covid-19 patients, to treat and handle prospective cadets who are confirmed positive for Covid-19... (D, Facility Provider Officer)

5. carry out tracing, testing, treatment, and other health protocols.

... what BPSDM must do is screening. First, do a lockdown. Second, everyone who enters BPSDM must be checked in the auditorium and health workers are available 24 hours a day. Starting at 5.30 they do a swab check in front of the building, anyone without exception had to go through an antigen swab...there is an interesting experience when people from catering service forced their way into the building, meanwhile the security guard feared the food being late then allowed the catering service to come inside and later they had to be punished because of it. An important lesson for all of us is that the organization is doing its best to prevent it, by restricting people from entering the campus area. (N, Head of Organizational Secretariat)

... carry out tracing and testing (by collaborating with third parties and facilitated by the office), treatment for those with symptoms (medicines are provided from the office for employees and prospective cadets... health monitoring via WhatsApp group... (Y, Personnel Medical)

...doing 3T (tracing, testing, treatment) for employees and cadets that have issues related to covid 19 transmission... (G, Medical Staff)

... we have implemented strict protocols as well... (H, General Administration Officer)

... Routinely supervise the Student Dormitory... Reducing activities that involve physical contact with fellow students... (AI, Academic Administration Officer)

... routinely administering antigen swabs and PCR according to the recommendations of the Ministry of Health... (T, General Administration Officer)

...maintaining social distance, wearing masks, avoiding crowds by replacing the ceremony in the field into inspection in the dormitory, setting meal times for prospective cadets... the coach arranges a schedule where prospective cadets must gather, the time is divided per shift to reduce the crowds, optimal activities outside the building... checking temperature and routinely spraying all buildings in the campus area... doing testing and screening every day for anyone who enters the campus area by doing an antigen test... providing free antigen services and free PCR for employees ... (D, Facility Provider Officer)

6. carry out special learning, coaching, and methods for treatments during the pandemic.

...the application of distance learning method for students... (T, General Administration Officer)

... changing distribution pattern of prospective cadets, from which platoons were initially spread throughout the dormitories, then each platoon becomes centralized in each dormitory, as an initial step in localizing and minimizing transmission of the virus, 14 platoons are reduced into 9 platoons... changing the ceremonial pattern in the field into a check-up pattern per dormitory/ room... setting the 5 times daily prayer in each dormitory/ room... the coaches make a schedule for pray times, without compromising the cadets' rights to pray... setting the use of the dormitory lobby, related to taking

- turns in using the lobby for activities... the coach arranges a usage schedule of the lobby...regulating sports activities through a shift system... (D, Facility Provider Officer)*
7. provide access to medicines, vitamins, immune supplements, and the like for employees and students.
- ...for access to antivirus for employees and teaching staff via telemedicine from the ministry of health... distribution of vitamins... (Y, Medical Personnel)*
- ...supplies for immune boosters... (AI, Academic Administration Officer)*
- ... giving antiviral drugs to students affected by covid-19... giving vitamins such as vitamin D and vitamin C... giving immune boosters such as milk and honey... as well as giving antiseptic substances to clean the nose and mouth, and eucalyptus oil... providing personal protective equipment such as masks and hand sanitizers... hygienic food and snacks... (T, General Administration Officer)*
- ... as well as the food needed can still be fulfilled at each polytechnic... providing masks/hand sanitizers/multivitamins for all employees regularly... providing personal hygiene to prospective cadets (masks) and giving vitamins... giving medicine /multivitamins for all employees... (D, Facility Provider Officer)*
8. provide assistance in self-isolation location and information about health awareness for employees and students.
- ... excite them with the presence of officials in their places. We're all there as their leaders. Greet them, ask them, it becomes a great immune booster for them. I believe that efforts like this are one of the healing processes for those exposed to Covid to recover quickly... (N, Head of the Organizational Secretariat)*
- ...nose and mouth hygiene education... (Y, Medical Personnel)*
- ... socializing hand washing, wearing masks, maintaining distance, staying away from crowds and reducing mobility ... opening telemedicine services and teleconsultation for health workers ... providing assistance from health workers to all employees and prospective cadets through WhatsApp groups that can monitor overall health conditions (D, Facility Provider Officer)*
- ...accompanying cadets during self-isolation both the coach and the internal medical team... (H, General Administration Officer)*
- ... Socialization of health protocols... (AI, Academic Administration Officer)*
9. centralized dissemination of information.
- ...socialization through social media channels... dissemination of information through banners... restrictions on information related to the condition of confirmed patients, but disseminating information on suspected patients and close contact cases to limit activities... (D, Facility Provider Officer)*
10. establish a task force for handling Covid-19 and coordinate with various stakeholders.
- ...become a team of the covid task force to coordinate with each other and work together to handle the pandemic on campus... (Y, Medical Staff)*
- ... to coordinate with departments, or leaders who have more authority in implementing health policies... (G, Medical Personnel)*
- ... formed a Covid 19 Prevention and Covid Management Team on campus, which consisted of people in charge of monitoring, reporting, prosecution, and administration. These job descriptions are spread over 6 internal task forces (1 Secretariat, 2 Training Centers, 1 Assessment Centre, 2 Polytechnics, as well as other assistance) and 2 administrative facilitation fields (Facilities and Public Relations)... the increasing*

trend of confirmed positive case among cadet candidates requires cooperation and collaboration from internal campus actors with regional stakeholders, in this case is Depok City Health Office, Cinere District, and the City/Sub-District/Urban Covid 19 Task Force... (D, Facility Provider Officer)

The informant stated that the efforts made to deal with Covid-19 were quite effective as follows:

... we are very effectively handling the situation, it can be seen by the recruitment of health workers who work on target with their experience. So, I concluded that on campus, the handling of prospective cadets was very effective. Because based on experience, there is no literature on Covid-19 mitigation, or how to handle students who are confirmed positive for Covid-19 while studying, not yet. The methods mentioned above, in my opinion, are very effective. From the number of 348 cases in a short time, the number infected with the virus fell tremendously. We once handled the first stage of more than 300 Poltekim cadets assigned to physical training, it turned out that during the PCR test at the Lido SPN Police, 100 were confirmed positive. This is a challenge and a valuable experience because they have to go home, a total of 100 cadets and they have interacted with 300 friends. How do we sort it out? However, we place 100 of them in Tangerang and for those that have contact with positive cadets, we place them in Cinere... The cases were handled by experienced health workers so that those who are confirmed positive recover very quickly. It was the result of a very right decision. Who wants to be sick? Who wants to be in touch with those who are sick? Nobody except those who are the experts in handling, and can prevent so that we stay healthy and also believe that our immune system is good. (N, Head of Organizational Secretariat)

...this is effective, but not optimal, this can be seen from the increase in the healing rate, and the decrease in the morbidity rate... because the efforts we make are based on the covid 19 prevention guide which has become a national reference... (G, Medical personnel)

... hopefully what has happened will make us even more prepared in holding limited face-to-face learning... the various mitigation steps I think have been successful. It can be seen from all prospective cadets being able to take part in training at the Lido National Police SPN... of course, this process is supported by teamwork as well, so far the campus has done various extraordinary things and must continue to be improved, I strongly support the continuation of limited face-to-face learning specifically for prospective cadets/ cadets of level 1 until the end of this year... (H, Administration Officer General)

...because it can reduce the confirmed positive cadets... (AI, Academic Administration Officer)

... these measures were quite effective in reducing active cases and significantly reducing the rate of transmission... the effectiveness of the strategies taken was due to the development of solid teamwork with the same understanding in handling and conducting limited quarantine of dormitories for healthy prospective cadets, and separating sick prospective cadets in centralized self-isolation. Meanwhile, the cadets were still being provided with the intake of medicine and food and the assistance from professional health workers in handling covid 19, and these conditions were strengthened by a decree from the head of the agency regarding the covid task force on campus, and centralized information center under 1 control, as well as restricting information that is not confirmed... (D, Facility Provider Officer)

... efforts to prevent and handle Covid-19 cases on campus were successful with good communication and cooperation

from various parties. Starting from leaders who are responsive and wise in making decisions, procurement officials who provide support for meeting the needs of facilities and infrastructure, and student coaches who guide and provide examples by obeying health procedures and ensuring all activities are carried out with strict health protocols and health workers who provide good health services and good motivation... (C, Medical Personnel)

However, these efforts need to be further increased due to the following factors:

1. not yet optimal for preventing virus infection/re-infection among employees and students.

...we cannot limit the movement of prospective cadets and employees. As an example, an employee who was confirmed positive was infected from making contact with an infected person at his home. Prospective cadets who went to Lido, even though they had negative PCR before leaving, but when they returned from lido, the result of antigen swab was positive and 3 of them were positive and had a history of completing self-isolation in January. Does this fall into the category of reinfection? What are the factors causing the reinfection?... (Y, Medical Personnel 1)

... has not been effective due to the C19 transmission factor. It is very easy to infect individuals from negative to positive. Infected C19 patients can easily have negative results. On the other hand, individuals who are negative after the PCR exit test can easily become infected again if they are still in the same environment/area even though they are in a different dormitory or room... (T, General Administration Officer)

... must continue to be improved in various aspects to be better at preventing and handling cases... (C, Medical Personnel)

2. an inadequate number of classrooms and other facilities compared to the number of students.

...this can be effective in preventing and dealing with the Covid-19 pandemic in the campus environment because ... other schools for future officials can still conduct face-to-face learning even during the pandemic. It is because they have rooms and classrooms that match the number of their cadets and prajas (students with official contracts under the Department of Home Affairs – translator). With a record that the cadets continue to follow the existing health protocols... (Ad, Student Administration Officer)

... That is the best way now but not the ideal. The ideal is to reduce the number of students... Because under normal circumstances, the ratio between facilities and academics is already overloaded. Moreover, in a pandemic like this... (O, Student Administration Officer)

3. there is no common perception about the proper coaching mechanism.

...understanding the way of coaching and daily life of cadets, which are different from the general public/employees. The cadets are semi-military educated, taught not to give up easily on the situation, and dare to face anything. They are required not to easily complain about their illness and are always ready at all times... (D, Facility Provider Officer)

Analysis of Covid-19 Mitigation Strategy

The Covid-19 mitigation strategy implemented by the Poltekim and Poltekip is compared to the concept of the Covid-19 mitigation strategy based on a literature review. The comparison can be seen in the following table.

Table 1. Strategy Comparison

Literature	Poltekip and Poltekim
self-checks	-
checking body temperature when entering campus locations (temperature screening)	perform tracing, testing, treatment, and other health protocols
implementation of health protocols (use of masks, social restrictions, rotation of working hours, limiting the number of people in one room)	perform tracing, testing, treatment, and other health protocols
online learning, except for practical activities in the field	carry out special learning, coaching, and parenting methods during the pandemic
prohibition of lecturers, students, and employees from traveling abroad or inviting foreigners to enter the campus environment	-
regular tests (frequent testing) both tests when entering the campus location (entry testing) and tests when students leave the dormitory (exit testing)	perform tracing, testing, treatment, and other health protocols
contact tracing	perform tracing, testing, treatment, and other health protocols
preparation of isolation rooms for people who are positive and those who are indicated positive (suspect)	provide quarantine and self-isolation locations, as well as the necessary facilities
dissemination of information about Covid-19	educating employees and students with health issues
-	recruiting additional health personnel and coordinating with other health facilities.
-	put forward the role of leadership in overcoming problems during a situation that is full of uncertainty.
-	quarantine zone on campus.

Literature	Poltekip and Poltekim
-	provide access to medicines, vitamins, immune supplements, and related medicines or supplements for employees and students.
-	provide self-isolation assistance.
-	centralized dissemination of information.
-	forming a task force for handling Covid-19 and coordinating with various stakeholders.

Source: Research Data Year: 2022

Based on the table above, the Covid-19 mitigation strategy carried out by Poltekim and Poltekip is similar to the strategy stated in the literature review, except in terms of independent health checks and restrictions on travel. This is because medical examinations for students and employees are facilitated by the campus. Meanwhile, the travel ban has been implemented by government policy in general. However, Poltekim and Poltekip implemented additional strategies in the development of pandemic conditions and the specific condition of prospective cadets and campus staff in a college environment.

This additional strategy, when referring to the existing literature, is an effective strategy to overcome the conditions during the pandemic. The existence of a Covid-19 Task Force consisting of various components of authority and expertise. These components are essential to monitor and analyze the situation, as well as provide developments on the status of the virus transmission on campus, expected behavior from employees and students, and the establishment of

campus rules during the pandemic.³⁷³⁸ The strategy of spreading or disseminating information about the status of Covid-19 in the campus environment makes employees and students get updated information regarding the campus situation during the pandemic.³⁹ Assisting students who are confirmed positive for the virus is very important because they need emotional support.⁴⁰ Providing access to vitamins and supplements to boost the body is an effective step to reduce Covid-19 infection.⁴¹ The role of the leader is very important to overcome the crisis during the pandemic, where complex and uncertain situations require creative leaders to solve problems.⁴² Quarantine zones are generally carried out in hospitals as it is necessary for mapping the risk of virus transmission.⁴³

- 37 Jisun Jung, Hugo Horta, and Gerard A Postiglione, "Living in Uncertainty: The COVID-19 Pandemic and Higher Education in Hong Kong," *Studies in Higher Education* 46, no. 1 (2021): 107–120, <https://doi.org/10.1080/03075079.2020.1859685>.
- 38 Filippo Quattrone et al., "Protecting Higher Education Institutions from COVID-19: Insights from an Italian Experience," *Journal of American College Health* (2020): 1–2, <https://doi.org/10.1080/07448481.2020.1791885>.
- 39 Abdulrahman Obaid Al-Youbi et al., "The King Abdulaziz University (KAU) Pandemic Framework: A Methodological Approach to Leverage Social Media for the Sustainable Management of Higher Education in Crisis," *Sustainability* 12, no. 11 (2020): 4367, <https://doi.org/10.3390/su12114367>.
- 40 Kunal Chaturvedi, Dinesh Kumar Vishwakarma, and Nidhi Singh, "COVID-19 and Its Impact on Education, Social Life and Mental Health of Students: A Survey," *Children and Youth Services Review* 121, no. February (2021): 105866, <https://doi.org/10.1016/j.chilyouth.2020.105866>.
- 41 Hanan A Alfawaz et al., "Dietary Intake and Supplement Use Among Saudi Residents during COVID-19 Lockdown," *International journal of environmental research and public health* 18, no. 12 (2021): 6435, <https://doi.org/10.3390/ijerph18126435>.
- 42 Aamna Tariq Mukaram et al., "Can Adaptive–Academic Leadership Duo Make Universities Ready for Change? Evidence from Higher Education Institutions in Pakistan in the Light of COVID-19," *Management Research Review* 44, no. 11 (2021): 1478–1498, <https://doi.org/10.1108/MRR-09-2020-0598>.
- 43 Vikas Menon, Susanta Kumar Padhy, and

However, from the experience of Poltekim and Poltekip, this risk mapping can also be done in the campus environment. Campuses need to work together with health workers to provide services to students during the pandemic.⁴⁴

CONCLUSION AND RECOMMENDATION

Conclusion

The findings from interviews with actors involved in mitigating the Covid-19 pandemic at the Polytechnic of Immigration (Poltekim) and Polytechnic of Correctional Science (Poltekip) can be concluded as follows. Poltekim and Poltekip have implemented quite effective strategies to deal with the Covid-19 virus transmission in the campus environment. This strategy needs to be improved, especially regarding the prevention of virus infection/re-infection among employees and students, the capacity of the number of classrooms and other facilities compared to the number of students, and the common perception of the appropriate coaching mechanism.

Recommendation

The above conclusions lead to recommendations for developing pandemic mitigation strategies in higher education institutions. First, it is necessary to keep monitoring the development of virus variants to prepare appropriate preventive measures. Second, considering the increasing number of rooms and facilities is essential to accommodate teaching and learning processes that can comply with health

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- Jigyansa Ipsita Pattnaik, "Stigma and Aggression Against Health Care Workers in India Amidst COVID-19 Times: Possible Drivers and Mitigation Strategies," *Indian Journal of Psychological Medicine* 42, no. 4 (2020): 400–401, <https://doi.org/10.1177/0253717620929241>.
 - 44 Aleksander Aristovnik et al., "Impacts of the COVID-19 Pandemic on Life of Higher Education Students: A Global Perspective," *Sustainability* 12, no. 20 (2020): 8438, <https://www.mdpi.com/2071-1050/12/20/8438>.

protocols, Third, building a common perception is highly needed for all stakeholders about the mechanism of learning, coaching, and caring for official school cadets during the pandemic.

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